

THE TOWN OF OKOTOKS REGULAR COUNCIL MEETING AGENDA

Monday, July 21, 2025

2:00 PM - Closed Session (Council Only) 3:00 PM - Public Session

Pages

- 1. CALL TO ORDER
- 2. ADOPTION OF AGENDA
- 3. CLOSED SESSION

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

3.1 Project Budget Review

FOIP s. 24, advice from officials

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

3.2 Project Budget Review

FOIP s. 24, advice from officials

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

3.3 Project Agreement

FOIP s. 24, advice from officials

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

3.4 Committee Citizen Member Appointments

FOIP s. 17, disclosure harmful to personal privacy

FOIP s. 19, confidential evaluations

- 4. DELEGATIONS (3:00 p.m.) OR (6:00 p.m. by prior arrangement)
 - 4.1 REQUESTED DELEGATIONS
 - 4.2 PUBLIC DELEGATIONS
- 5. MOTION(S) ARISING FROM CLOSED SESSION

CONS	SENT AGE	ENDA				
6.1	MINUTES OF PREVIOUS MEETING					
	6.1.1	Regular Council Meeting - June 23, 2025	4			
6.2	BUSINESS ITEMS FOR INFORMATION / FROM COMMITTEE					
	6.2.1	2024 Town of Okotoks Annual Report	18			
		The Town of Okotoks 2024 Annual Report capturing the strategic, operational, and financial results of the Municipality is provided to Council for information.				
	6.2.2	Drought Management Water Statistics Monthly Update	116			
		The July 2025 Drought Management Water Statistics Monthly Update is provided to Council for information.				
	6.2.3	Social Policy Amendments	121			
		Policy amendments to strengthen the Town's commitment to support social well-being are provided to Council for approval.				
	6.2.4	Enhancing Housing Affordability in Okotoks	139			
		A report regarding what has been done, what is being done, and what can be done to help enhance housing affordability in Okotoks is provided to Council for information.				
6.3	FIRST READING BYLAWS					
6.4	.4 RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS					
6.5	CORRESPONDENCE FOR INFORMATION					
	6.5.1	Trevor Daroux, Commanding Officer Alberta RCMP, Re: Appointment to Position - June 25, 2025	146			
6.6	BOARD AND COMMITTEE MINUTES					
	6.6.1	Okotoks Public Library Board - May 22, 2025	148			
	6.6.2	United Way/Okotoks Partnership Committee - July 8, 2025	153			
6.7	SURE OF CLOSED SESSION ITEMS					
BUSIN	SINESS ITEMS FOR ACTION					

8. BYLAWS

7.

6.

157 8.1 Bylaw 29-25 Stockton Block Municipal Historical Resource Designation The purpose of Bylaw 29-25 is to designate the Stockton Block building located at 14 McRae Street as a Municipal Historic Resource under the Historical Resources Act, following the required 60-day notice period. This Bylaw is ready for three readings. 175 8.2 Bylaw 30-25 Community Standards Bylaw 31-23 Amendment The purpose of Bylaw 30-25 is to amend Revised Community Standards Bylaw 31-23 to establish a trial period to adjust permitted residential noise hours to be from 7:00 a.m. to 10:00 p.m. seven days a week starting July 1, 2025 to February 28, 2026, as approved at the June 23, 2025 Regular Council Meeting. **NOTICES OF MOTION MOTIONS RE NOTICES** CORRESPONDENCE FOR ACTION COUNCILLOR INQUIRIES AND SUGGESTIONS 194 COUNCIL REPRESENTATIVE REPORTS PUBLIC HEARING(S) (6:30 p.m.)

9.

10.

11.

12.

13.

14.

15.

16.

ADJOURNMENT

BYLAWS / BUSINESS RELATING TO HEARING(S)



TOWN OF OKOTOKS
UNADOPTED MINUTES
FOR THE REGULAR COUNCIL MEETING
HELD MONDAY, JUNE 23, 2025
AT THE OKOTOKS MUNICIPAL CENTRE
COUNCIL CHAMBER

COUNCIL MEMBERS PRESENT

Mayor Thorn

Councillor Hallmark

Councillor Heemeryck

Councillor Lang

Councillor Robinson Councillor Swendseid

ADMINISTRATION PRESENT

Chief Administrative Officer Elaine Vincent Legislative Affairs Officer Lucy Mundy

1. CALL TO ORDER

Mayor Thorn called the meeting to order at 3:05 p.m. and provided a traditional land acknowledgement.

2. ADOPTION OF AGENDA

MOTION 25.C.226

By Councillor Heemeryck

That the agenda for the June 23, 2025 Regular Council Meeting be adopted as presented.

Carried Unanimously

4. **DELEGATIONS**

4.2 PUBLIC DELEGATIONS
None

6. CONSENT AGENDA

6.1 MINUTES OF PREVIOUS MEETING

- 6.1.1 Regular Council Meeting June 9, 2025
- 6.2 BUSINESS ITEMS FOR INFORMATION / FROM COMMITTEE
 - 6.2.1 Greenhouse Gas Emissions Inventory Report
 - 6.2.2 Drought Management Water Statistics Monthly Update
 - 6.2.3 Howard Park Playground What We Learned Report
 - 6.2.4 Permittable Hours for Noise Pilot Project
 - 6.2.5 Chief Administrative Officer Approvals
- 6.3 FIRST READING BYLAWS

None

- 6.4 RESPONSES TO COUNCILLOR INQUIRIES AND SUGGESTIONS
- 6.5 CORRESPONDENCE FOR INFORMATION
 - 6.5.1 Trevor Daroux, Deputy Commissioner, Commanding Officer Alberta RCMP, Re: RCMP CPIC Pilot Project June 5, 2025
- 6.6 BOARD AND COMMITTEE MINUTES
 - 6.6.1 Family and Community Support Services Committee June 4, 2025
 - 6.6.2 Governance and Priorities Committee June 16, 2025
 - 6.6.3 United Way/Okotoks Partnership Committee June 10, 2025
- 6.7 DISCLOSURE OF CLOSED SESSION ITEMS
 None

MOTION 25.C.227

By Councillor Swendseid

That item 6.2.1 be exempt from the Consent Agenda and added to Business Items for Action; the minutes under 6.1.1 be adopted as presented; a trial period be established to adjust permitted residential noise hours to be from 7:00 a.m. to 10:00 p.m. seven days a week starting July 1, 2025 to February 28, 2026, as recommended by the Governance and Priorities Committee in item 6.2.4; and the remaining items be received as information.

Carried Unanimously

7. BUSINESS ITEMS FOR ACTION

7.1 2025 Community Priorities Survey Results

Community Engagement Manager Melanie Heemeryck, Corporate Planning Specialist Bernice Gordon, Senior Corporate Analyst Tom Kerr, and Advanis Consultant Matthijs Visser reviewed the report containing the issue that the 2025 Community Priorities Survey Results are provided to Council for information and discussion.

MOTION 25.C.228

By Councillor Swendseid

That the 2025 Community Priorities Survey Results Report be received as information, and Administration be directed to consider the findings in future budgeting, planning, and decision-making.

Carried Unanimously

7.2 2026 Annual Budget Check-in Process

Chief Financial Officer Katherine Van Keimpema reviewed the report containing the issue that the 2026 budget process is a single year budget and Council decisions are required on establishing the environmental scanning, strategic, service level, and pilot capital project prioritization methodology components of the budget cycle.

Mayor Thorn requested that the Deputy Mayor assume the Chair.

Deputy Mayor Swendseid assumed the Chair at 4:18 p.m.

MOTION 25.C.229

By Mayor Thorn

That the pilot capital project prioritization, strategic, and service level options presented be considered as guidelines to inform the 2026 budget process and that Administration bring forward a proposal for a 1% tax increase dedicated to reserves.

Carried Unanimously

Mayor Thorn resumed the Chair at 4:27 p.m.

Recess at 4:31 p.m. Reconvene at 4:38 p.m.

7.3 Fire Standard of Cover - Governance Report

Fire Chief Trevor Brice reviewed the report containing the issue that following consideration of the 2024 Fire Services Master Plan Administration was directed to develop a five-year implementation plan to proactively address risk, opportunity, and affordability. The Okotoks Fire & Rescue Standards of Cover - Governance Report provides a structured roadmap to guide long-term fire and rescue operations.

MOTION 25.C.230

By Councillor Lang

That the Fire Standard of Cover - Governance Report be approved as presented and formally endorsed as a risk-based approach to fire and rescue services planning; and the Effective Response Force for moderate-risk structure fires be approved as the foundation for deployment planning to align the Council-approved service delivery with community risk and expectations.

Carried Unanimously

4. **DELEGATIONS (RESUMED)**

4.1 REQUESTED DELEGATIONS

4.1.1 Awesome Kids Awards

Okotoks Brazilian Jiu-Jitsu students Jeremy Larsen, Easton Wolf, and Emmett Wolf were in attendance to be recognized for winning medals at the PEAK Grappling Spring Scramble 2025 tournament.

7. BUSINESS ITEMS FOR ACTION (RESUMED)

7.4 Program and Service Review Policy Update

Corporate Planning Specialist Bernice Gordon reviewed the report containing the issue that the Program and Service Review Policy GP-E-2.1 detailing the Town's program and service reviews update for Community Enhancement and Recognition is provided to Council for approval.

MOTION 25.C.231

By Councillor Robinson

That Services and Service Level Inventory updates attached in Program and Service Review Policy GP-E-2.1: Appendix A, Community Enhancement and Recognition, be approved as presented.

Carried Unanimously

Recess at 5:47 p.m. Reconvene at 6:20 p.m.

8. BYLAWS

8.1 Bylaw 27-25 Livestock Emotional Support Animal Bylaw and Bylaw 28-25 Responsible Pet Ownership Bylaw Amendments

Municipal Enforcement Manager Vikram Kulkarni and Community Safety & Organizational Excellence Project Specialist Jayne Moffat reviewed the report containing the issue that the purpose of Bylaws 27-25 and 28-25 is to amend Revised Livestock Emotional Support Animal Bylaw 23-24 and Revised Responsible Pet Ownership Bylaw 35-24 in order to: lower the weight limit for livestock emotional support animals; exempt roosters from acceptable livestock; prohibit livestock emotional support animals from using off-leash areas; and amend various administrative language.

8.1.1 Bylaw 27-25 Revised Livestock Emotional Support Animals Bylaw 23-24 Amendment

MOTION 25.C.232 By Councillor Swendseid That Bylaw 27-25 be read a first time.

Carried Unanimously

MOTION 25.C.233

By Councillor Heemeryck

That Bylaw 27-25 be read a second time.

Carried Unanimously

MOTION 25.C.234

By Councillor Lang

That authorization be given to read Bylaw 27-25 a third time.

Carried Unanimously

MOTION 25.C.235

By Councillor Robinson

That Bylaw 27-25 be read a third time and passed.

Carried Unanimously

8.1.2 Bylaw 28-25 Revised Responsible Pet Ownership Bylaw 35-24 Amendment

MOTION 25.C.236

By Councillor Hallmark

That Bylaw 28-25 be read a first time.

Carried Unanimously

MOTION 25.C.237

By Councillor Robinson

That Bylaw 28-25 be read a second time.

Carried Unanimously

MOTION 25.C.238

By Councillor Lang

That authorization be given to read Bylaw 28-25 a third time.

Carried Unanimously

MOTION 25.C.239

By Councillor Heemeryck

That Bylaw 28-25 be read a third time and passed.

Carried Unanimously

9. NOTICES OF MOTION

None

10. MOTIONS RE NOTICES

None

11. CORRESPONDENCE FOR ACTION

None

12. COUNCILLOR INQUIRIES AND SUGGESTIONS

Councillor Swendseid provided an inquiry regarding whether Administration is conducting any enforcement or awareness initiatives regarding the requirement for children to wear helmets while riding bikes.

Chief Administrative Officer Elaine Vincent provided the response that throughout the summer and fall, a strong campaign focused on helmet safety is carried out by the Community Engagement team. Currently, Administration is preparing to launch the noisy vehicle campaign, after which the focus will shift to promoting helmet safety.

Councillor Robinson provided an inquiry regarding stormwater performance, particularly in the Ranchers Rise community, and asked whether residents can expect improvements once the developer completes the project. Chief Administrative Officer Elaine Vincent provided the response that Administration was made aware that the localized weather event, specifically the recent hailstorm, produced unusually high levels of ice, which hindered proper drainage in the area. The accumulation of ice caused some components to freeze, preventing the restrictor plates from functioning as intended. Administration will be reviewing the situation to determine whether the current design standards are appropriate or if changes are needed going forward. Ranchers Rise and Drake Landing experienced the most significant hail accumulation in Okotoks during that event, which led to different performance outcomes compared to other parts of the community. Once communities are fully developed, they are transferred to the Town, allowing Administration to assess what is working well and identify areas for improvement.

14. PUBLIC HEARINGS

14.1 Bylaw 20-25 Land Use Bylaw Amendment - 149 Elizabeth Street

Mayor Thorn opened the Public Hearing for Bylaw 20-25 - Land Use Bylaw Amendment - 149 Elizabeth Street at 6:30 p.m.

Planner Craig Davies reviewed the report containing the issue that the purpose of Bylaw 20-25 is to amend Land Use Bylaw 17-21 by redesignating Lots 30-37, Block F, Plan 1420L from Traditional Neighbourhood District to Downtown District.

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

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

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

Mayor Thorn called for those present remotely who wished to speak in favour or in objection of the proposed Bylaw.

Administration stated that there were no virtual participants.

Mayor Thorn called on Administration to provide a summary of submissions received after 12:00 p.m. on June 18, 2025 to 6:30 p.m. on June 23, 2025 and there were none.

Mayor Thorn called for questions of clarification from those present in the Council Chamber and there were none.

Mayor Thorn called for further questions from Council of Administration and there were none.

MOTION 25.C.240 By Councillor Swendseid That the Public Hearing for Bylaw 20-25 close at 6:42 p.m.

Carried Unanimously

14.2 Bylaw 23-25 - Wedderburn East Neighbourhood Area Structure Plan

Mayor Thorn opened the Public Hearing for Bylaw 23-25 - Wedderburn East Neighbourhood Area Structure Plan at 6:43 p.m.

Senior Planner & Intergovernmental Liaison Colton Nickel reviewed the report containing the issue that the purpose of Bylaw 23-25 is to adopt the Wedderburn East Neighbourhood Area Structure Plan to facilitate phased urban development of approximately +/- 78.97 ha (195.14 ac) of a primarily residential expansion to the existing Wedderburn development with a commercial area.

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

Mayor Thorn called for the Applicant to present their application.

Groundcubed Planner Tracy Bealing provided information regarding their application and spoke in favour of the Bylaw.

Mayor Thorn called for questions from Council of the Applicant and the questions were answered by Groundcubed Planner Tracy Bealing and Anthem Properties Planning & Sales Director Steve LePan.

Mayor Thorn called for those present in the Council Chamber who wished to speak in favour of the proposed Bylaw.

Anthem Properties Planning & Sales Director Steve LePan spoke in favour of the proposed Bylaw.

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

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

Okotoks Resident Shannon Hurst spoke neither in favor nor in objection to the proposed Bylaw and raised suggestions for the development plan.

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

Mayor Thorn called for those present remotely who wished to speak in favour or in objection of the proposed Bylaw.

Administration stated that there were no virtual participants.

Mayor Thorn called on Administration to provide a summary of submissions received after 12:00 p.m. on June 18, 2025 to 6:30 p.m. on June 23, 2025 and there were none.

Mayor Thorn called for questions of clarification from those present in the Council Chamber and there were none.

Mayor Thorn called on Administration to respond to the suggestions raised by the resident for the development plan, and a response was provided.

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

MOTION 25.C.241 By Councillor Lang That the Public Hearing for Bylaw 23-25 close at 7:31 p.m.

Carried Unanimously

Recess at 7:32 p.m. Reconvene at 7:38 p.m.

7. BUSINESS ITEMS FOR ACTION (RESUMED)

7.5 High School Theatre Update

Community Identity Manager Chris MacIsaac reviewed the report containing the issue that Council direction is requested regarding the partnership statement of commitment between the Town of Okotoks and the Foothills School Division. Alberta Infrastructure Representatives Gina Troman and Jeff Janzen responded to questions from Council regarding the School Campus Theatre Options.

Recess at 8:21 p.m. Reconvene at 8:25 p.m.

MOTION 25.C.242

By Councillor Robinson

That the execution of the Partnership Statement of Commitment with Foothills School Division be endorsed and Administration be directed to make a \$1.3M addition for theatre furniture, fixtures, and equipment to the 2027 Capital Budget.

Defeated

MOTION 25.C.243

By Councillor Hallmark

That the execution of the Partnership Statement of Commitment with Foothills School Division not be endorsed and the partnership with the Foothills School Division for the high school theatre project be declined, resulting in the high school theatre project becoming a 2026 budget off-ramp.

Carried

Councillor Heemeryck raised a Point of Order stating that the previous motion endorsing the expenditure of \$6.5M for the high school theatre project still stands.

Mayor Thorn ruled the Point was Out of Order and stated that Motion 25.C.243 renders any previously passed motions on this project null and void.

Councillor Heemeryck Challenged the ruling of the Chair.

MOTION 25.C.244

By Mayor Thorn

Seconded by Councillor Robinson

That the ruling of the Chair be upheld.

Carried

15. BYLAWS / BUSINESS RELATING TO HEARING(S)

15.1 Bylaw 20-25 Land Use Bylaw Amendment - 149 Elizabeth Street

MOTION 25.C.245

By Councillor Robinson

That Bylaw 20-25 be read a second time.

Carried Unanimously

MOTION 25.C.246

By Councillor Swendseid

That Bylaw 20-25 be read a third time and passed.

Carried Unanimously

15.2 Bylaw 23-25 Wedderburn East Neighbourhood Area Structure Plan

MOTION 25.C.247

By Councillor Lang

That Bylaw 23-25 be read a second time.

Carried Unanimously

MOTION 25.C.248

By Councillor Robinson

That Bylaw 23-25 be read a third time and passed.

Carried Unanimously

7. BUSINESS ITEMS FOR ACTION (RESUMED)

7.6 Greenhouse Gas Emissions Report

MOTION 25.C.249

By Councillor Swendseid

That the Greenhouse Gas Emissions Inventory Report be received as information.

Carried Unanimously

3. CLOSED SESSION

MOTION 25.C.250

By Councillor Hallmark

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

Carried Unanimously

3.1 Committee Citizen Member Appointments (*FOIP* s. 17, 19)

In Attendance

Mayor Thorn

Councillors Hallmark, Heemeryck, Lang, Robinson, and Swendseid

Chief Administrative Officer Elaine Vincent

Community Safety & Organizational Excellence Director Paula Bernat

Community Growth & Identity Director Jeff Greene

Parks & Recreation Director Christa Michailuck

Chief Financial Officer Katherine Van Keimpema

Community Growth & Identity Senior Manager Robyn Marsden

Legislative Affairs Manager Cathy Duplessis

Legislative Affairs Officer Lucy Mundy

Legislative and Corporate Records Officer Megan Johnson

MOTION 25.C.251

By Councillor Hallmark

That the meeting come out of Closed Session at 9:20 p.m.

Carried Unanimously

5. MOTION(S) ARISING FROM CLOSED SESSION

MOTION 25.C.252

By Councillor Swendseid

That Edyn Schmirler be appointed to the Okotoks Public Library Board for a oneyear term ending June 30, 2026; and

That Smriti Thiruchitrambalam be reappointed to the Family and Community Support Services Committee for a one-year term ending June 30, 2026.

Carried Unanimously

13. COUNCIL REPRESENTATIVE REPORTS

Councillor Robinson reported on his activities since the last Council meeting.

16. ADJOURNMENT

MOTION 25.C.253

By Councillor Lang

That the June 23, 2025 Regular Council Meeting adjourn at 9:23 p.m.

Carried Unanimously

Consent Agenda

July 21, 2025



2024 TOWN OF OKOTOKS ANNUAL REPORT

Issue

The Town of Okotoks 2024 Annual Report capturing the strategic, operational, and financial results of the Municipality is provided to Council for information.

Motion Proposed by Administration

That the Town of Okotoks 2024 Annual Report be received as information.

Report, Analysis and Financial Implications

Council establishes the strategic priorities of Council, the service levels it wants to see in the community, and monitors the performance of the organization to ensure that services are meeting the needs of citizens. All of this must be done within the financial health framework of the organization.

The 2024 Annual Report highlights accomplishments and captures the strategic, financial, and operational performance of the organization. The Annual Report is attached and is also available on the Town's website at https://www.okotoks.ca/your-government/publications-forms/annual-report.

The 2024 Annual Report will be available for pick-up at the Town Municipal Centre, Public Library, and the Okotoks & District Seniors Club.

Strategic Plan Goals

	Responsibly Managed Growth Strong Local Economy Organizational Excellence			Demonstrated Environmental Leadership Enhanced Culture & Community Health
\boxtimes				

Equity/Diversity/Inclusivity Impacts and Strategy

Town of Okotoks 2022 – 2025 Strategic Plan Okotoks Municipal Development Plan

Environmental Impacts

n/a

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

The 2024 annual report highlights the achievements of the organization in 2024 and represents a key document of accountability: reporting back to the community on results of strategic and operational performance.

Attachment(s)

1. 2024 Town of Okotoks Annual Report

Prepared by: Bernice Gordon Corporate Planning Specialist June 26, 2025



Town of Okotoks 5 Elizabeth Street PO Box 20, Station Main Okotoks AB T1S 1K1 403.938.4404 okotoks.ca

2024 Annual Report, for the year ended December 31, 2024 Prepared by: Corporate Services, Community Engagement and Corporate Finance

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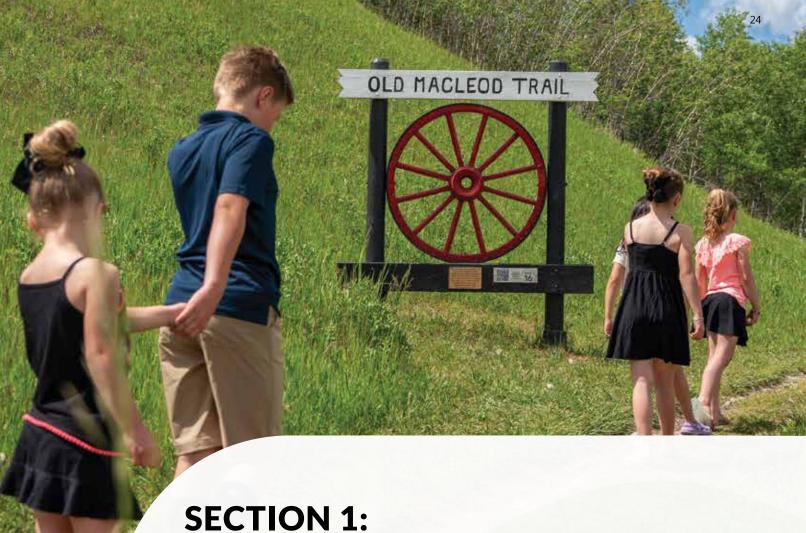


History of Settlement in Okotoks

We respectfully acknowledge that we are on the traditional territories of the people of the Treaty 7 region in Southern Alberta, which includes Blackfoot Confederacy members: Siksika, Piikani, the Kainai First Nations, the Stoney Nakoda of Bearspaw, Chiniki and Wesley First Nations, the Dene of Tsuut'ina First Nations, the Métis Nation Region 3 and all those that made Treaty 7 lands their home. As treaty People, Indigenous and non-Indigenous, we share the responsibility for stewardship of this beautiful land.

TABLE OF CONTENTS

History Of Settlement In Okotoks	3
Section 1: Introduction	5
Welcome To Okotoks	6
Government Structure	7
Message From The Mayor	8
Council Boards, Committees & Task Forces	9
Message From The CAO	10
Message From CFO	11
Town Vision And Mission Statements	12
Administration Organizational Chart	13
Strategic Plan	14
Responsibly Managed Growth	18
Strong Local Economy	24
Enhanced Culture & Community Health	30
Demonstrated Environmental Leadership	36
Organizational Excellence	42
Budget Climate	48
Section 2: Financial	50
Financial Management and Control	51
Letter of Transmittal	52
Financial Summary	53
Consolidated Financial Statements	57
Independent Auditor's Report	58
Management Report	60
Consolidated Statement of Financial Position	61
Consolidated Statement of Operations	62
Consolidated Statement of Remeasurement Gains and Losses	64
Consolidated Statement of Change in Net Financial Assets	65
Consolidated Statement of Cash Flow	66
Notes and Schedules to the Consolidated Financial Statements	67
Section 3: Statistical Information	88
General Statistics	89
Financial Statements	90
Taxation	92
Long Term Debt	93
Net Financial Assets & Accumulated Surplus	94
Tangible Capital Assets	94



SECTION 1: INTRODUCTION

This report highlights the progress and achievements accomplished in the past year, and is aligned to the 2022- 2025 Strategic Plan and the Municipal Development Plan. The report also shares the Town's audited consolidated financial statements, a financial summary, and statistical information.

The annual report is divided into three sections:

Section 1: Introductory

An overview of the Town of Okotoks, including its municipal profile and government structure

- Messages from the Mayor, Chief Administrative Officer and Chief Financial Officer
- > Town Vision and Mission Statements
- A year-in-review, which provides an overview of key corporate activities and accomplishments based on the Town's strategic plan
- Information to enhance the public's understanding of the Town's budgetary process and property taxes

Section 2: Financial

- Information to enhance the public's understanding of the Town's fiscal results and overall financial position
- Audited Consolidated Financial Statements

Section 3: Statistical Information

Financial and general statistics

Welcome to Okotoks

Rooted in Identity. Growing with Intention.

Nestled in the heart of the foothills along the Sheep River Valley, Okotoks continues to evolve as one of Alberta's most picturesque and sought-after communities. With a population of 30,405*, our town is known not only for its natural beauty and cultural richness but also for the unmistakable sense of connection that comes with calling Okotoks home.

In 2023, our Annual Report focused on embracing Indigenous perspectives, recognizing our shared history, and our responsibility to honour the land and relationships that shape our future. That important work continues. In 2024, we turn inward, reflecting on our community identity, the values, stories, and everyday experiences that make Okotoks both deeply familiar and full of possibility.

Just 18 km south of Calgary, Okotoks strikes a rare balance: delivering big-city amenities while preserving the spirit of a small town. With low crime, excellent schools, accessible healthcare, and a strong local economy, our residents enjoy an exceptional quality of life in a setting that celebrates nature, creativity, and belonging.

Our historic downtown remains a vibrant gathering place, a hub for boutique shopping, arts, and events, while our network of parks, trails, and recreational amenities continues to grow. From golf courses and skate parks to pump tracks, a BMX facility, and high quality sports fields, Okotoks remains a destination for sport, culture, and celebration.

What distinguishes our town is its character, which can be described as friendly, charming, and unique by design. As we grow, we remain committed to protecting what makes Okotoks feel like home. We're not just adding people and infrastructure, we're building a stronger, more connected community. Together!

*per the 2021 federal census

ALBERTA





Government Structure

The Municipal Government Act (MGA) defines the purposes of a municipality as follows:

- > To provide good government
- > Foster the well-being of the environment
- Foster the economic development of the municipality
- Provide services facilities or other things that, in the opinion of Council are necessary or desirable for all or a part of the municipality
- Develop and maintain safe and viable communities
- Work collaboratively with neighbouring municipalities to plan, deliver and fund intermunicipal services

The Town of Okotoks consists of two branches:

- > A legislative branch, comprised of Town Council
- An administrative branch, led by the Chief Administrative Officer (CAO)

Legislative & Administrative Organization

RESIDENTS COUNCIL CAO DIRECTORS MANAGERS MUNICIPAL STAFF

Town Council

Town Council is elected at large by residents to serve a four-year term and governs in accordance with powers granted under the MGA. Town Council consists of a Mayor and six Councillors and provides strategic direction to Administration through a variety of plans, bylaws, policies and other governance processes. A municipal election was held in October 2021 and the successful candidates now serve on Council for the next four years, with their term ending in October 2025.



MESSAGE FROM

The Mayor

As your Mayor, I'm proud to reflect on a year filled with momentum, connection and purpose. In 2024, we continued shaping Okotoks into a place where people feel truly at home, whether you've lived here for decades or just joined our community.

This past year marked key milestones on our shared journey. We broke ground on the Foothills-Okotoks Regional Water Pipeline — a transformational project that secures our long-term water future. We expanded housing choices for every stage of life, improved how we deliver services and laid the groundwork for a new business park that will bring jobs and opportunity closer to home.

Throughout the year, I've had the privilege of hearing your hopes, concerns and ideas at community events, online, and through engagement sessions. One message shines through — you care deeply about this community, and you want to see it grow with heart, connection and the spirit that makes Okotoks unique. That shared vision guides every step we take.

We've continued investing in what brings us together, such as events, parks, pathways and gathering spaces; because a strong community isn't just built with bricks and mortar, it's built with kindness, inclusion, and shared experiences. Whether it's celebrating at local festivals, watching new parks take shape, or chatting on the pathways, every connection strengthens who we are.

At the foundation of our work is our deep commitment to people. We're making smarter, more responsive decisions by listening to you and using data to guide how we plan, budget and serve. We're also embracing innovation, from AI tools to streamlined service reviews, to meet your needs more effectively and sustainably.

So where are we headed? Toward a future where Okotoks continues to be a vibrant, resilient, and welcoming place for all. A community where growth reflects our values, where residents help shape our direction, and where connection remains our strongest strength.

GG Together, let's keep building a future rooted in connection and growing with purpose." - Mayor Tanya Thorn



Thank you for being such an important part of this journey. Your voice, your energy and your trust continue to inspire us. Together, let's keep building a future rooted in connection and growing with purpose.

With gratitude, Mayor Tanya Thorn Town of Okotoks



LEFT to RIGHT: Gord Lang, Rachel Swendseid, Oliver Hallmark, Mayor Tanya Thorn, Ken Heemeryck, Cheryl Actemichuk, Brent Robinson

Council Boards, Committees & Task Forces

Council has established committees under the Committees Bylaw to represent various civic interests and mandates. Committees are an important part of good governance for our community and contribute to the prosperity and sustainability of Okotoks. Committees examine issues and provide recommendations for approval by Council.

You are encouraged to get involved in the community by serving on one of Council's boards or committees.

For information on how to join a committee, visit okotoks.ca/committees.



MESSAGE FROM

The Chief Administrative Officer

Oki (Blackfoot greeting) to everyone who calls Okotoks home.

This Annual Report tells the story of a community that's growing, but never at the expense of what makes us special. Whether it's our largest infrastructure projects or everyday decisions, we've remained focused on what matters most, protecting our identity and strengthening connections, quality of life, and a deep sense of belonging.

We broke ground on the Foothills Okotoks Regional Water Pipeline, our largest capital project to date. It's a major milestone that adds long-term water security, supports future housing, and supports economic potential.

We advanced affordable housing, with shovel-ready non-market developments and purpose-built rentals so individuals and families at all life stages can continue to call Okotoks home.

We championed environmental leadership, from drought preparedness and water conservation to sustainable landscaping and energy efficiency.

We made it easier for local businesses to succeed by improving how we deliver services and reducing red tape.

And we deepened our commitment to Truth and Reconciliation, equity, and inclusion—because a healthy town is one that creates space for every story.

Inside the organization, we worked to be a modern, responsive municipality. We advanced asset management, embraced smart technologies, and prioritized our people. We focused on transparency and accountability, knowing that trust is built through consistent action and clear communication.

This work is personal. I care deeply about this town, the people who live here, and the future we are building together. For me, public service is about more than governance, it's about stewardship and ensuring that Okotoks remains not only friendly, charming and unique, but continues to provide a high quality of life for all community members, now and for generations to come.

2024 was a year of clarity, focus, and staying true to the values that define Okotoks." - Elaine Vincent



Thank you to our residents and businesses for your trust and feedback. Your participation, both in person and online, shaped our budget, services, programs, and planning priorities. You are integral to our direction and growth.

To Council and staff, thank you for your integrity and daily commitment to excellence. Together, we will continue to grow with intention, purpose, and care.

With gratitude, Elaine Vincent Blackfoot Name: Sesskummooakii Chief Administrative Officer, Town of Okotoks **MESSAGE FROM**

The Chief Financial Officer

This past year marked another step forward in Okotoks' financial evolution as we continued to build a strong foundation for sound planning and long-term sustainability. As the Town navigates its third year of a four-year budget cycle, our focus remained on aligning financial decisions with community priorities, balancing affordability with strategic investment.

The 2024 Operating Budget of \$76.7 million delivered key investments in public safety, emergency response, and transit. A 4.6% property tax increase—equivalent to an average of \$10.27 per month per household—was supported by the Tax Stabilization Reserve to ease the financial impact on residents.

Major investments included funding for four additional firefighters to meet growing emergency response demands, \$694,000 over two years for RCMP services, and \$500,000 over the same period to expand transit. Ten new staff positions were added to maintain essential service levels. On the capital side, the Town approved a \$44.2 million Capital Budget for 2024, funding projects that enhance water supply, roads, recreation, and public safety. Council also adopted a forward-looking ten-year capital plan totaling \$248.2 million to support the infrastructure needs of a growing community.

Town Administration is responsible for the preparation, accuracy, objectivity and integrity of the accompanying consolidated financial statements and all other information contained within this Financial Report. Town Management believes that the consolidated financial statements present fairly the Town's financial position as of December 31, 2024 and the results of its operations for the year then ended." - Ralph Ettenauer

We also formalized our approach to asset management with the adoption of an Asset Management Framework and Action Plan. This foundational step assessed our current maturity as Basic–Intermediate across key areas such as data governance and financial alignment, with a clear roadmap to reach Advanced status. With future funding increasingly tied to asset maturity, our proactive efforts position Okotoks to remain competitive and resilient.

This Annual Report includes consolidated financial statements independently audited by Avail Chartered Professional Accountants and reviewed and approved by Council and Administration. A financial summary is also provided in accordance with Canadian public sector accounting standards. These documents reflect our commitment to transparency, accountability, and prudent financial stewardship.

Warm regards, Ralph Ettenauer, CPA, CMA Chief Financial Officer, Town of Okotoks





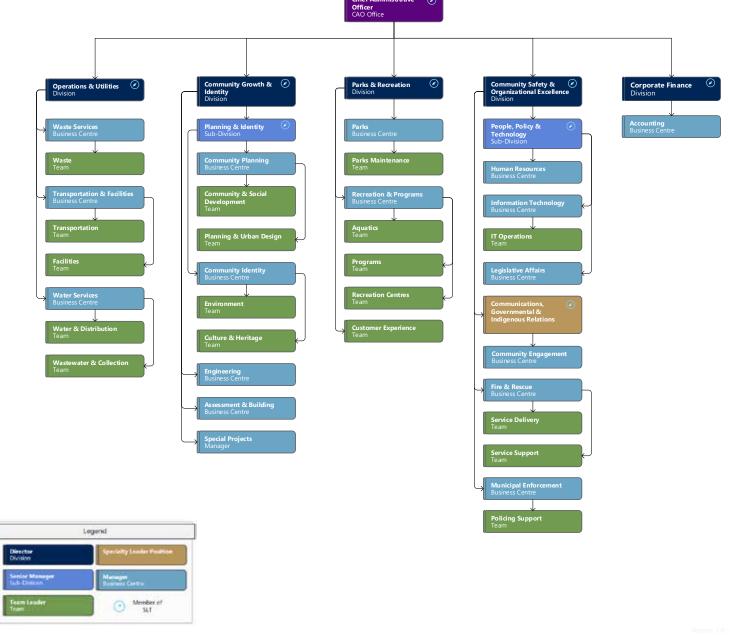
Administration

The Chief Administrative Officer (CAO) leads the Strategic Leadership Team (SLT) consisting of six members. The SLT is the executive branch of Town Administration who work to make Council's strategic direction a reality.

Organizational Chart

Our organizational chart enables us to maintain an empowering environment:

- Make decisions to meet the current and future needs of the clients they serve
- > Be flexible, nimble, and adapt to change quickly, while also having clear levels of authority and accountability



Using the challenges of today to create opportunities to thrive tomorrow







Responsibly Managed Growth

We have flourishing spaces for all

- Improve diverse housing options for individuals and families
- Achieve a supplemental water supply
- Review additional revenue generation opportunities to meet the needs of a growing community



Strong Local Economy

We are the easiest place to do business in Alberta

- ➤ Focus on arts and culture as economic drivers
- ➤ Enhance the diversification of the tax base
- Review and update processes that may be barriers to businesses choosing Okotoks
- Develop downtown to attract new business



Enhanced Culture & Community Health

We are ready to welcome everyone

- Enhance community dialogue and engagement with residents and organizations
- ▶ Take meaningful steps to address the Truth and Reconciliation Commission's calls to action
- Increase sport and recreational opportunities
- Provide timely access to relevant programs and services that support health and well-being



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





Demonstrated Environmental Leadership

We do things differently to thrive tomorrow

- Work towards achieving Municipal Development and Climate Action Plan targets for:
 - **▶** Climate Change Resilience
 - ▶ Greenhouse Gas Emissions
 - Water Conservation
 - **▶** Energy Efficiency
 - ▶ Land and Biodiversity



Organizational Excellence

We lead with passion and are focused on multidisciplinary collaboration, fostering creativity and innovation, allowing us to be agile and creative in serving our vibrant Town

- **▶** Become the Employer of Choice
- ▶ Operationalize Asset Management
- Create a technology roadmap to advance access to data and information, improve client experience and decision-making

VALUES

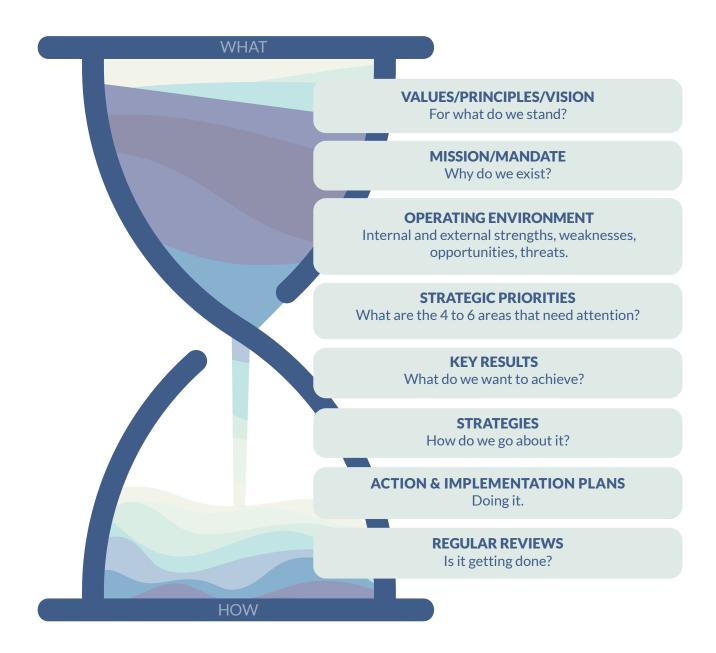
- **▶** A Citizen Focus
- **▶** A Committed Town Team
- **▶** A Regional Focus
- **▶** Partnering for Success
- ▶ Transparency & Accountability
- **▶** Financial Responsibility
- **▶** Excellence and Prosperity
- **▶** Respect for the Planet
- ▶ Diversity, Equity, Inclusiveness and Accessibility



Strategic Planning

Roles of Council and Administration What and Why vs. How

The hourglass is a visual representation of the connected, but distinct functions of Council and Administration: the "what" and the "how." Council's focus is reflective in the top half of the hourglass, or the "what"; Administration is focused on the bottom half, or the "how."



Strategic Planning Process

Council has 3 roles that cannot be delegated:

- 1. Establish the policy & government framework for the Town;
- 2. Be the informed voice of the owners; and
- 3. Assure organizational performance

Roles of Council and Administration





- ▶ Improve diverse housing options for individuals and families
- Achieve a supplemental water supply
- ▶ Review additional revenue generation opportunities to meet the needs of a growing community

In 2024, Okotoks continued to grow with intention, making strategic decisions that reflect our evolving community identity and our shared vision for a complete, connected, and sustainable community. From expanding affordable housing options to securing a long-term water supply and enabling future employment lands, every step was rooted in the belief that growth must support the people who call Okotoks home for today and tomorrow.

Housing for All

A new Housing Needs Assessment (HNA) was completed in 2024, providing a data-informed foundation to guide the Town's housing policies, priorities and partnerships. The HNA offers a clear picture of current and future housing needs in Okotoks, supporting strategic decisions that reflect the evolving identity of our community. It also positions the Town to access essential federal and provincial funding, many of which require an up-to-date housing needs assessment to qualify for grants that support housing and infrastructure.

To help ensure Okotoks remains a welcoming and inclusive community, Council approved a new Affordable Housing Incentives Policy in 2024. This policy provides targeted financial supports to non-profit housing providers, helping reduce operational costs and unlocking access to funding from other levels of government. By making it easier to build affordable housing, the Town is supporting a diverse range of residents and reinforcing a shared identity rooted in belonging and opportunity.

These efforts led to several tangible outcomes in 2024, directly increasing the variety and availability of housing options in our community:



- **15** New below-market housing units were added
- **119** Market rental units were introduced
- 16 New secondary suites were constructed through the Secondary Suite and Accessory Dwelling Unit Grant Program







Strengthening Water Stewardship

In 2024, Okotoks took proactive steps to enhance water security and drought preparedness through updates to the Water Shortage Response Plan and Water Bylaw 15-24. These updates reflect our community's identity as responsible stewards of the environment and demonstrate the power of collective action in protecting shared resources. The updates also formalized the Town's commitment to emergency preparedness by introducing triggers for conservation stage changes based on reservoir stability and environmental impacts. These measures ensure water is used for its highest and best purpose, even under drought conditions.

The new bylaw amendments, approved by Council in March, reduced outdoor watering hours, introduced weekday-only watering, and expanded conservation requirements for non-residential users. A fifth water conservation stage was also added to provide greater flexibility and responsiveness during high-risk periods. These changes aim to reduce strain on the water system while safeguarding supply for essential uses like drinking, sanitation, and fire protection.

WATER CONSERVATION	DAYS	ADDRESS	TI *Select one wat	IME tering o	ption only
STAGE		ſω	MANUAL	J.	AUTOMATED
1 & 2	Mon & Thu	ODD#	6-8 AM or 8-10 PM	OR	2-4 AM
1 & 2	Tue & Fri	EVEN#	6-8 AM or 8-10 PM	OR	2-4 AM
	Mon	ODD#	6-8 AM or 8-10 PM	OR	2-4 AM
3	Fri	EVEN#	6-8 AM or 8-10 PM	OR	2-4 AM
4 & 5	Outdoor '	Watering P	rohibited		

manual trigger nozzle may be done at anytime in Stages 1-3, or from 8 PM - 8 AM in Stage 4.

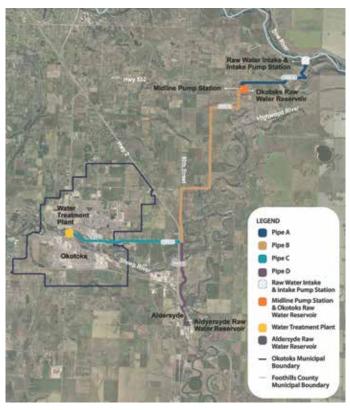
Throughout the summer, Okotokians embraced these changes wholeheartedly. Thanks to strong community participation and adherence to the new watering schedule, the Town remained in Stage 1 (normal operations) for the duration of the hot, dry summer, avoiding stricter conservation measures even as temperatures exceeded 30°C. This highlighted not only the effectiveness of the Town's educational messaging, but also the role that each household and business owner played in making water conservation a community success story.

In early 2024, Mayor Tanya Thorn was appointed to Alberta's new Water Advisory Committee, a sixmember panel established to guide provincial drought preparedness efforts. The committee advises the Government of Alberta on how best to share, conserve, and manage water during drought conditions, while also identifying long-term strategies to benefit future generations. Her appointment affirms Okotoks' reputation as a provincial leader in sustainable water management and ensures our community has a voice in shaping Alberta's water future.

The Town strengthened its commitment to reducing water consumption through targeted leak detection and water loss management initiatives. A key focus was placed on proactively identifying and repairing service line leaks. Once detected, leaks were prioritized and addressed quickly to minimize water loss and reduce the risk of infrastructure damage. These efforts have improved system performance, decreased water loss, and strengthened the overall integrity of the Town's water distribution network.

Supplemental Water Supply - Shovels in the Ground!

In 2024, construction officially began on the longanticipated Foothills–Okotoks Regional Water Project, a critical step toward securing a safe, sustainable water supply for Okotoks and the surrounding region.











This ceremony underscored the Town's dedication to respectful collaboration, sustainability, and continuing to build meaningful relationships with the Indigenous community that honour the past while preparing for the future.

Before shovels touched the ground, the project was honoured with a traditional Indigenous blessing and pipe ceremony, led by Blackfoot Elders. Held on the intake land site in partnership with Foothills County, this moment of reflection acknowledged the sacredness of water, the importance of respecting the land, and our ongoing commitment towards Truth and Reconciliation as we plan for shared regional growth.

This multi-phase water pipeline project will transport raw water from the Bow River through a regional transmission line to a new treatment facility near De Winton. Once treated, the water will be distributed to support both current and future growth in Okotoks and Foothills County.

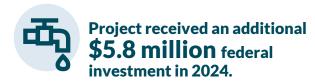
Once complete, this new system will help meet the increasing demand for water driven by residential and business development in both Okotoks and Foothills County. A regional water system will also mitigate water resource constraints and pressure on challenged rivers and will help reduce the number of additional water supply wells needed in the Foothills County in the project area.

The Town's portion of the project is 100% funded through a combination of provincial and federal funding, developer contributions, and off-site levies, ensuring that growth pays for growth, with no direct impact on municipal property taxes. In 2024, the project received an additional \$5.8 million commitment from the Investing in Canada Infrastructure Program, further reinforcing the strong support from other orders of government.

2024 Water Pipeline Milestones:

- Intake land secured through joint land purchase by the Town of Okotoks and Foothills County.
- Construction activities began on the intake land to support intake caisson construction, the foundational structure that will draw raw water from the Bow River. This essential step ensures safe, stable water access for the entire system.
 Contract negotiations were underway to initiate construction.
- A Memorandum of Understanding signed in June to advance Phase II construction with Foothills County.

This project reaffirms Okotoks' commitment to responsibly managing growth, strengthening regional collaboration, and ensuring long-term water resiliency, all defining elements of our community identity as we grow together.





North Point Area Structure Plan

Council's 2024 approval of the North Point Area Structure Plan (ASP) marked a foundational step toward creating new employment lands that will strengthen Okotoks' economy for generations to come. The ASP outlines the long-term vision for how land in the North Point area will be used, serviced, and developed to support job creation, attract new businesses, and provide more opportunities for residents to live and work in their own community.

The plan aligns with the Town's Municipal Development Plan and Economic Development Strategic Plan, ensuring future development is well-serviced, strategically located, and consistent with Okotoks' vision for sustainable, balanced growth.

The North Point ASP also supports Council's strategic priority to enhance the diversification of the tax base. In Alberta, many municipalities aim for an 80/20 residential-to-non-residential assessment split to reduce the tax burden on households and ensure more stable funding for essential services. By increasing the proportion of non-residential assessment, municipalities aim to reduce the reliance on residential taxpayers for funding essential services. By creating space for future business and light industrial development, this plan helps Okotoks move toward a more balanced and resilient revenue model.

Adopting the ASP also unlocks the next phase of planning, allowing a more detailed Neighbourhood Area Structure Plan to be developed. This next step will guide land use redesignations, subdivisions, and the eventual build-out of areas that reflect the evolving identity of Okotoks as a community for economic opportunity.

Key milestones in 2024 included:

- May 30 Public open house to engage residents and stakeholders
- June 24 First reading of the ASP by Council
- July 15 Public Hearing and second reading held
- October 18 ASP approved by the Calgary Metropolitan Region Board
- October 28 Final approval of the North Point ASP by Council

Okotoks is growing with purpose, aligning opportunity, identity, and quality of life for all who call it home."

- CAO Elaine Vincent

MEASURES Measures the organization wants to change through activity / policy	2021	2022	2023	2024	TOTAL UNITS	TARGET
Purpose Built Market Rental Units						
Development Permit Approved	48	52	186	27	313	
Constructed	0	0	48	119	167	Increase
Below Market Rental Units						
Proposed Units	112	42	53	9	216	
 Development did not continue (outside of Municipal Control) 	0	37	39	0	76	
Constructed	0	0	22	15	37	Increase
Secondary/Accessory Suite Grant Units						
Proposed Units	3	7	17	20	50	
 Development did not continue (outside of Municipal Control) 	0	0	0	0	0	
Constructed	3	7	11	16	37	Increase
Percentage of multi-residential units in Okotoks		21.7%	22.2%	22.4%	N/A	40% multi- residential in Okotoks by 2080
Under Development Residential Unit Density (MDP 2.1	3)					25 units per gross hectare by 2080
Under Development - Population Density (MDP 2.1.2)						32 People per gross hectare by 2080

INDICATORS Indicators that the organization monitors that can influence outcomes	2021	2022	2023	2024
Town of Okotoks population	30,405	N/A	N/A	Next report 2026
Percentage of Okotokian owner household's spending 30% or more of income on shelter costs only	14.2%	N/A	N/A	Next report 2026
Percentage of Okotokian rental household's spending 30% or more of income on shelter costs only	35.7%	N/A	N/A	Next report 2026
Total number of Okotoks Family Support Centre unique requests for emergency housing shelter	N/A	21 Jul-Dec	35	55



- Focus on arts and culture as economic drivers
- ▶ Enhance the diversification of the tax base
- ▶ Review and update processes that may be barriers to businesses choosing Okotoks
- Develop downtown to attract new business

Fostering Opportunity, Innovation, and Community Identity

Okotoks continued to strengthen its local economy through strategic planning, downtown activation, and support for businesses, arts, culture, and sport. These efforts not only stimulate economic activity but also help shape and express our shared community identity, creating spaces, experiences, and opportunities that reflect who we are and what we value as a town.

Strategic Economic Planning

In November, Council approved the 2024–2029 Economic Development Strategic Plan, setting a focused path for growth, innovation, and job creation. Built on input from Council, staff, and over 400 local business voices, it supports a resilient economy while reflecting Okotoks' evolving identity.

The strategy was developed through collaboration with Council, the Strategic Leadership Team, and the local business community, and guided by the Town's corporate plans and the 2023 Business Satisfaction Survey. Informed by input from 35 business leaders and 386 survey responses, the plan is grounded in local experience and current economic realities.

The Plan identifies three key areas to drive longterm growth and economic diversification:

Advanced Manufacturing

Okotoks is well-positioned to attract innovative manufacturers focused on sustainability, water conservation, and eco-friendly processes, creating jobs, diversifying the economy, and reinforcing our reputation as a forward-thinking community.

Creative Industries

Our growing creative sector reflects a shift toward a knowledge-based economy. As more people prioritize lifestyle over commuting, Okotoks is becoming a hub for creators, entrepreneurs, and cultural collaboration.

Tourism

With its charm, events, and unique local experiences, Okotoks is already a draw for visitors. Enhancing tourism supports small businesses, local jobs, and the vibrant quality of life we're known for.

By focusing on these emerging sectors, the Town is building a strong, inclusive local economy rooted in innovation, sustainability, and community identity.

Supporting Local Business - Doing Business in Okotoks Guide

In response to business feedback, the Town launched the Doing Business in Okotoks Guide, a new resource designed to help both new and existing business owners navigate local regulations with confidence.



The guide includes step-bystep information on permits, licensing, and local processes, as well as contacts and tools to support business growth. It also features promotional space for businesses, a direct response to requests for increased visibility, and aims to reduce both real and perceived barriers to doing business in Okotoks.

Reindeer Games - Celebrating the Power of Local

Back for a second year, the Reindeer Games campaign encouraged residents to shop locally and submit receipts for a chance to win prizes, while supporting more than 30 participating businesses.

Over the past two years, the program has generated more than \$54,000 in local spending from just 320 entries, supported by a modest \$3,000 promotional investment, fully funded through business licensing revenues. The Reindeer Games highlight how small, community-driven actions can fuel meaningful economic support.

PROGRAM DURATION: 4 WEEKS EACH YEAR (NOV 20-DEC 15)

Total entries (purchases) over two years:

320 (143 in Year 1, 177 in Year 2)

Local spending generated: \$54,214.08

\$3,000 total (\$1,500/year)

Over 30 local businesses participated





Public Art and Creative Placemaking

Public art continues to shape Okotoks' identity, activate public spaces, and support a thriving creative economy. In 2024, the Town's Public Art Program helped create 19 new murals, adding colour, character, and vibrancy, especially in the downtown core. Guided by the Town's Public Art Policy, the program integrates art into public life through collaboration, accessibility, and meaningful community engagement.

A standout example is Nooks & Crannies, a summer festival where artists transform overlooked downtown spaces into temporary installations using recycled materials. The event supports the circular economy, raises environmental awareness, and brings forgotten spaces to life through creativity.

Public art fosters cultural connection while boosting the local economy by supporting artists, attracting visitors, and encouraging people to explore Okotoks' unique, walkable spaces.

Arts and Culture Activation Grant

Now in its second year, the Arts and Culture Activation Grant continues to spark creativity and connection across Okotoks by funding free public events that bring people together and boost the local economy. As of December 2024, the program invested over \$10,300, to support 18 events led by local non-profit organizations.

Designed to encourage evening and weekend programming, the grant supports creative placemaking, strengthens tourism, and enhances quality of life. It reflects the Town's commitment to building a culturally rich, community-driven identity where the arts serve as a platform for inclusion, engagement, and economic activity.

SPOTLIGHT:

Celebrating Connection Through Culture and Sport

Thursday Nights @ the Plaza

In 2024, the Town partnered with the Okotoks Arts Council to deliver Thursday Nights @ the Plaza, a summer concert series that brought eight free, family-friendly live music performances to the Olde Towne Plaza throughout July and August.

This collaborative initiative reflects the Town's vision to increase and support more third-party hosted events, strengthening community programming through local partnerships. The concerts attracted hundreds of residents and visitors, supported local musicians, and generated foot traffic for nearby businesses, demonstrating how the arts can activate public spaces and foster a vibrant sense of place.

By working together to bring live music downtown, the Town and the Arts Council helped turn Thursday nights into a weekly celebration of culture, connection, and community spirit.



Sports Tourism Collaboration

This year, Okotoks strengthened its position as a regional hub for sports tourism through strategic partnerships and targeted investment. Building on the launch of the Sport Tourism Grant Program, the Town supported three significant events: the Masters Swimming Provincials, U15 Tier 1 Hockey Provincials, U18AA Female Hockey Provincials and the Boys and Girls Handball Provincials. These events were supported through the Sport Tourism Grant Policy, which was first approved by Council in 2023 as a two-year pilot.



Hosting these multi-day events attracted visiting athletes, families, and supporters, translating into increased hotel bookings, restaurant traffic, and retail activity.

Following early success, the pilot program has been extended into 2025 for further evaluation and refinement.

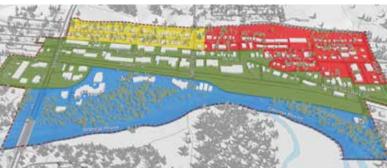
A Home Run for Community - Town of Okotoks & Dawgs Team Up for Inaugural Seaman Stadium Concert

In August 2024, the Town of Okotoks and the Okotoks Dawgs hosted Eagle Eyes Live, the first-ever concert at Seaman Stadium. The event drew hundreds of residents and visitors, marking a new chapter in local entertainment and tourism. Headlined by Eagle Eyes, a renowned Eagles tribute band, the night also featured local acts Brettyn Rose and The Back 40. The event showcased how partnerships can drive tourism, support local artists, and boost economic activity, from restaurants to hotels.

With eight Western Canadian Baseball League (WCBL) championships, including two 3-peats, and a large loyal fanbase, the Dawgs contribute to Okotoks' vibrancy. This growing partnership is helping to position Okotoks as a regional hub for entertainment, tourism, and community pride. Building on its success, a second concert is planned for August 2025, coinciding with the downtown Summer Round Up event to create a full weekend of community celebration.







Our Plan for Downtown Focus Area



We're excited to enhance our downtown by adding more accessible and welcoming spaces that mirror our community's spirit. Public input is key to making this happen." – Mayor Tanya Thorn

Downtown Next Chapter – Revitalizing Downtown Together

In 2024, Okotoks made significant progress in reimagining its downtown through a phased plan focused on infrastructure renewal, park improvements, and updated policy direction. Community input was central to this work, helping to shape both the vision and the details of the plan

To maximize participation and gather a broad range of feedback, the Town hosted two rounds of engagement, in June and November, including two open houses and an online campaign. Residents and business owners shared input on park designs, streetscape features, and the overall vision for downtown.

Recognizing the importance of supporting local business during construction, Town staff engaged early and directly with business owners and will continue to collaborate with them throughout implementation to help manage impacts and preserve downtown vibrancy.

This initiative is part of the broader Downtown's Next Chapter, a collaborative effort to create a vibrant, walkable, and inclusive downtown that reflects the spirit and values of the Okotoks community. It's about more than redevelopment, it's about building connections, community pride, and economic vitality.

The first visible step forward took place in 2024 with improvements to Daggett Street parking, including approximately 70 new stalls and the introduction of reverse-angle parking to enhance safety and flow.

This provides clear framework for both public and private redevelopment, supported by a renewed vision, refined principles, and district-specific strategies, rooted in community feedback.

For more information visit www.shapeourtown.okotoks. ca/downtown

Clearing the Path - Partnering with Business to Streamline Success

The Town worked with the business community to streamline services and reduce red tape, reflecting our commitment to being the easiest place to do business in Alberta. These improvements support a strong local economy, while aligning with our organizational excellence strategic priority to improve client experience through collaboration and continuous improvement.

Engagement and collaboration were at the heart of every step, reinforcing our belief that great communities are built with the people who invest in them. In response to feedback from the business community, the Town introduced several service improvements in 2024. Together, these changes reflect the Town's commitment to continuous improvement and our belief that a strong local economy depends on strong relationships with the business community.

Business Licence Modernization - Making It Easier to Do Business in Okotoks

The Town overhauled its business licensing process to reduce red tape, support local entrepreneurs, and streamline municipal service delivery. The shift from a compliance-heavy model to a customer-focused, data-informed system, makes it easier and faster to start or grow a business in Okotoks.

Following an extensive internal review and consultation with the local businesses, Council approved a revised Business Licence Bylaw in December. The new process came into effect in January 2025, with immediate and measurable results.



This initiative wasn't just about saving time, it was about removing unnecessary barriers while keeping what matters. We wanted to make Okotoks one of the easiest places to do business in Alberta." – Elaine Vincent, CAO, Town of Okotoks

What Changed - Key Benefits for Businesses

- Faster approvals: Average approval times dropped from 36.5 days to 6 days. Licences are now issued independently of fire inspections and other permits to prevent delays.
- Smarter routing: The new process routes applications directly to the right team, improving turnaround times and reducing bottlenecks.
- Flat fees: A simple \$160 flat fee replaces the tiered system, providing cost certainty and aligning with Alberta norms.
- Better online tools: The online application has been upgraded with better pre-application guidance, self-serve tools, automated reminders, and clearer communication throughout the process.
- Compliance monitoring: New monitoring processes ensure businesses meet safety regulations without delaying licensing.
- Smarter Data: Licence data now informs economic strategies, helping target business support and retention efforts.

Widely supported by the Okotoks & District Chamber of Commerce, the modernization improves speed, clarity, and client service. It's a model of cross-departmental collaboration involving Economic Development, Planning, Fire, Building, IT, Finance, and Customer Excellence.

More upgrades are coming in 2025, including realtime tracking and expanded online payments, further strengthening Okotoks' position as one of the easiest places to do business in Alberta.



83% Faster Approvals
36.5 days > 6 days
\$160 Flat Fee Introduced (for most businesses)

New Online Permit Portal

MEASURES

A new online permit portal was launched for home builders, allowing them to submit applications, upload documents, make payments, and track progress entirely online. This innovation directly supports priorities in the Town's Strategic Plan:

- Strong Local Economy "Review and update processes that may be barriers to businesses choosing Okotoks"
- Organizational Excellence "Create a technology roadmap to advance access to data and information, improve client experience, and support decision-making"

Since its launch in September, the portal has processed 117 residential construction applications, reduced permit approval times by approximately 25%, and improved communication through automated status updates and reminders. Early feedback has been overwhelmingly positive, highlighting increased convenience, transparency, and user satisfaction.

Measures the organization wants to change through activity / policy



2023

2024

TARGET

Ratio of Residential to Non-Residential Assessment Value	N/A	86.5/13.5	87.3/	12.7	1st Progress report 2025	80/20 by 2033
Art Activation Grant - Total number of Events Created	N/A	N/A	N/	A	18	N/A
Percentage of Art Activation Grant Used	N/A	N/A	N/	A	34%	100%
Sport Tourism Grant Pilot – total number of events created	N/A	N/A	N/	A	3	N/A
Total number of new downtown evening and weekend events	otal number of new downtown evening and weekend events N/A 0			5	Under R	eview
Under Development - Number of downtown events hosted by	∕ externa	l groups (non	-Town c	organiz	zed)	45 events/ year by 2033
INDICATORS Indicators that the organization monitors that can influence outcomes		:	2021	202	22 2023	2024
Total Number of Business Licenses (including non-resident license	s)	:	2018	200	04 2147	2252
Total New Housing Starts (excluding secondary suites)			184	28	4 447	354
Estimated Residential Construction (\$Millions)			47	65	5 102	100
Total Industrial, Commercial and Institutional (ICI) Permits			49	39	9 47	69
Estimated Industrial, Commercial and Institutional (ICI) Const	ruction (\$	Millions)	19	17.	.6 22	68

2021

2022



- ▶ Enhance community dialogue and engagement with residents and organizations
- ▶ Take meaningful steps to address the Truth and Reconciliation Commission's calls to action
- ▶ Increase sport and recreational opportunities
- Provide timely access to relevant programs and services that support health and well-being

The Heart of Okotoks: Everyday Contributions, Extraordinary Impact

In Okotoks, community identity is shaped every day by the people who quietly make a difference. Whether shoveling a neighbour's driveway, leading a school fundraiser, or volunteering their time to support others, residents of all ages contribute to the spirit of connection and care that defines our town. Often unrecognized, these quiet contributions are the hidden gems that give Okotoks its heart. Through acts of kindness, leadership, and service, the people of Okotoks are helping shape a community we're proud to call home.



Youth Making a Difference

In 2024, Council had the privilege of recognizing dozens of youth community members whose actions brought that spirit to life, reminding us that our future is in good hands. The following individuals were recognized by Council for their contributions in 2024:

- Frank Ulloa delivered a powerful amputation awareness presentation at École Good Shepherd School.
- Boston Sanderson was recognized for his inclusion, leadership, and community spirit at Foothills Composite High School.
- Abigail Byrne showed remarkable dedication to supporting students with complex needs during her Work Experience placement.
- École Beausoleil students braved 24 hours in the cold to collect food and funds for the Okotoks Food Bank.
- Percy Pegler students raised awareness and funds for Huntington's Disease and helped shovel snow in their neighbourhoods.

Okotoks is a community built on connection, care, and shared resources.

" – 2024 Social Needs Assessment





- Mason Sharp collected one million can tabs in collaboration with the Foothills County Hospice Society in support of the Alberta Elks Foundation's "Tabs for Tots" program.
- Dhriti Thiruchitrambala was recognized for excellence in academics, arts, and community involvement, receiving the prestigious Duke of Edinburgh Gold Award and acceptance into the University of Nottingham's medical school.
- Arianna Ramsay brought national pride home to Okotoks after being crowned Miss Teenage Canada 2024.

Community Leadership & Grassroots Impact

Throughout 2024, Council had the opportunity to hear from several local organizations and community groups who are making a real difference in Okotoks:

- Citizens on Patrol Okotoks Society provided an update on their efforts to recruit new members and enhance community safety through grassroots volunteerism.
- Rowan House Society shared how their programs provide vital support to individuals and families experiencing domestic violence and abuse.
- Friends of Foothills Schools Foundation highlighted their work supporting public education and helping local students succeed.
- Suntree Village Residents' Association partnered with the Town to explore future community events and strengthen neighbourhood connections.
- Students and faculty from École Beausoleil were recognized for participating in Kids Cancer Care's "Rock Your Lock" campaign, raising awareness and demonstrating youth-driven compassion.

Unsung Heroes - The Volunteers Who Make Okotoks Shine

Behind the scenes, countless Okotokians step forward each day to make our community stronger. These are the neighbours who lend a hand, the staff who go above and beyond, the youth who inspire change, and the seniors who lead by example. Their contributions, often unseen but always felt, are the foundation of what makes Okotoks a place people want to stay, return to, and raise their families.

Whether it's helping at local events, coaching youth sports, contributing time to school raffles, or offering skills and mentorship through volunteer efforts, these everyday heroes remind us that community is something we build together. Okotoks is home to kind, community-minded people whose spirit of service helps create the high quality of life we enjoy.

Youth Volunteers

- At the 2024 Senior's Week Celebration 34 students from Cameron Crossing and École Okotoks Junior High School volunteered. These students delivered meals and coffee, served as community connectors and social facilitators. Their friendly smiles and supportive attitude ensured everyone who attended was welcomed and had a wonderful time.
- Over 400 students participated in the Social Needs Assessment, giving their time, energy and ideas; helping shape the social priorities and strategies to enhance social wellbeing.
- In July and August, 30 dedicated youth volunteered for a total of 1,509 hours to support our summer day camps. Their energy, enthusiasm, and commitment had a huge impact, helping to create a fun, safe and memorable experience for the children in our community. In addition to making a difference, these youth gained valuable jobrelated experience through opportunities to build skills in leadership, teamwork, communication, responsibility, and child engagement. The Volunteer Resource Centre is happy to provide reference letters or confirmation of hours upon request to support future employment or educational opportunities.

Seniors Giving Back

 215 older adult volunteers participated in the programs that enhance the community in 2024 including; volunteer driver program, Pop Up Cafes, Special Events, Toddle Down to the Gallery, Snow Heroes, Repair Cafe, and Memory Cafe to name a few!

Active Partnerships, Stronger Communities

Enhancing access to recreation, wellness, and local identity through sponsorships

As Okotoks continues to grow, so too does the importance of partnerships that enhance community access to recreation and cultural amenities. In 2024, the Town deepened its focus on collaborative investment in public facilities and programs, recognizing that vibrant spaces and accessible services are key to community health, connection, and identity.

Viking Rentals Centre: A Naming Partnership for Community Benefit

In alignment with the Town's Sponsorship Policy, the Town proudly announced a 10-year naming rights partnership with Viking Rentals, renaming the former Centennial Arenas and Foothills Centennial Centre to the Viking Rentals Centre. The agreement unified the ice arenas and event centre under a single, recognizable identity, improving visibility, marketing, and wayfinding. This partnership demonstrates how public-private collaboration can support long-term community priorities, while fostering pride of place in the spaces where we gather, play, and connect.





Truth and Reconciliation

In 2024, the Town of Okotoks deepened its commitment to advancing reconciliation and strengthening relationships with Indigenous neighbours and partners.

On June 1, Council convened a Special Meeting in the Painted Lodge (Tipi), in ceremony with Blackfoot Elders Dr. Reg and Dr. Rose Crowshoe, to formally adopt the New North Trail Strategic Plan and receive the Indigenous Relations Framework. The setting and structure of this meeting, combining western governance processes with Indigenous oral traditions and ceremony, demonstrated the Town's commitment to meaningful reconciliation.



This moment matters. Combining Council's decision-making with an oral pledge made through a pipe ceremony reflects our intent to do more than just acknowledge reconciliation, we are choosing to live it." – CAO Elaine Vincent

The Framework was co-created by Indigenous leaders, including a Rocky View Métis District Citizens' Representative and Secretary of Economic Development & Tourism for the Otipemisiwak Métis Government, and the Town's Indigenous Relations Advisor. This marks the first time Okotoks has adopted a framework grounded in Indigenous knowledge and practice, offering guidance on how to respectfully advance the Truth and Reconciliation Commission of Canada's Calls to Action and align with the United Nations Declaration on the Rights of Indigenous Peoples.

June 1 marks a meaningful tradition in Okotoks. First gifted a Blackfoot Tipi in 2023, the Town now gathers annually to reflect, honour commitments, and renew its pledge to reconciliation.

Honouring the Past: Lineham/ Mitchell Residence Designated as Municipal Historic Resource

In October, Okotoks Town Council officially designated the Lineham/Mitchell Residence at 38 Elma Street West as a Municipal Historic Resource, reinforcing the Town's commitment to preserving the people and places that shaped its early identity. Built around 1900, the home is one of the few remaining from Okotoks' railway-era settlement period. Its original owner, Charlotte Mitchell, was the sister of John Lineham, Okotoks' first mayor and a key figure in the Town's development. The home sits on land subdivided by Lineham and faces Elma Street, named after his daughter.

This designation is part of the Town's broader Municipal Heritage Designation Program, to formally recognize and conserve Okotoks' historic buildings, parks, and cultural landscapes.

The Lineham/Mitchell Residence holds both symbolic and architectural value and reflects early settlement patterns and family legacy, featuring a well-preserved gabled-front design with steep rooflines and a wraparound verandah. Now protected under municipal bylaw, any future alterations must meet national conservation standards. The property is also eligible for up to \$50,000 annually in provincial heritage maintenance funding.

By preserving places like 38 Elma Street, Okotoks continues to build a strong sense of place, connecting its past to its future and ensuring that the stories of its early residents remain part of the community's evolving identity.



It truly brought our neighbourhood together... it was such an awesome little trailer. We'll be booking again next year!" – Sheena Denscombe, Cimarron Close Block Party Committee Lead



Celebrating Connection Through Shared Stories and Spaces

New Block Party Trailer Brings Neighbours Together

In 2024, the Town of Okotoks launched a new Block Party Trailer—a mobile resource designed to make hosting neighbourhood gatherings easy and fun. Available for residents to book, the trailer comes fully equipped with a barbecue, tables and chairs, toys, games, and sound equipment to help spark connection and bring people together.

Stronger neighbourhood ties not only enhance social connection, they also build community resilience and emergency preparedness. When residents know and trust one another, they're more likely to check in during emergencies, offer help, and share vital information when it matters most.

With growing demand and enthusiastic community response, the Block Party Trailer is already helping Okotokians build stronger neighbourhoods, one gathering at a time.

Outdoor Spaces, Accessibility & Creative Safety

In May, the Town of Okotoks launched the Safe Pathways Murals project to blend public art with trail safety. The murals promote safe speeds, signaling, and shared trail use, while enhancing public spaces. The initiative reflects Okotoks' commitment to integrating art into daily life and was supported by the Town's new Public Art Policy and the Age Friendly Action Plan.

To advance local accessibility, an Accessibility Audit Working Group was also formed, bringing together community partners to develop a toolkit for businesses. This resource will offer low-cost, high-impact solutions to common accessibility barriers and support awareness across the broader community.

Building an Age-Friendly and Inclusive Community

The Town continued to advance its commitment to being an age-friendly and inclusive community, one that values the experiences of older adults, supports meaningful participation across generations, and helps all residents feel informed, included, and connected.

Through a range of initiatives focused on social participation, accessibility, and intergenerational engagement, the Town is actively fostering a culture where everyone has a place and a voice.

More Opportunities to Belong - Social Participation & Connection

The Town launched several initiatives to support social participation and emotional wellness for older adults, particularly those at risk of isolation. Together, these programs strengthen belonging, enhancing access to information, and celebrating the wisdom of lived experience.

- Pop-Up Cafés Launched in late 2024, these informal drop-in gatherings offer conversation and comfort following recreational programming and have quickly become well-attended and widely appreciated.
- Age-Friendly Speaker Series Co-developed with local seniors and hosted in partnership with the Okotoks & District Seniors Club, this weekly series covers relevant, requested topics like estate planning, green living, and navigating later life transitions. Attendance has climbed from a 2024 high of 45 to 79 attendees at a single session in 2025, with feedback calling the talks "informative," "empowering," and "essential."

Bridging Generations - Youth Engagement and Inclusion

Council appointed youth representatives to the Family and Community Support Services (FCSS) Committee, Okotoks Public Library Board and the United Way/ Okotoks Partnership Committee. By involving both older adults and youth in shaping community programs, the Town is fostering a culture of inclusion, mutual understanding, and cross-generational dialogue.







Inclusive Playgrounds, Safer Spaces Investing in accessible, vibrant parks for all ages and abilities

The Town made several important upgrades to community playgrounds to ensure they remain safe, inclusive, and welcoming for children and families. Playground upgrades completed:

- Crystal Ridge Park & Suntree Park The aging
 playground structures at both parks were replaced,
 as they had reached the end of their lifecycle in
 terms of safety, wear, and part availability. The new
 equipment meets current safety codes and provides
 a refreshed space for families to play and connect.
- Bill Robertson Park This well-loved inclusive and accessible playground received an exciting accessibility upgrade with the installation of a wheelchair-accessible swing, donated by the Okotoks Rotary Club. In addition, the entire playground was resurfaced with new infinity turf, improving safety and comfort for all users.

New Hydrant Fountains Enhance Downtown Events

In summer 2024, the Town introduced two new hydrant-mounted water fountains in the downtown event zone to provide residents and visitors, and their pets, with free, accessible drinking water. The fountains were installed at Veterans Way & Elizabeth Street and in front of Heartland Café.

These portable, dog-friendly fountains are attached to fire hydrants and provide the same safe, reliable water found in Okotoks homes. They offer a sustainable alternative to single-use plastic bottles and support the Town's commitment to environmental responsibility and public well-being.

Following Alberta Health Services water testing and approval, the fountains were uncovered and made available throughout the summer season, with regular sanitization to meet health guidelines. Their addition reflects the Town's innovative approach to making public spaces healthier and greener.



MEASURES Measures the organization looks to impact through activity / policy	2021	2022	2023	2024	TARGET
Satisfaction with Municipal Communications	N/A	77%	N/A	Next survey 2025	Increase
Satisfaction with the level of engagement the Town has offered	N/A	57%	N/A	Next survey 2025	Increase
Total amount of manicured, publicly accessible parks and open spaces	N/A	176 ha	181 ha	184 ha	250 hectares by 2076
Total number of community gardens	N/A	2	2	2	4 by 2033
Total number of new or additional sport and recreational opportunity spaces provided since 2022 5					
Under Development - Percentage of homes within walking distance (400m) to a recreation facility, park or cultural facility					

INDICATORS Indicators the organization monitors which can influence outcomes	2021	2022	2023	2024
Perception of Quality of Life in Okotoks	N/A	98%	Next survey 2025	Next survey 2025
Okotoks Municipal Crime Severity Index	31.59	40.16	41.03	2nd Progress Report 2025
Perception of Safety & Security			N/A	Next curvey 2025
How safe do you feel:			IN/A	Next survey 2025
• In your residence/on your property?		96%		
• In your neighbourhood?		95%		
• In Town parks, playgrounds, and amenities?		92%		
Total Number of unique Okotoks clients accessing the Ok Centre	otoks Family I	Resource	806	896
Total Number of visits by Okotoks residents to the Okoto Centre	2563	3433		





Demonstrated Environmental Leadership

We do things differently to thrive tomorrow

Work towards achieving Municipal Development and Climate Action Plan targets for:

- **▶** Climate Change Resilience
- **▶** Greenhouse Gas Emissions
- **▶** Water Conservation
- **Energy Efficiency**
- **▶** Land and Biodiversity

Our Environmental Journey Taking Action for a Greener, Resilient Future

In 2024, the Town of Okotoks deepened its commitment to environmental leadership by advancing efforts in climate action, energy efficiency, water conservation, and biodiversity. While municipal operations play a vital role, real environmental impact relies on strong community partnerships and shared responsibility.

We applied an environmental lens across all areas of our work, aligning policies, capital projects, and daily operations with our role as stewards of the land, air, water, and energy. From expanded conservation programs to renewable energy initiatives and ecofriendly operations, every action brings us closer to the goals outlined in the Environmental Master Plan, Municipal Development Plan, and Climate Action Plan.



Our vision is clear: a sustainable, climate-resilient Okotoks where environmental health supports both economic strength and quality of life. Each initiative, whether led by the Town or developed in partnership with the community, helps build a future that reflects our shared values.

Responsible Water Usage

In partnership with Alberta Environment and Protected Areas, the Town launched a Storm Water Irrigation Pilot as part of the province's broader "Reclaimed Water" strategy. This initiative, operational as of 2024, diverts stormwater from the Laudan Park storm pond to irrigate the adjacent baseball diamond, eliminating the need for treated water in this location.

The system now supplies approximately 145 cubic metres of stormwater per week for sports field irrigation, significantly reducing demand on municipal water treatment resources. This pilot supports long-term water conservation by repurposing stormwater for irrigation, reducing reliance on treated water and sets a precedent for future reuse projects in parks and open spaces.

Land and Biodiversity

In 2024, the Town completed a comprehensive inventory of approximately over 18,000 trees located in manicured public areas. This data is now fully integrated into the Town's GIS platform, providing a robust, centralized system to manage the health and value of our urban forest.

The inventory captures detailed information including species type, age, health status, and ecological value. This data not only supports proactive maintenance and planning but also helps identify and prioritize areas of concern, such as diseased or aging trees, reducing future risk and liability.

By understanding the structure and condition of our tree canopy, the Town is better equipped to make informed decisions that support biodiversity, climate resilience, and long-term urban forest enhancement goals.











Urban Forestry Leadership

In October, the Town proudly hosted the International Society of Arboriculture (ISA) Prairie Chapter Tree Care Industry Conference, welcoming more than 200 arboriculture professionals from across Alberta, Saskatchewan, and Manitoba. The two-day event showcased Okotoks' environmental leadership, urban forestry practices, and commitment to sustainability.

Held at the Viking Rentals Centre, the conference featured leading-edge discussions on research, innovation, and best practices in tree care and management. Delegates networked, shared knowledge, and explored how municipalities can strengthen biodiversity and urban canopy health through evidence-based strategies.

A special highlight of the event was the participation of Elder Ninna Piiksii (Chief Bird), Dr. Mike Bruised Head of the Kainai First Nation. During a meaningful cultural ceremony, he shared the traditional Blackfoot name for the Poplar tree—Holy Longtime Poplar Tree—honouring the deep connection between Indigenous knowledge and environmental stewardship.

With over 200 delegates visiting Okotoks, the event supported local businesses and hotels, while reinforcing the Town's role as a leader in environmental action and Truth and Reconciliation.

Reducing Greenhouse Gas Emissions

The Town of Okotoks continued to demonstrate leadership in climate action through the Clean Energy Improvement Program (CEIP), a residential financing initiative designed to make energy efficiency and renewable energy upgrades more accessible to homeowners.

Launched in January, the pilot program quickly reached its anticipated first-year participation target, receiving over 40 active applications for upgrades such as solar panels, insulation, high-efficiency furnaces, water heaters, air sealing, and ventilation improvements. Due to high demand, it reopened in July to accommodate a growing waitlist and now operates on a first-come, first-served basis.

CEIP allows residential property owners to access low-interest financing for eligible upgrades, with repayments conveniently collected through property taxes. Because the financing is tied to the property rather than the individual homeowner, it provides long-term flexibility and reduces the upfront cost barrier to energy improvements.

The program is administered in partnership with Alberta Municipalities and supported by the Green Municipal Fund from the Federation of Canadian Municipalities, an endowment created by the Government of Canada.

Beyond individual energy savings, CEIP is a direct contributor to the Town's greenhouse gas (GHG) reduction goals outlined in the Climate Action Plan, helping lower residential emissions and reduce pressure on energy infrastructure.

As part of the four-year pilot, the Town is assessing the feasibility of expanding CEIP to include commercial properties.







Expanding Our Electric Fleet

The Town added two new Olympia Millennium E electric ice resurfacers to its fleet, one for the Okotoks Recreation Centre and one for the Viking Rentals Centre. This upgrade was made possible through a \$100,000 grant from the Municipal Climate Change Action Centre (MCCAC), funded by the Government of Alberta under the Electric Vehicles for Municipalities (EVM) program.

These fully electric units eliminate indoor air emissions, improving air quality in Town arenas and contributing to a healthier environment for residents who use the facilities for sport, exercise, and recreation. In addition to environmental benefits, the new resurfacers require less maintenance, no oil changes and longer-lasting brakes, reducing operating costs and minimizing equipment downtime.

This purchase demonstrates our ongoing commitment to environmental and fiscal responsibility. The new equipment reflects the Town's broader efforts to make its fleet more sustainable and reduce greenhouse gas emissions while maintaining high-quality service delivery.



Supporting Low-Carbon Transportation with New EV Charging Stations

Through a \$101,000 grant from Aviva Canada's Charged for Change program, delivered in partnership with Earth Day Canada, the Town installed eight new public electric vehicle (EV) charging ports at key arts and recreation hubs. The project improves accessibility to sustainable transportation options across the community. Installation was completed between July and November, with user fees set at \$2 per hour (plus GST).

The stations, each with two charging ports, were installed at:

- Okotoks Recreation Centre
- Okotoks Operations Centre
- Viking Rentals Centre
- Okotoks Art Gallery

By expanding EV infrastructure, the Town is actively supporting the shift to low-emission vehicles, helping reduce greenhouse gas emissions and improve air quality. This initiative aligns with the Town's broader environmental goals and its Climate Action Plan. For more on Okotoks' EV strategy, visit okotoks.ca/ EVcharging.

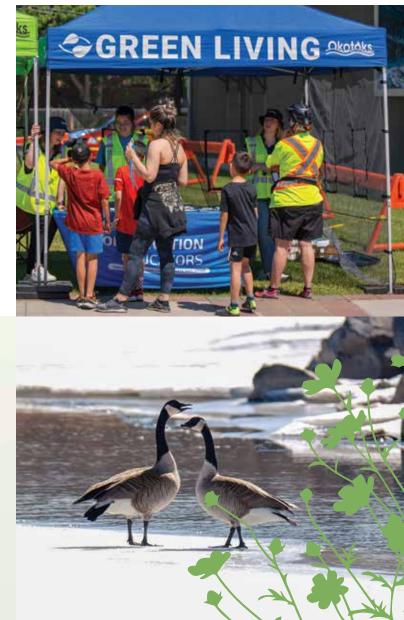


The funding secured through
Charged for Change will not only benefit
our residents but also attract eco-conscious
tourists and businesses," – Mayor Tanya Thorn

Diverting Waste, Reducing Emissions - Turning K-Cups into Opportunity

A new partnership with Eco-Growth Environmental Inc. helped the Town advance its waste diversion goals by targeting single-use coffee pods. In June, a major milestone was reached: 1,398 kilograms of K-cups were collected at the Okotoks Eco Centre, resulting in the diversion of 12,764 kilograms of carbon equivalent (CO₂e) from the landfill. Through Eco-Growth's process, the coffee grounds are repurposed into thermal energy fuel, while the plastic is shredded and recycled into plastic lumber—right here in Alberta.

Residents can drop off full K-cup coffee pods at the Okotoks Eco Centre without separating components. Designated bins make it easy to give these materials a second life. As the program expands, the Town continues to explore practical, community-friendly ways to reduce landfill waste and support a circular economy.



MEASURES Measures the organization wants to change through activity / policy	2021	2022	2023	2024	TARGET
Greenhouse Gas Emissions (tonnes CO2e) - Municipally produced	18,805	21,574	21,586	21,841	Carbon neutrality by 2050
Community Greenhouse Gas Emissions (tonnes CO2e) produced	326,219	345,490	345,929	344,595	Carbon neutrality by 2050
Percentage of waste diverted from the landfill per year	61%	59%	Under revi	ew with new Leg	islation coming forward
Summer Peak Water Usage Day - liters per capita per day (lpcd)	391	373	382	1st Progress report 2025	324 liters per capita per day by 2030 (Average 20% reduction)
Total residential potable water usage: litres per capita per day (lpcd)	178	165	172	1st Progress report 2025	To be Determined
Utilization of Water Conservation Incent Programs	tive	98%	97%	100%	100% grant funds used annually
Percentage coverage by urban forest car measured every 5 to 10 years	пору	6%	N/A	Next report scheduled for 2027	No net loss by 2050
Percentage of energy used by Municipal that is renewable	facilities	7.5%	7.2%	1st Progress Report 2025	100% by 2050
Number of publicly accessible electric ve in Okotoks (Level 2 or higher)	hicle charg	ing ports	7	15	20 by 2033
Under Development - Percentage of non landscaping	-potable w	ater used for	public parks a	and	25% of total irrigation water







Organizational Excellence

We lead with passion and are focused on multidisciplinary collaboration, fostering creativity and innovation, allowing us to be agile and creative in serving our vibrant Town

- Become a Top Employer
- Operationalize Asset Management
- Create a technology roadmap to advance access to data and information, improve client experience and decision-making

Driving Service, Culture, and Performance from Within

Organizational excellence is the foundation that enables the Town to deliver high-quality services, foster innovation, and build public trust. It means aligning people, systems, and strategy to fulfill Council's vision and meet the evolving needs of residents and businesses.

In 2024, we continued to advance a culture of collaboration, accountability, and continuous improvement. From customer service to financial stewardship, and from digital transformation to inclusive HR practices, excellence is reflected in how we serve the community with integrity and efficiency every day.

Engaging Our Community

In 2024, Okotoks deepened its commitment to inclusive engagement by enhancing internal tools, amplifying resident voices, and embedding feedback into decision-making, directly supporting Council's strategic priority to enhance identity, trust, and transparency.

Policy-Backed Progress

In May, Council approved two new Community Engagement Policies along with an updated Strategy & Toolkit. Utilized by staff and consultants, the toolkit continues to follow the International Association of Public Participation (IAP2) best practices and the IAP2 Spectrum chart to help determine the appropriate level of engagement for each initiative. The toolkit is now the go-to resource for planning and delivering community engagement. View the toolkit at okotoks.ca/community-engagement-strategy.







New Community Engagement Guiding Principles

Our engagement is now anchored in four principles, that form the foundation of a positive, culture of engagement.

Accountable: We follow through on commitments and continuously improve through reflection and evaluation.

Equitable: We create inclusive opportunities to hear from all voices.

Transparent: We share clear, timely, and complete information.

Relational: We centre people in our processes to build trust and connection.

Engagement Weave

The Engagement Weave illustrates how Council direction, staff expertise, and public input are woven together to guide final decisions.

Shape Our Town: A New Era of Engagement



In 2024, we launched Shape Our Town — a digital platform that brings all Town engagement into one place. In its first year, it significantly expanded the reach and inclusivity of our engagement efforts. Residents can sign up, follow projects that matter to them, and stay informed with subscription options. The platform helps us build stronger connections by inviting participants to future opportunities that match their interests. Start engaging today at *shapeourtown.okotoks.ca*

In 2024, Shape Our Town had:

18 projects launched on the platform

562 people signed up as members

401 follow followed a project for updates

Nearly 16,000 visitors to the site

30,000+ project views

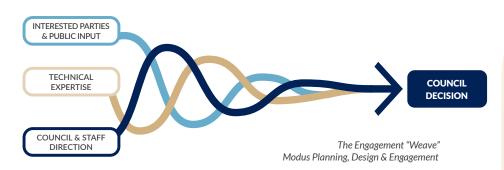
4,627 contributions across projects

2,636 unique contributors

21,199 total site visits



The engagement "weave" diagram shows how these different groups work together over time to ensure Council has the information they need to make an informed and balanced decision.



The weave makes it clear: no single voice decides the outcome, as every voice adds value." - CAO Elaine Vincent

Aligning Services with Community Priorities

New Service Review Model Supports Transparent Budget Planning

In May 2024, Council approved a new Program and Service Review Policy, supported by a comprehensive inventory identifying more than 275 Town services. The policy introduces a two-phase review and engagement process to help Council align decisions with community priorities and operational realities.

To develop the service inventory, the Town used the Canadian Municipal Reference Model (MRM), a national framework that defines core municipal services such as garbage collection and road maintenance. Widely adopted across Canada, the MRM supports service planning, benchmarking, and continuous improvement by enabling municipalities to compare progress, share best practices, and deliver high-quality services.

Community Input Shapes Budget Planning

Public feedback played a key role in shaping the 2025 budget. In May, an online survey invited residents and businesses to share their thoughts on their service level priorities. The results, summarized in a "What We Learned" report and presented to Council in July, showed strong satisfaction with current services, suggesting no major adjustments were needed going into the final year of the 2022–2025 budget cycle.

To help residents better understand their tax contributions, the Town launched a new Taxpayer Receipt Tool, providing a personalized breakdown of how property taxes fund municipal services. Try it at okotoks.ca/taxpayer-receipt





Program and Service Reviews

In 2024, Okotoks integrated service reviews into the budget process, moving towards outcomes-based budgeting. This approach focuses not just on the cost of services, but on the value they provide, how they support quality of life, and how well they reflect community priorities. It's about understanding what matters most to residents and making thoughtful decisions about where to invest resources. Guided by the Town's Program and Service Review Policy and supported by a detailed service inventory, this work is helping to align services with the evolving needs of the community.

Targeted Reviews Support Informed Decisions

The Town introduced a new model for reviewing external service levels as part of the budget process, supporting a more integrated approach to performance-based budgeting. Between June and September 2024, Council received updated service-level information to support informed decision-making.

One example was the review of Okotoks School Age Care (OSAC), a licensed childcare program serving up to 62 children. The review confirmed strong demand, high parent satisfaction, and a waitlist, reaffirming the program's value and resulting in a recommendation to maintain current service levels.

Draft budget documents were prepared between July and October, with the Annual Budget Council Meeting held in November. The community was invited to attend in person or watch online as Council deliberated and finalized decisions for 2025.

Long-Term Planning

To support long-term planning, Council extended the current four-year budget cycle by one year to accommodate the next municipal election. The fifth year will give the incoming Council, elected in October 2025, time to gain a clear understanding of service levels, the budget process, and Municipal Government Act (MGA) requirements. With that foundation in place, Council will be well positioned to develop the next multi-year budget for 2027–2030.

Service Improvements Through Smarter Technology Investments

To better align digital tools with organizational priorities, the Town launched a Technology Investment Committee in July 2024, as part of the 2023–2025 IT Strategic Plan. The committee plays a strategic role in identifying and prioritizing technology projects that deliver the greatest value for residents and staff.

With over 17 diverse service areas, the Town must balance a technology needs. The committee helps bridge these needs by guiding investments that are secure, timely, and align with the Town's strategic priorities.

By investing in the right tools at the right time, the Town is improving internal collaboration, enhancing service delivery, and building capacity to meet the evolving needs of Okotoks.

Modernizing Municipal Services Removing Dog Licensing

At the 2024 Annual Budget Meeting, Town Council approved changes to the Responsible Pet Ownership Bylaw, eliminating the requirement for dog licenses in Okotoks. This reflects a shift toward more modern, community-supported methods of reuniting lost pets with their owners.

While licensing once supported responsible pet ownership, platforms like Facebook have become more effective at helping lost pets find their way home. As a result, the program no longer delivered meaningful value.

Under the updated bylaw, dog owners must ensure their pet wears visible identification, such as a collar or harness tag with a current phone number—maintaining accountability while reducing administrative burden and costs.

The results speak for themselves:

109 bookings
completed online

30-60 staff hours
saved by reduced manual scheduling

Fair Facility Access

In 2024, a comprehensive set of Facility Allocation Guidelines to promote fair, transparent, and consistent use of Town recreation facilities was developed. These internal guidelines provide a structured approach to how time and space are assigned across a range of community amenities, including aquatics, arenas, gymnasiums, multi-purpose rooms, outdoor courts, sports fields, and leisure areas.

The guidelines apply clear criteria to balance the needs of clubs, programs, and casual users. This structured approach reduces conflicts, supports long-term planning, and improves communication with user groups.

By formalizing how access is prioritized, and space is allocated, the Town is reinforcing its commitment to equity, operational clarity, and high-quality service delivery. Everyone can stay active, participate, and enjoy community spaces.

Expanding Access Through Innovation

In 2024, the Town launched online booking for offseason ice rentals, allowing users to reserve time up to 60 days in advance. Building on the success of lastminute and holiday rentals, the new system was met with overwhelmingly positive feedback.

The platform increased accessibility and fairness by giving all users equal booking opportunities. Reduced rates helped user groups manage costs and stay active.

This initiative reflects the Town's commitment to improving service through digital tools, transparency, and operational efficiency.



Strengthening the Organization from Within

Organizational Realignment

Following a review of internal structure, the Town finalized an organizational structure that creates a clear line of sight between Council's Strategic Priorities, Town master plans, and divisional functions. The updated structure places stronger emphasis on: Responsibly managed growth, a strong local economy, community identity, and organizational excellence. The update improved agility, reporting clarity, and succession planning, while aligning operations with long-term vision.

Community Safety Planning

In 2024, the Town advanced a more collaborative and data-informed approach to community safety by coordinating the development of the Okotoks Municipal Enforcement Priorities and the RCMP Annual Performance Plan based on direct input from residents.

- For the first time, the Town aligned both enforcement streams through a shared engagement process that included an online Public Safety Survey and an in-person Public Safety Open House. The feedback provided a valuable snapshot of how residents perceive safety in their neighbourhoods and identify areas for greater focus.
- Okotoks Municipal Enforcement (OME) will focus efforts on: Provincial traffic safety, School zone safety, and Bylaw enforcement.
- The Okotoks RCMP's Annual Performance Plan identifies three local priorities, developed by the detachment's leadership team to reflect community concerns: crime reduction, proactive police visibility, community involvement and communication.

The coordinated planning process reflects a shift towards greater strategic alignment, transparency, and responsiveness, for both agencies to better deploy resources.

Our data-driven approach continues to guide decision-making, helping us achieve better outcomes."

– Vik Kulkarni, Municipal Enforcement Manager

Graffiti Reduction: A Community-Wide Effort

Following an unprecedented spike in graffiti on public property in 2022, (OME) responded with focused investigations and community support efforts. As a result, many offenders were identified, with outcomes including charges and community service.

In 2024, this sustained effort led to a 72% reduction in monthly graffiti-related complaints compared to the previous year, a significant improvement made possible through collaboration between OME and engaged residents.

Reporting graffiti is more than just submitting a complaint; each report identifies trends, guides enforcement, and supports shared responsibility for protecting public spaces. Together, we're keeping Okotoks clean, safe, and welcoming—your voice matters.

72% reduction in monthly graffiti-related complaints

Traffic Safety Through Data

In response to community feedback, (OME) made traffic safety a top priority in 2024, with a specific focus on speeding and noise violations. Using data from traffic counts, speed studies, and resident complaints, high-priority areas received targeted enforcement, supported by public education to promote a balanced, community-first approach.





MEASURES Measures the organization wants to change through activity / policy	2021	2022	2023	2024	TARGET
Satisfaction with Service Experience Interactions with Town of Okotoks Employees				Next Survey 2025	To be determined
Helpfulness & courtesy of employees	N/A	84%	N/A		
 Knowledge about the services they provide 	N/A	72%	N/A		
Speed of response to inquiries & requests	N/A	67%	N/A		
Permanent Employee Turnover Rate	10%	9%	9%	5.5%	To be determined
Likelihood to recommend Town of Okotoks as a good employer		68%	N/A	77.4%	>85%
Lost Time Injury Frequency Rate	1.41	1.11	1.16	1.19	To be determined



Celebrating Excellence 2024 Awards

In 2024, the Town of Okotoks received several prestigious awards recognizing our leadership in inclusion, planning, and storytelling.



Age-Friendly Alberta Recognition Award

In April, Okotoks received the Age-Friendly Alberta Recognition Award for its commitment to supporting older adults and fostering inclusion for all ages. The award follows the 2023 Age-Friendly Okotoks Action Plan, developed with input from residents, service providers, and older adults. With the 65+ population growing from 10% to 14% (2016–2021), the plan promotes independence, connection, and safety—reflecting Okotoks' leadership in inclusive, age-friendly planning.



AVA Digital Awards: Honouring Indigenous Storytelling

The Town received international recognition at the AVA Digital Awards for its Indigenous-focused digital storytelling, earning a Platinum Award for The Importance of Water in Okotoks and a Gold Award for the Land Acknowledgement video. Both are featured on the Our Shared Journey to Understanding Truth and Advancing Reconciliation page, reflecting our ongoing commitment to Truth and Reconciliation.



Canadian Award for Financial Reporting (CAnFR)

For the fourth consecutive year, the Town received the Canadian Award for Financial Reporting (CAnFR) for excellence in transparency and public financial communication. (See page 52 for details.)





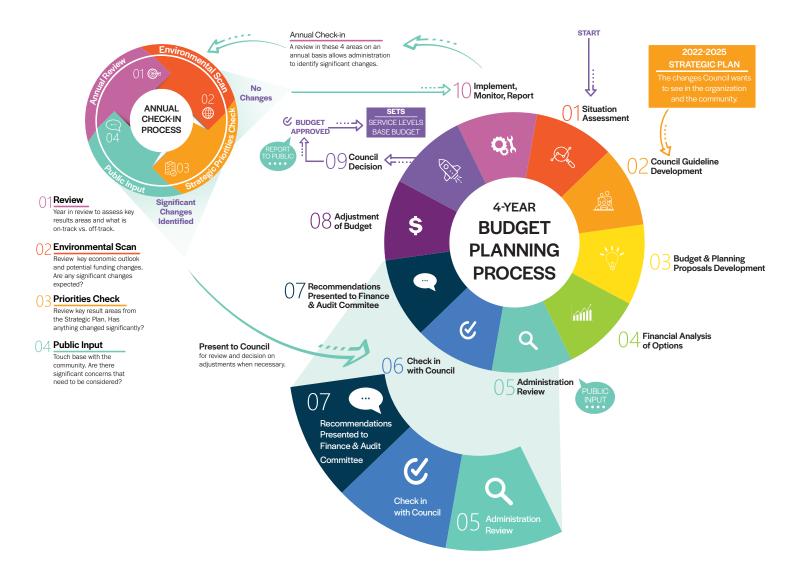
2024 Budget Climate

We are currently in year three of the Town's 2022–2025 four-year budget cycle. Each year includes a check-in process that allows Council to make targeted service adjustments as needed. For 2024, budget discussions focused on three key priorities:

- Community safety
- Targeted Service levels for 2024: fire services, pedestrian routes, arterial fence painting, and Transit services
- Preparing for growth by prioritizing recruitment and retention

Council approved these service level adjustments to balance affordability with meaningful investments in community safety, emergency response and transit services. The majority of the 2024 budget enhancements are staffing-related, to close service gaps, such as fire and rescue response times, and to prepare for community growth. Investments in new buses respond to increased ridership and improve transit accessibility.

To support affordability for residents, Council re-prioritized service levels to introduce active transportation enhancements and aesthetic upgrades like arterial fence painting, without increasing the budget. In addition, the tax stabilization reserve was used strategically to reduce the 2024 property tax rate and minimize the burden on residents.





Each year, the Town of Okotoks collects property taxes to support a wide range of local programs and services. The receipt below illustrates how an average household's taxes were allocated in 2024 and provides a snapshot of the services supported by municipal funding.

This example is based on a single-family residential property assessed at \$603,000, which paid approximately \$2,829.64 in municipal property taxes for Town services.

5 ELIZABETH ST.

TOWN OF OKOTOKS

RECEIPT

MUNICIPAL TAXES

PROTECTIVE SERVICES

RCMP & Municipal Enforcement	\$512.16
Fire Services	\$486.70

INFRASTRUCTURE

Parks (pathways, mowing, cemetery)	\$339.56
Roads (potholes, streets, snow clearing)	\$331.07
Transit Services	\$113.19
Community Development (engineering)	\$93.38
Permits & Planning	\$73.57
Environment	\$28.30
Economic Development	\$14.15

COMMUNITY HEALTH

Recreation Facilities (arenas, pools)	\$263.16
Events, Programs, Culture & Library	\$192.42
Community & Social Development	\$73.57

CORPORATE SUPPORT

Enabling Services & Administration \$268.81 Council \$39.60

TOTAL \$2,829.64

Note: This amount does not include requisitions, which are collected on behalf of other agencies and appear separately on your tax bill. Requisitions support the Province of Alberta (for education) and Westwinds Communities (for seniors housing).

What You Receive for Your Tax Dollars

Community Safety & Emergency Services

- 24-hour police, fire, and emergency response
- Ongoing bylaw enforcement and community safety patrols

Roads & Pathways

- 255 km of maintained roads, with year-round street cleaning and seasonal snow removal
- 96.2 km of interconnected pathway systems for walking, biking, and mobility aids

Parks & Natural Spaces

- 180+ ha of manicured parks and open space
- 380+ ha of naturalized areas and river valley
- 18,000+ Town trees in maintained areas
- 2 community gardens
- 1 off-leash dog park
- 1 cemetery

Outdoor Amenities

- 90+ parks and 50+ playgrounds
- 30+ sports fields, 5 sport courts, 6 pickleball courts, 3 tennis courts
- 1 disc golf course, 1 multi-use sport court
- 14 outdoor natural skating surfaces
- 6 toboggan hills
- 4.7 km of single-track bike trails
- 2.8 km of cross-country ski trails
- 3 outdoor fitness equipment locations
- Skateboard Park, Spray Park, BMX Track, Pump Track, Outdoor Rink
- Public art

Indoor Recreation & Culture

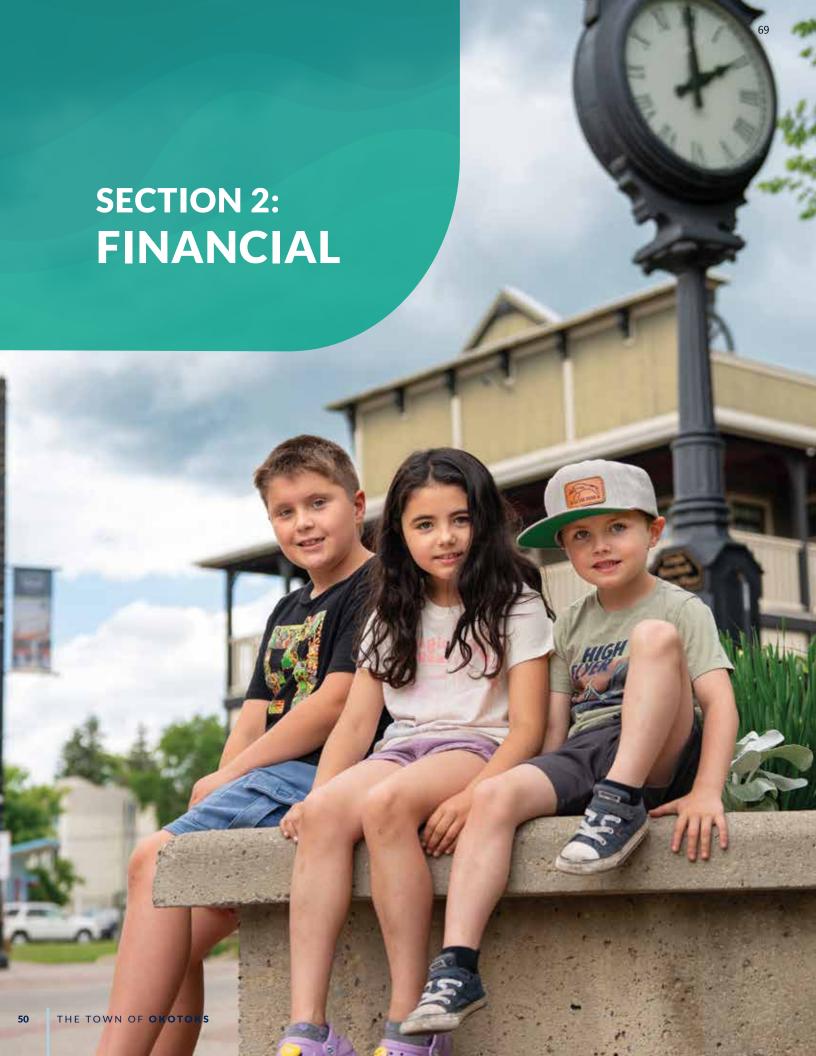
- Okotoks Recreation Centre & Viking Rentals Centre (swimming pools, arenas, and events hall)
- Regional Fieldhouse
- Okotoks Art Gallery, Okotoks Museum & Archives, and Rotary Performing Arts Centre

Community Events & Programming

- Light Up Okotoks
- Taste of Okotoks
- Parade & Children's Festival
- National Day for Truth and Reconciliation
- Tipi Camp
- Nooks & Crannies Festival
- Many more year-round events and programs

Town Services

Over 250 services are funded through municipal taxes, user fees, and/or grants.





Financial Management and Control

The Municipal Government Act (MGA) requires a municipality to prepare annual financial statements by May 1 each year for the prior year. The Town of Okotoks ensures a framework is in place to produce reliable financial results and reporting. The following items are the key components of that framework.

Plans

Town Council finalized the 2022-2025 Strategic Plan in September 2022 with a vision of "A vibrant, resilient, and connected community that fosters the wellbeing of land and people, a community to call home." This plan highlights high level priorities that align directly to the 60-year vision that can be found in the Okotoks Municipal Development Plan (MDP).

To move toward this vision, Administration established an overarching four-year Corporate Business Plan, along with individual plans for each Business Centre. These plans are reviewed annually for any required changes to keep Administration on course.

Budget

In 2024, the Town changed the timing of the budget cycle to a one-time five-year cycle to better align with Council's four-year term. This shift means the next four-year budget will be approved by the new Council in the second year of the Council term to support the next strategic plan. In each subsequent year, incremental budget changes related to achieving Council strategic priorities may be presented and considered for approval by Council.

A projected variance for revenues and expenses compared to budget is prepared quarterly for Council, indicating whether an excess or deficiency is anticipated. If it appears a deficiency is projected, Council takes the necessary actions to eliminate this possibility.

Financial Policies

Approved by Council, the Town's financial policies contribute to strong governance and internal controls. These policies are in place to monitor financial activity and safeguard municipal assets.

Accounting and Finance

The Town maintains accounting processes that provide internal controls and ensure compliance with the standards and requirements set by the Public Sector Accounting Board. The accounting and finance services are administered under the direction of the Chief Financial Officer and the Chief Administrative Officer.

Audit

The MGA requires Council to appoint the external auditor to perform the audit of the Town's financial statement independent of management. Avail, LLP was awarded the contract for audit services and performs the audit work in compliance with Canadian Auditing Standards. The auditor's report, which forms part of the published financial statements, outlines the responsibilities assigned to the Town's management and those assigned to the auditor.

Letter of Transmittal

Government Finance Officers Association (GFOA) of the United States and Canada awarded a Canadian Award for Financial Reporting (CAnFR) to the Town of Okotoks for its annual financial report for the fiscal year ended December 31, 2023. The CAnFR program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

In order to be awarded a CAnFR, a government unit must publish an easily readable and efficiently organized annual financial report, whose contents conform to program standards. Such reports should go beyond the minimum requirements of generally accepted accounting principles and demonstrate an effort to clearly communicate the municipal government's financial picture, enhance an understanding of financial reporting by municipal governments, and address user needs.

A Canadian Award for Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we will be submitting it to GFOA to determine its eligibility for another award.



Government Finance Officers Association

Canadian Award for Financial Reporting

Presented to

Town of Okotoks

Alberta

For its Annual Financial Report for the Year Ended

December 31, 2023



Executive Director/CEO

Financial Summary

Financial information is critical in maintaining viable communities and providing insight about the management of the Town's resources to all stakeholders. The following overview is intended to assist with understanding the Town's 2024 financial statements.

Revenue Sources

While property taxes contribute to the Town's revenue total, other revenue sources are also needed to pay for the cost of all of the services and programs. At the end of 2024, the Town's total operating and capital revenue for the year was \$105.9 million. The proportion of the revenue total provided by each revenue source was:

34% Property Tax: Bylaw 05-24⁽¹⁾

Residents paid 80% of the municipal property taxes, while businesses paid the remaining 20%.

25% Sales and User Fees: Bylaw 09-24 and amending Bylaw 13-24

These fees are established for certain goods and services that provide direct benefits to individual users including:

16% utilities - water and waste services

9% programs and facility admissions, permits, transit and cemetery services

5% Franchise Fees: Bylaw 36-23 (natural gas) and Bylaw 33-20 (electricity)

The Town receives these fees from Atco and Fortis in exchange for access to municipal land to locate the natural gas and electricity utility infrastructure. The utility providers collect the fees from the customers who use the natural gas and electricity services.

6% Government Transfers – Operating: Provided through agreements with the provincial and federal governments, these funds are used for operating programs and activities.

8% Other Revenue - Operating: This includes investment income, penalties on taxes and utilities, rentals, donations and gains on asset disposal.

11% Government Transfers – Capital: Provided through agreements with the provincial and federal governments, these funds are used for the construction or acquisition of tangible capital assets.

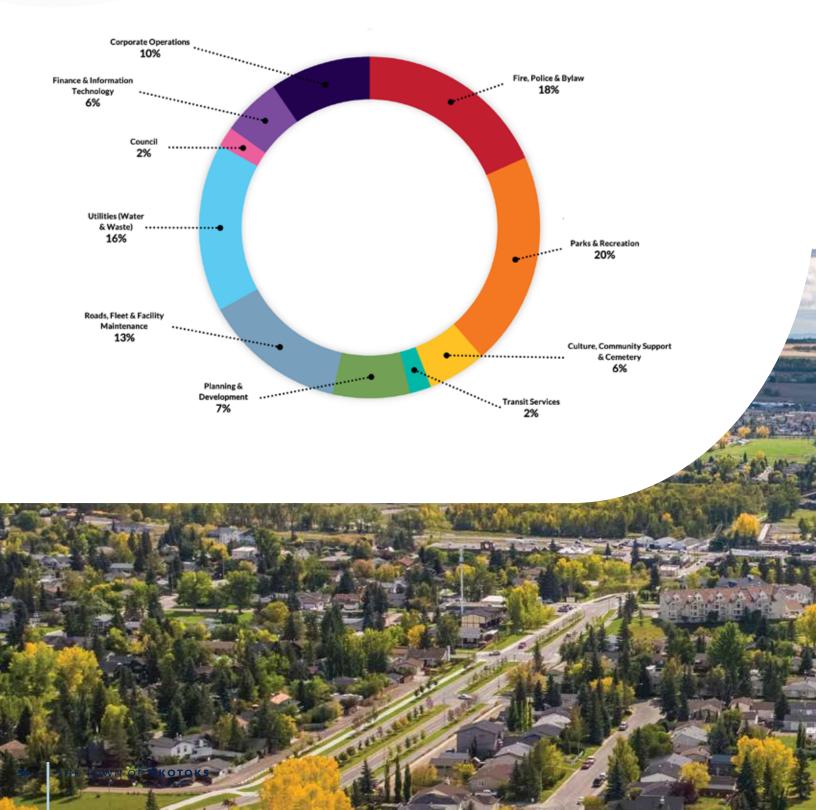
11% Other Revenue - Capital: This includes off-site levies, contributed assets and donated assets.

(1) The bylaw includes taxes requisitioned and collected by the Town but not used for the Town's operations. These requisitions are passed directly on to the Government of Alberta and Westwinds.

Distribution of Revenue Dollars

The Town uses revenue to deliver services and programs for the community as well as contribute to the accumulated surplus. During 2024, the Town incurred expenses totaling \$83.4 million. The year-end accumulated surplus increased by \$22.5 million, primarily due to additions to the Town's Tangible Capital Assets.

The following service and program percentages are based on the total expenses for 2024.





Financial Position

The Town's ability to pay for its operations and provide future services are monitored using two key performance measures found in the Statement of Financial Position.

FINANCIAL POSITION (\$ MILLIONS)	2024	2023
Financial assets	106.8	104.5
Liabilities	51.4	52.7
Net financial assets	55.4	51.8
Total non-financial assets	427.1	408.2
Accumulated surplus	482.5	460.0

Net Financial Assets (or Debt)

This measure indicates whether financial means are available to settle existing obligations to external parties as well as assist with providing future services. The Town's year-end Net Financial Asset balance of \$55.4 million indicates that the financial assets exceed the liabilities and attests to the Town's stable position.

Accumulated Surplus (or Deficit)

This measure represents the net economic resources of the Town at the date of the Financial Statements. The measure is comprised of all the past activity results, both excess and deficiency, and also includes the Town's non-financial assets. The Town's year-end accumulated surplus of \$482.5 million, includes \$402.7 million of equity in Tangible Capital Assets and \$1.3 million of equity in Intangible Assets.

Financial Activities

The Statement of Operations presents the revenue and expenses of the Town on a consolidated basis, which includes both operating and capital activity.

FINANCIAL ACTIVITIES (\$ MILLIONS)	2024 BUDGET	2024 ACTUALS	2023 ACTUALS
Revenue - operations	76.7	83.0	78.1
Expenses - operations	84.7	83.4	80.0
Deficit from operations	(8.0)	(0.4)	(1.9)
Revenue - capital	13.6	22.9	6.1
Surplus	5.6	22.5	4.2
Capital Asset Acquisitions			
Purchased capital assets	44.2	24.2	14.9
Contributed capital assets	0.0	6.4	1.1
Transferred capital assets	0.0	0.2	0.0
Total acquisitions	44.2	30.8	16.0

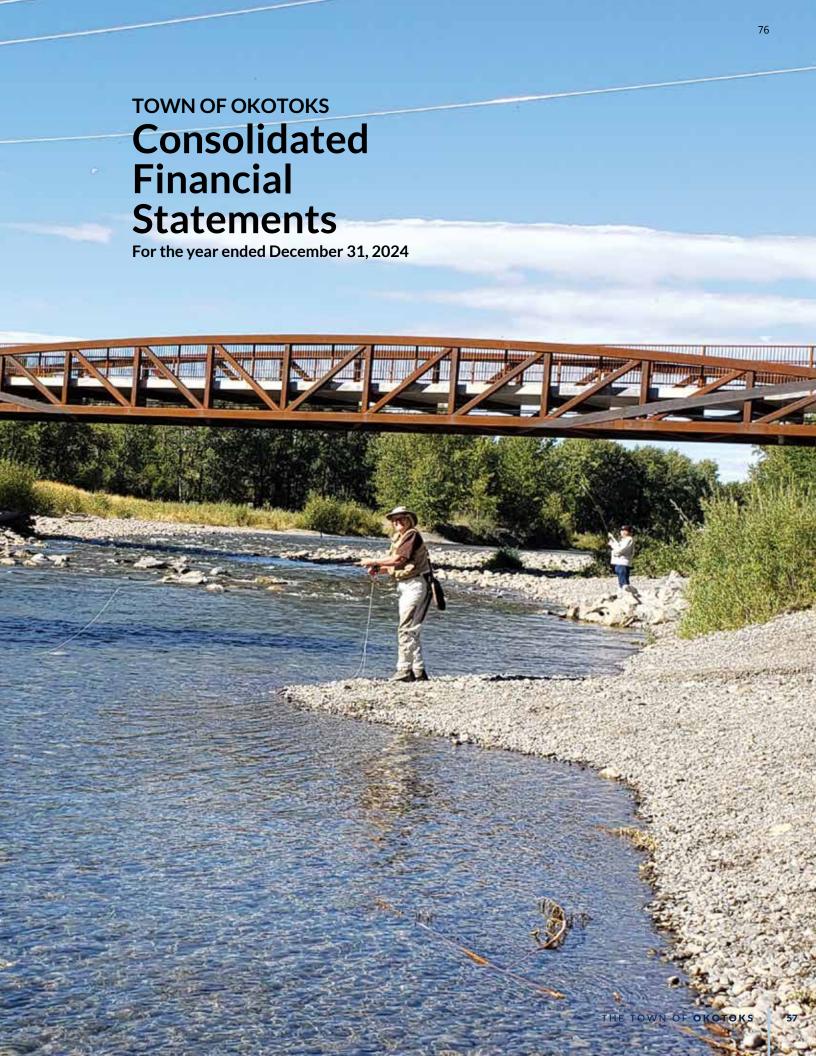
This statement provides additional performance and accountability measures.

Excess (or Deficiency) of Revenue over Expenses

This performance measure shows whether the revenues raised in the year, including capital revenue from government transfers, developers and donations, were sufficient to cover the year's expenses. It is important to consider trends over time and view the annual impact in the context of the Town's overall financial position.

Budget to Actual Results

Annual budgets approved by Council convey the financial policy and resource decisions for the Town. As a result, a key component of financial accountability in the public sector is comparing the actual financial results with the originally planned results in the budget. To achieve this objective, the Statement of Operations includes the detailed original approved annual budget.





INDEPENDENT AUDITOR'S REPORT

To: The Mayor and Members of Council of the Town of Okotoks

Opinion

We have audited the consolidated financial statements of the Town of Okotoks which comprise the consolidated statement of financial position as at December 31, 2024, and the consolidated statements of operations, remeasurement gains and losses, change in net financial assets and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Town of Okotoks as at December 31, 2024, the results of its operations, remeasurement gains and losses, change in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Town in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Town's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Town or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Town's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT, continued

- Identify and assess the risks of material misstatement of the financial statements, whether due to
 fraud or error, design and perform audit procedures responsive to those risks, and obtain audit
 evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not
 detecting a material misstatement resulting from fraud is higher than for one resulting from error, as
 fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of
 internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures
 that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the
 effectiveness of the Town's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Town's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Lethbridge, Alberta

April 14, 2025

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Chartered Professional Accountants

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

Management of the Town of Okotoks is responsible for the preparation, accuracy, objectivity and integrity of the accompanying consolidated financial statements and all other information contained within this Financial Report. Management believes that the consolidated financial statements present fairly the Town's financial position as at December 31, 2024 and the results of its operations for the year then ended.

The consolidated financial statements have been prepared in compliance with legislation, and in accordance with Canadian public sector accounting standards (PSAS).

The consolidated financial statements include certain amounts based on estimates and judgments. Such amounts have been determined on a reasonable basis in order to ensure the consolidated financial statements are presented fairly in all material respects.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has designed and maintains a system of internal controls to produce reliable information and to meet reporting requirements on a timely basis. The system is designed to provide management with reasonable assurance that transactions are properly authorized and assets are properly accounted for and safeguarded.

These systems are monitored and evaluated by management and reliable financial information is available for preparation of the consolidated financial statements.

Council meets with management and the external auditors to review the consolidated financial statements and discuss any significant financial reporting or internal control matters prior to their approval of the consolidated financial statements. Also, the Mayor and Council are responsible for the appointment of the Town's external auditors.

The consolidated financial statements have been audited by Avail LLP Chartered Professional Accountants, the independent external auditors appointed by the Town. The accompanying independent Auditor's Report outlines their responsibilities, the scope of the examination and their opinion on the Town's consolidated financial statements.

Same O. Vancour	D. H. Sucini
Chief Administrative Officer	Chief Financial Officer

TOWN OF OKOTOKS CONSOLIDATED STATEMENT OF FINANCIAL POSITION As at December 31, 2024 (\$ thousands)

		2024	2023
Financial assets			
Cash and temporary investments (note 3)	\$	34,957	36,525
Taxes and grants in place of taxes receivable (note 4)	·	1,592	1,448
Trade and other receivables (note 5)		9,758	7,115
Land held for resale		1,334	2,174
Loans receivable		288	-
Inventory held for resale		77	88
Investments (note 6)		58,880	57,197
		106,886	104,547
Liabilities			
Accounts payable and accrued liabilities		12,838	10,088
Employee benefit obligations (note 7)		1,787	1,532
Deposits		1,322	1,232
Deferred revenue (note 8)		12,287	16,460
Long-term debt (note 9)		21,169	21,628
Asset retirement obligation (note 10)		2,037	1,795
		51,440	52,735
Net financial assets		55,446	51,812
Non-financial assets			
Prepaid expenses		319	208
Inventory for consumption		63	50
Intangible assets (note 11)		1,283	-
Tangible capital assets (schedule 2)		425,387	407,951
		427,052	408,209
Accumulated surplus (note 12 and schedule 1)			
Accumulated operating surplus		482,498	460,021
Accumulated remeasurement gains (losses)		-	
	\$	482,498	460,021

Commitments and contingencies (note 25)

Approved on behalf of Council:

Councillor Councillor

TOWN OF OKOTOKS CONSOLIDATED STATEMENT OF OPERATIONS For the year ended December 31, 2024 (\$ thousands)

	(Ur	Budget naudited)	2024	2023
Revenue				
Net municipal taxes (note 15)	\$	36,705 \$	36,491	\$ 34,540
User fees and sales of goods	*	22,722	26,162	25,782
Government transfers for operating (note 16)		4,689	6,128	5,458
Franchise and concession contracts (note 17)		5,900	5,904	4,467
Investment income		1,967	3,695	3,062
Rental		3,607	3,094	3,213
Other		407	710	725
Penalties and costs of taxes		550	571	519
Donations		162	135	152
Gain on disposal of tangible capital assets		-	124	150
Can an angered of tan gibts supplied according		76,709	83,014	78,068
Expenses (note 18)		-,	, .	-,
General government				
Council and other legislative		1,546	1,579	1,462
General administration		12,338	12,613	12,673
Protective services		,	,	,-
Police		6,064	4,863	5,070
Fire		8,074	8,821	8,426
Bylaw enforcement		1,739	1,565	1,549
Transportation services		,	•	•
Common and equipment pool		2,255	2,474	1,983
Roads, streets, walks, lighting		7,569	7,560	7,477
Public transportation		1,743	1,681	1,533
Storm sewers and drainage		1,239	1,233	1,151
Environmental use and protection		,	•	•
Water supply and distribution		4,746	5,337	4,718
Wastewater treatment and collection		4,694	4,405	4,180
Waste management		3,336	3,587	3,542
Public health and welfare		-,	-,	-,-
Family and community support		1,784	1,614	2,476
Cemeteries and crematoriums		336	335	309
Planning and development				
Land use planning, zoning and development		2,549	2,268	1,979
Other planning and development		3,955	3,839	3,248
Recreation and culture		-,	-,	-,
Parks and recreation		17,870	16,928	15,805
Culture - libraries, museums, halls		2,850	2,688	2,393
		84,687	83,390	79,974
Deficiency of revenue over expenses before capita	d	(7,978)	(376)	(1,906)

Continued

Continued

TOWN OF OKOTOKS CONSOLIDATED STATEMENT OF OPERATIONS For the year ended December 31, 2024 (\$ thousands)

	Budç (Unaudite	•	2024	2023
Capital revenue				
Government transfers for capital (note 16)	13,59	91	11,237	3,051
Developer contributed tangible capital				
assets (note 19)	-		6,367	1,127
Capital donations	-		1,242	160
Offsite levies	-		4,007	1,731
	13,59	91	22,853	6,069
Excess of revenue over expenses	5,6	13	22,477	4,163
Accumulated operating surplus, beginning of year	460,02	21	460,021	455,858
Accumulated operating surplus, end of year	\$ 465,63	34 \$	482,498	\$ 460,021

CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES For the year ended December 31, 2024 (\$ thousands)

	 20	24	2023
Accumulated remeasurement gains (losses), beginning of year	\$ -	\$	
Unrealized gains (losses) attributable to: Equity investments	-		-
Amounts reclassified to statements of operations: Equity investments realized gains	-		
Net remeasurement gains (losses) for the year	-		
Accumulated remeasurement gains (losses), end of year	\$ -	\$	-

CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
For the year ended December 31, 2024
(\$ thousands)

	(۱	Budget Jnaudited)	2024	2023
Excess of revenue over expenses	\$	5,613 \$	22,477 \$	4,163
Acquisition of tangible capital assets Amortization of tangible capital assets Contributed tangible capital assets Net gain on disposal of tangible capital assets Proceeds on disposal of tangible capital assets Transfer of land held for resale to capital Acquisition of intangible assets Amortization of intangible assets		(44,150) 12,689 - - - - -	(24,238) 13,381 (6,367) (124) 144 (232) (1,309) 26	(14,882) 12,859 (1,127) (136) 166
		(31,461)	(18,719)	(3,120)
Net change in inventory for consumption Net change in prepaid expense		-	(13) (111)	(6) 117
		-	(124)	111
Increase (decrease) in net financial assets Net financial assets, beginning of year		(25,848) 51,812	3,634 51,812	1,154 50,658
Net financial assets, end of year	\$	25,964 \$	55,446 \$	51,812

TOWN OF OKOTOKS CONSOLIDATED STATEMENT OF CASH FLOW For the year ended December 31, 2024 (\$ thousands)

		2024	2023
Operating transactions			
Excess of revenue over expenses	\$	22,477 \$	4,163
Adjustments for items which do not affect cash	•	, .	•
Net gain on disposal of tangible capital assets		(124)	(136)
Amortization of tangible capital assets		13,381 [′]	12,859
Transfer of land held for resale to capital		(232)	-
Contributed tangible capital assets		(6,367)	(1,127)
Accretion of asset retirement obligation		40	35
Amortization of intangible assets		26	
		29,201	15,794
Net change in non-cash working capital items		,	•
Taxes and grants in place of taxes receivable		(144)	379
Trade and other receivables		(2,643)	2,205
Inventory held for resale		11	11
Land held for resale		840	1,464
Loans receivable		(288)	30
Inventory for consumption		(13)	(6)
Prepaid expenses		(111)	117
Accounts payable and accrued liabilities		2,750	(122)
Employee benefit obligations		255	128
Deposits		90	75
Deferred revenue		(4,173)	13,840
Asset retirement obligation		202	1,760
Cash provided by operating transactions		25,977	35,675
Capital transactions			
Proceeds on disposal of tangible capital assets		144	166
Acquisition of tangible capital assets		(24,238)	(14,882)
Acquisition of intangible assets		(1,309)	
Cash applied to capital transactions		(25,403)	(14,716)
Investing transactions			
Increase in investments		(1,683)	(1,554)
Financing transactions			
Proceeds of long-term debt		572	-
Repayment of long-term debt		(1,031)	(1,263)
Cash applied to financing transactions		(459)	(1,263)
(Decrease) increase in cash and temporary investments		(1,568)	18,142
Cash and temporary investments, beginning of year		36,525	18,383
Cash and temporary investments, end of year	\$	34,957 \$	36,525

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

1. Significant accounting policies

The consolidated financial statements of the Town of Okotoks are the representations of management prepared in accordance with generally accepted accounting principles for local governments established by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. Significant aspects of the accounting policies adopted by the Town are as follows:

(a) Reporting entity

The consolidated financial statements reflect the assets, liabilities, revenue and expenses, changes in fund balances and change in financial position of the reporting entity which comprises all of the organizations that are owned or controlled by the Town and are, therefore, accountable to the Council for the administration of their financial affairs and resources.

Taxes levied also includes requisitions for education, health, social and other external organizations that are not part of the municipal reporting entity.

The statements exclude trust assets that are administered for the benefit of external parties. Interdepartmental and organizational transactions and balances are eliminated.

(b) Basis of accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the legal obligation to pay.

Funds from external parties and earnings thereon restricted by agreement or legislation are accounted for as deferred revenue until used for the purpose specified.

Government transfers, contributions and other amounts are received from third parties pursuant to legislation, regulation or agreement and may only be used for certain programs, in the completion of specific work, or for the purchase of tangible capital assets. In addition, certain user charges and fees are collected for which the related services have yet to be performed. Revenue is recognized in the period when the related expenses are incurred, services performed or the tangible capital assets are acquired.

(c) Use of estimates

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expense during the period. Where measurement uncertainty exists, the financial statements have been prepared within reasonable limits of materiality. Actual results could differ from those estimates.

There is measurement uncertainty related to asset retirement obligations as it involves estimates in determining settlement amount, discount rates and timing of settlement. Changes to any of these estimates and assumptions may result in change to the obligation.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

1. Significant accounting policies, continued

(d) Valuation of financial assets and liabilities

The Town's financial assets and financial liabilities are measured as follows:

Financial statement component	Measurement
Cash	Cost and amortized cost
Temporary investments	Amortized cost
Trade and other receivables	Lower of cost or net recoverable value
Investments	Fair value and amortized cost
Loans receivable	Amortized cost
Accounts payable and accrued liabilities	Cost
Bank indebtedness and long-term debt	Amortized cost

(e) Inventories for resale

Land held for resale is recorded at the lower of cost and net realizable value. Cost includes costs for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping, and leveling charges. Related development costs incurred to provide infrastructure such as water and waste water services, roads, sidewalks, and street lighting are recorded as physical assets under their respective function.

(f) Investments

Investments in derivatives and equity instruments quoted in an active market are carried at fair value with transactions costs expensed upon initial recognition. Unrealized changes in fair value are recognized in the statement of remeasurement gains and losses. When the investment is disposed of the accumulated gains or losses are reclassified to the statement of operations. Investments in interest bearing securities are recorded at amortized cost. Investment premiums and discounts are amortized on the net present value basis over the term of the respective investments. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss.

(g) Deferred revenue

Deferred revenue represent government transfers, donations, and other amounts which have been collected, but for which the related services have yet to be performed or agreement stipulations have not been met. These amounts will be recognized as revenues when revenue recognition criteria have been met. Interest earned on deferred revenues, reserves, and offsite levies are calculated using an average investment earnings monthly.

(h) Long-term debt

Long-term debt is initially recognized net of any premiums, discounts, fees and transactions costs, with interest expense recognized using the effective interest method. Long-term debt is subsequently measured at amortized cost.

(i) Tax revenue

Tax revenues are recognized when the tax has been authorized by bylaw and the taxable event has occurred. Requisitions operate as a flow through and are excluded from municipal revenue.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2024 (\$ thousands)

1. Significant accounting policies, continued

(i) Government transfers

Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return. Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

(k) Revenue recognition

Revenue from transactions with no performance obligation is recognized at realizable value when the Town has the authority to claim or retain an inflow of economic resources and identifies a past transaction or event giving rise to an asset.

Revenue from transactions with performance obligations is recognized as the performance obligations are satisfied by providing the promised goods or services to the payor. User fees are recognized over the period of use, sales of goods are recognized when goods are delivered. Licenses and permits with a single performance obligation at a point in time are recognized as revenue on issuance, those which result in a continued performance obligation over time are recognized over the period of the license or permit as the performance obligation is satisfied.

(I) Contaminated sites liability

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance and monitoring.

(m) Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the normal course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the consolidated Change in Net Financial Assets for the year.

(i) Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets is amortized on a straight-line basis over the estimated useful life as follows:

Land improvements15-75Buildings25-50Engineered structures25-75Machinery and equipment3-25Vehicles10-25	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

1. Significant accounting policies, continued

Amortization is charged in the month of acquisition and in the month of disposal. Assets under construction are not amortized until available for productive use.

(ii) Contributions of tangible capital assets Tangible capital assets received as contributions are recorded at fair value at the date

of receipt and also are recorded as revenue.

(iii) Intangible asset

Intangible assets are recorded at cost. The cost less residual value of the intangible assets with a finite life are amortized on a straight-line basis over their estimated useful life as follows:

	Years	
Water licenses - finite	25	

Intangible assets with an indefinite life are not amortized and are monitored annually for impairment.

(iv) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risks incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(v) Inventories

Inventories held for consumption are recorded at the lower of cost and replacement cost.

(vi) Cultural and historical tangible capital assets

Cultural and historical assets such as works of art, historical and heritage sites are not recorded as tangible capital assets but are disclosed.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

Significant accounting policies, continued

(n) Asset retirement obligation

A liability for an asset retirement obligation is recognized at the best estimate of the amount required to retire a tangible capital asset at the financial statement date when there is a legal obligation for the town to incur retirement costs, the past transaction or event giving rise to the liability has occurred, it is expected that future economic benefits will be given up, and a reasonable estimate of the amount can be made. The best estimate of the liability includes all costs directly attributable to asset retirement activities, based on information available at year-end. The best estimate of an asset retirement obligation incorporates a present value technique, when the cash flows required to settle or otherwise extinguish an asset retirement obligation are expected to occur over extended future periods.

When a liability for an asset retirement obligation is initially recognized, a corresponding asset retirement cost is capitalized to the carrying amount of the related tangible capital asset. The asset retirement cost is amortized over the useful life of the related asset. Asset retirement obligations which are incurred incrementally with use of the asset are recognized in the period incurred with a corresponding asset retirement cost expensed in the period.

At each financial reporting date, the town reviews the carrying amount of the liability. The town recognizes period-to-period changes to the liability due to the passage of time as accretion expense. Changes to the liability arising from revisions to either the timing, the amount of the original estimate of undiscounted cash flows or the discount rate are recognized as an increase or decrease to the carrying amount of the related tangible capital asset. The town continues to recognize the liability until it is settled or otherwise extinguished. Disbursements made to settle the liability are deducted from the reported liability when they are made.

2. Future accounting pronouncements

The following summarizes the upcoming changes to the Public Sector Accounting Standards by the Public Sector Accounting Board (PSAB). While the timing of standard adoption may vary, certain standards must be adopted concurrently.

a) The Conceptual Framework of Financial Reporting in the Public Sector

The Conceptual Framework is the foundation for public sector financial reporting standard setting. It replaces the conceptual aspects of Section PS 1000 Financial Statement Concepts and Section PS 1100 Financial Statement Objectives. The conceptual framework highlights considerations fundamental for the consistent application of accounting issues in the absence of the specific standards. The standard is applicable for the fiscal years beginning on or after April 1, 2026.

b) PS 1202 Financial Statement Presentation

Section PS 1202 sets out general and specific requirements for the presentation of information in general purpose financial statements. The financial statement presentation principles are based on the concepts within the Conceptual Framework. The standard is applicable for the fiscal years beginning on or after April 1, 2026.

The Town is continuing to assess the impact as it prepares for the adoption of these standards.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

3. Cash and temporary investments

The Town has authorized a line of credit with TD Commercial Banking to a maximum of \$6,500. The line of credit bears interest at the prime rate. As at December 31, 2024, the line of credit was undrawn.

Included in cash is \$1,322 (2023 - \$1,232) of deposit liability funds which are not available for current purposes.

4. Taxes and grants in place of taxes receivables

	2024	2023
Taxes and grants in place of taxes receivable Arrears	\$ 1,319 \$ 273	1,140 308
	\$ 1,592 \$	1,448

5. Trade and other receivables

		2024	2023
Trade receivables	\$	5,062 \$	3,447
Utility receivables	·	2,808	2,545
Investment receivables		1,079	724
Provincial grants		407	4
Recreation receivables		303	253
GST		174	221
Allowance for doubtful accounts		(75)	(79)
	\$	9,758 \$	7,115

6. Investments

	2024			 2023			
		arrying value		Market value	Carrying value		Market value
Bonds	\$	58,880	\$	57,730	\$ 57,197	\$	55,037

The investments consist of bonds and principal protected notes that earn interest at rates between 1.57% and 5.30% with maturity dates between 2025 and 2034.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

7. Employee benefit obligations

	2024	2023
Vacation and overtime Long-term service benefit Health care spending account	\$ 1,065 541 181	\$ 830 499 203
	\$ 1,787	\$ 1,532

Vacation and overtime

The vacation and overtime liability is comprised of amounts that employees are deferring to future years. Employees have either earned the benefits (and they are vested) or are entitled to these benefits within the next budgetary year.

Long service benefits

The long service benefit liability is comprised of one day salary per year of service (at current pay rates) for those employees with ten or more years of service, as per policy. The liability will be paid upon retirement subject to compliance with the terms and arrangements at that time.

Health care spending account

The health care spending account liability is comprised of unused balances in employees accounts, which can be carried forward for up to two years.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2024 (\$ thousands)

8. Deferred revenue

			Received		
		2024	(Refunded)	Recognized	2023
Municipal Custoinshility Initiative					
Municipal Sustainability Initiative	Φ.	4 400 A	0.004 #	0.005 #	4.070
•	\$	1,402 \$	3,331 \$	•	4,876
Water For Life		6,032	261	1,486	7,257
Services not yet provided		2,724	2,136	2,366	2,954
Other federal grants		100	-	50	150
Canada Community-Building					
Fund		-	2,066	2,742	676
Clean Energy Improvement					
Program		257	302	45	-
Family and Community Support					
Services		-	-	31	31
Local Government Fiscal					
Framework - operating		-	438	438	-
Other Provincial grants		55	55	2	2
Resource Centre grant		13	13	6	6
				-	
		10,583	8,602	13,971	15,952
Offsite levy - community facilities		1,704	1,196		508
		1,704		- 1,534	300
Offsite levy - transportation		-	1,534		-
Offsite levy - water		-	989	989	-
Offsite levy - sanitary		-	1,484	1,484	
		1,704	5,203	4,007	508
	\$	12,287 \$	13,805 \$	17,978 \$	16,460

9. Long-term debt

	2024	2023
Tax-supported debt	\$ 4,932	\$ 5,251
Self-supported debt		
Offsites Utilities	15,665 -	16,237 140
	15,665	16,377
	20,597	21,628
Clean energy improvement program	572	
	\$ 21,169	\$ 21,628
Current portion	\$ 915	\$ 1,031

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2024 (\$ thousands)

9. Long-term debt, continued

Tax-supported debt represents the amount funded by municipal taxes. Self-supported debt represents the amount funded through self-supported municipal operations including offsite levies collected from developers, water and sanitary. In addition, Clean Energy Improvement Program debt represents the amount funded through individual taxpayers.

Debenture debt

Principal and interest repayments are due as follows:

	Principal	Interest	Total
2025	\$ 915	\$ 531	\$ 1,446
2026	940	506	1,446
2027	966	480	1,446
2028	992	454	1,446
2029	1,018	427	1,445
Thereafter	15,766	3,082	18,848
	\$ 20,597	\$ 5,480	\$ 26,077

Debenture debt is repayable to the Treasury Board and Finance. Debentures outstanding at December 31 bear interest at rates ranging from 2.42% to 3.12% (2023 - 2.42% to 4.48%) per annum, before Provincial subsidy, and mature in periods 2025 through 2046.

Debenture debt is issued on the credit and security of the Town at large.

Interest on long-term debt amounted to \$553 (2023 - \$591).

The Town's total cash payments for interest in 2024 were \$558 (2023 - \$596).

Clean Energy Improvement Program

Federation of Canadian Municipalities operating loan is for the Clean Energy Improvement program. Interest only is paid until the end of 2027 and after which the loan will be repayable by semi annual principal and interest payments. The loan matures in 2049.

Principal and interest repayments are due as follows:

		Principal	Interest	Total
2025	\$	_	\$ 11	\$ 11
2026	Ψ	-	11	11
2027		-	16	16
2028		27	11	38
2029		27	11	38
Thereafter		518	104	622
	\$	572	\$ 164	\$ 736

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2024 (\$ thousands)

10. Asset retirement obligation

Asbestos abatement

The Town owns and operates several buildings that are known to have vermiculite and chrysotile, which represents a health hazard upon demolition of the building and there is a legal obligation to remove it. Following the adoption of PS3280 - Asset retirement obligations, the Town recognized an obligation relating to the removal and post-removal care of the vermiculite and chrysotile in these buildings. The buildings had an estimated useful life of 50 years when they were purchased, of which remaining useful lives are between 24 to 36 years. Estimated costs have been discounted to the present value using a discount rate of 2.00% per annum. The transition and recognition of asset retirement obligations involved an accompanying increase to the buildings capital assets. The Town has not designated assets for settling the abatement activities.

	2024	2023
Balance, beginning of year Liabilities incurred Liabilities settled	\$ 1,795 \$ 376	- 1,760 -
Change in estimated cash flows Accretion expenses	(174) 40	- 35
Balance, end of year	\$ 2,037 \$	1,795

11. Intangible assets

			2024	2023
	Cost	Accumulated amortization	Net	Net
Water licenses - finite	\$ 1,309	\$ 26	\$ 1,283 \$	

12. Accumulated operating surplus

Accumulated operating surplus consists of internally restricted and unrestricted amounts and equity in tangible capital assets as follows:

	2024	2023
Unrestricted surplus Capital and operating reserves (note 14) Offsite levies reserve (note 14) Equity in tangible capital assets (note 13) Equity in intangible assets (note 11)	\$ 24,009 \$ 73,118 (18,665) 402,753 1,283	24,222 66,583 (15,312) 384,528
	\$ 482,498 \$	460,021

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2024 (\$ thousands)

13. Equity in tangible capital assets

	2024	2023
Tangible capital assets (schedule 2) Accumulated amortization (schedule 2)	\$ 609,141 \$ (183,754)	578,787 (170,836)
Asset retirement obligation (note 10)	(2,037)	(1,795)
Long-term debt (note 9)	(20,597)	(21,628)
	\$ 402,753 \$	384,528

14. Reserves

Reserves for operating and capital activities are as follows:

		2024	Transfer in	Transfer out	2023
Operating					
Infrastructure services	\$	14,741 \$	2,987	\$ 500	\$ 12,254
Corporate	•	2,210		100	2,310
Family & Community Suppor	t	_,_ : -			_,-,-
Services		-	-	7	7
		16,951	2,987	607	14,571
Capital					
Corporate		34,014	4,136	2,678	32,556
Community services		4,739	93	-	4,646
Infrastructure services		17,414	5,591	2,987	14,810
		56,167	9,820	5,665	52,012
Offsite levies					
Transportation		(1,825)	1,654	826	(2,653)
Water		(3,766)	1,159	4,203	(722)
Sanitary		(13,074)	1,533	2,670	(11,937)
		(18,665)	4,346	7,699	(15,312)
	\$	54,453 \$	17,153	\$ 13,971	\$ 51,271

TOWN OF OKOTOKS NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2024 (\$ thousands)

15.	Net municipai	property	taxes

	Budget (Unaudited)	2024	2023
Net municipal taxes (excluding requisitions) Real property taxes Linear property taxes Government grants in place of property taxes Special assessments and local improvements	\$ 36,282 415 5 3	\$ 36,198 284 6 3	\$ 34,127 405 5 3
	36,705	36,491	34,540
Requisitions Alberta School Foundation Fund Seniors Lodge Provincial DIP	16,747 671 3	16,816 671 3	15,158 650 3
	\$ 17,421	\$ 17,490	\$ 15,811

16. Government transfers

	(l	Budget Jnaudited)	2024	2023
Transfers for operating:				
Provincial government	\$	1,584	\$ 2,073	\$ 1,936
Federal government		9	54	125
Other local government transfers		3,013	3,821	3,348
Transfer from local boards and agencies		83	180	49
		4,689	6,128	5,458
Transfers for capital:				
Provincial government		13,591	11,237	3,051
	\$	18,280	\$ 17,365	\$ 8,509

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2024 (\$ thousands)

17. Franchise and consession contracts

Disclosure of utility franchise agreement annual revenues as required by Alberta Regulation 313/2000 is as follows:

	2024	2023
ATCO* - natural gas Fortis - electricity	\$ 2,257 3,647	\$ 1,136 3,331
	\$ 5,904	\$ 4,467
*Net of property tax	\$ 172	\$ 175

Expenses by object 18.

	(Budget Unaudited)	2	2024	2023
Salaries, wages and benefits Contracted and general services Materials, goods, supplies and utilities Bank charges and short term interest Interest on long term debt Transfers to organizations and others Purchases from other governments Provision for allowances Amortization of tangible capital assets Accretion of asset retirement obligation Amortization of intangible assets Loss on disposal of tangible capital assets	\$	36,970 17,968 7,845 84 1,078 1,875 6,178 - 12,689 -	16, 8, 1, 5,	564 992 918 146 553 719 045 6 381 40 26	\$ 32,642 16,048 9,766 131 591 2,670 5,176 42 12,859 35
Loss on disposal of tallyble capital assets	\$	- 84,687	\$ 83,	390	\$ 79,974

19. Developer contributed tangible capital assets

Contributed assets consist of the following asset types:

	2024	2023
Water	\$ 4,056	\$ 747
Sanitary	1,572	-
Storm	739	-
Parks	-	380
	\$ 6,367	\$ 1,127

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

20. APEX supplementary pension plan

The APEX supplementary pension plan, an Alberta Urban Municipalities Association (AUMA) sponsored defined benefit pension plan covered under the provisions of the Alberta Employment Pension Plans Act, commenced on January 1, 2003 and provides supplementary pension benefits to a prescribed class of employees. The plan supplements the Local Authorities Pension Plan.

Contributions are made by the prescribed class of employees and the Town. Employees of the Town are required to make current service contributions to APEX of 2.42% (2023 - 2.42%) on pensionable earnings up to \$181 (2023 - \$175). The Town is required to make current service contributions to APEX of 2.96% (2023 - 2.96%) on pensionable earnings up to \$181 (2023 - \$175).

Total current service contributions by the Town to APEX in 2024 were \$112 (2023 - \$102). Total current service contributions by the employees of the Town were \$91 (2023 - \$84).

21. Local authorities pension plan

Employees of the Town participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pensions Plans Act. The LAPP is financed by the employer and employee contributions and by investment earnings of the LAPP Fund.

Contributions for current service are recorded as expenditures in the year they become due.

The Town is required to make current service contributions to the LAPP of 8.45% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 11.65% on pensionable earnings above this amount.

Total current service contributions by the Town to the LAPP in 2024 were \$2,116 (2023 - \$1,898). Total current service contributions by the employees of the Town to the LAPP in 2024 were \$1,890 (2023 - \$1,698).

At December 31, 2023, the LAPP disclosed an actuarial surplus of \$15.06 billion.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

22. Salary and benefits disclosure

Disclosure of salaries and benefits for elected municipal officials, the chief administrative officer and designated officers as required by Alberta Regulation 313/2000 is as follows:

	(1)	(2)		
		Benefits &		
	Salary	allowances	2024	2023
Council				
T. Thorn, Mayor	\$ 102 \$	7 \$	109 \$	102
C. Actemichuk	10	1	11	46
O. Hallmark	48	7	55	51
K. Heemeryck	46	1	47	44
G. Lang	46	1	47	45
B. Robinson	46	6	52	50
R. Swendseid	45	1	46	44
Chief Administrative Officer	302	42	344	335
Designated Officer, Senior Assessor	\$ 116 \$	21 \$	137 \$	131

- (1) Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria, vacation payouts and any other direct cash remuneration.
- (2) Benefits and allowances include the employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long- and short-term disability plans, professional memberships, and tuition.

Benefits and allowances figures also include the employer's share of the costs of additional taxable benefits including special leave with pay, financial planning services, retirement planning services, concessionary loans, travel allowances, car allowances, and club memberships.

23. Segmented disclosure

The Town provides a range of services to its ratepayers. For each reported segment, revenues and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The accounting policies used in these segments are consistent with those followed in the preparation of the financial statements, disclosed in Note 1.

Refer to the schedule of segmented disclosure (schedule 3).

General government includes council and other legislative, and general administration. Protective services includes bylaw enforcement, police, and fire. Transportation includes roads, streets, walks and lighting. Planning and development includes land use planning, zoning and subdivision land and development. Public health and welfare includes family and community support. Recreation and culture includes parks and recreation, libraries, museums and halls. Environmental use and protection includes water supply and distribution, wastewater treatment and disposal, and waste management.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

24. Contaminated sites liability

The Town did not identify any financial liabilities in 2024 (2023 - nil) as a result of contaminated sites.

25. Commitments and contingencies

- a) The Town of Okotoks is a member of the Alberta Local Authorities Reciprocal Insurance Exchange. Under the terms of membership, the Town could become liable for its proportionate share of any claim losses in excess of the funds held by the exchange. Any liability incurred would be accounted for as a current transaction in the year the losses are determined.
- b) No provisions have been made for any potential legal claims that may be filed against the Town, as management believes the Town has minimal exposure as at December 31, 2024.
- c) The Town also participates in the following boards, authorities and associations:
 - Drake Landing Solar Community
 - Foothills Regional Emergency Services Commission
 - Foothills Regional Services Commission
 - Okotoks Public Library Board
 - Westwinds Communities
- d) In 2017 the Town finalized an annexation agreement with Foothills County which resulted in land being annexed into the Town. As part of the agreement, the Town will pay the County a total of \$2,000, \$1,800 of which was paid in 2017 to 2024. The remaining balance of \$200 is expected to be paid by July 2025.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

26. Debt limits and debt servicing limit

Section 276(2) of the Municipal Government Act requires that debt and debt limits as defined by Alberta Regulation 255/00 for the Town be disclosed as follows:

	2024	2023
Total debt limit Total debt	\$ 130,531 20,597	\$ 119,699 21,628
	\$ 109,934	\$ 98,071
Debt servicing limit Debt servicing	\$ 21,755 1,446	\$ 19,950 1,589
	\$ 20,309	\$ 18,361

The debt limit is calculated at 1.5 times revenue of the municipality (as defined in Alberta Regulation 255/00) and the debt service limit is calculated at 0.25 times such revenue. Incurring debt beyond these limitations requires approval by the Minister of Municipal Affairs. These thresholds are guidelines used by Alberta Municipal Affairs to identify municipalities which could be at financial risk if further debt is acquired. The calculation taken alone does not represent the financial stability of the municipality. Rather, the financial statements must be interpreted as a whole.

27. Financial instruments

The Town's financial instruments consist of cash and temporary investments, accounts receivable, investments, accounts payable and accrued liabilities, deposit liabilities, and long-term debt. It is management's opinion that the Town is not exposed to significant interest or currency risk arising from these financial instruments.

The Town is subject to credit risk with respect to taxes and grants in place of taxes receivables and trade and other receivables. Credit risk arises from the possibility that taxpayers and entities to which the Town provides services may experience financial difficulty and be unable to fulfil their obligations. The large number and diversity of taxpayers and customers minimizes the credit risk.

^{*} The Town has internally restricted the Debt Limit and Debt Servicing Limit amounts to 75% of the values permissible by Alberta Regulation 255/00, or \$97,898 and \$16,316 respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

28. Budget amounts

The 2024 budget for the Town was approved by Council on November 27, 2023 and has been reported in the consolidated financial statements for information purposes only. These budget amounts have not been audited, reviewed, or otherwise verified.

The approved budget contained reserve transfers, capital additions and principal payments on debt as expenditures. Since these items are not included in the amounts reported in the consolidated financial statements, they have been excluded from the budget amounts presented in these financial statements.

Budgeted	surplus per financial statements	\$ 5,613
Less:	Capital expenditures	(44,150)
	Long-term debt repayments	(1,411)
	Transfers to reserves	(7,379)
Add:	Amortization	12,689
	Transfers from reserves	34,638
		 <u>. </u>
Equals:	Balanced budget	\$ -

29. Approval of financial statements

These financial statements were approved by Council and Management.

30. Comparative figures

Certain comparative figures have been reclassified to conform to the financial statement presentation adopted in the current year.

SCHEDULES TO THE CONSOLIDATED FINANCIAL STATEMENTS For the year ended December 31, 2024 (\$ thousands)

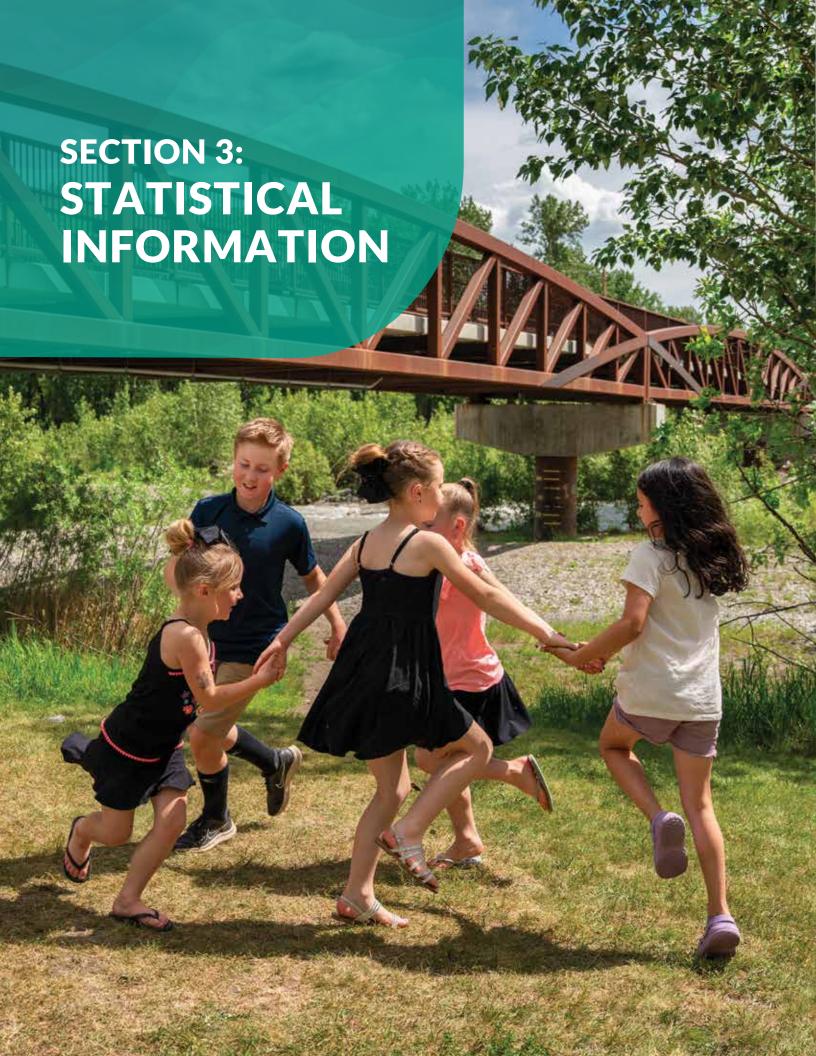
Schedule of changes in accumulated operating surplus									Schedule 1
	Unr	Unrestricted	Restricted reserves	Equity in tangible capital assets in	ngible E sets intan	Equity in intangible assets		2024	2023
Rolonce heatining of year	¥	\$ 000 VC	51 071	38/	387 F38 &		e	460 021 ¢	755 858
)		7,10			•)	\$ 170,001	2000
Excess of revenue over expenses		22,477		•				22,477	4,163
Unrestricted funds designated for future use		(17,044)	17,044	'					
Restricted funds used for operations		966	(966)	۰					
Restricted funds used for tangible capital assets			(11,557)	`	11,557				
Current year funds used for tangible capital assets		(12,680)	· , I		12,680				,
Contributed tangible capital assets		(6,367)	•	_	6,367				
Disposal of tangible capital assets		19			(19)				
Amortization of tangible capital assets		13,381		Ę	(13,381)				
Asset retirement obligation accretion expense		40			(40)				
Asset retirement obligation incurred		202			(202)				
Long-term debt related to tangible capital assets repaid		(1,031)	•		1,031				
Amortization of intangible assets		26		•		(26)	_		
Restricted funds used for intangible assets			(1,309)	· ~		1,309			
Transfer of land held for resale		(232)			232				
Change in accumulated surplus		(213)	3,182		18,225	1,283		22,477	4,163
Balance, end of year	\$	24,009 \$	54,453 \$		402,753 \$	1,283 \$	s	482,498 \$	460,021

SCHEDULES TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

Schedule of tangible capital assets	oital assets									Schedule 2
	Land		Land improvements	Buildings	Engineered structures	Machinery and equipment	Co Vehicles	Construction in progress	2024	2023
Cost: Balance, beginning of year\$ Acquisitions Transfers Disposals		41,017 \$ 232 1,782	37,888 \$ 750 629	138,773 \$ 1,185 -	303,322 6,566 7,994	\$ 35,767 \$ 905 .	7,572 \$ 1,807 12 (107)	14,448 \$ 19,392 (10,645)	578,787 \$ 30,837 - (483)	563,435 16,009 -
Balance, end of year	43,031	031	39,267	140,186	317,882	36,296	9,284	23,195	609,141	578,787
Accumulated amortization: Balance, beginning of year Annual amortization Disposals	on:		17,721 1,429 -	35,620 3,232	94,318 6,549 -	19,256 1,578 (357)	3,922 594 (107)		170,836 13,382 (464)	158,605 12,859 (628)
Balance, end of year			19,150	38,852	100,867	20,477	4,409		183,754	170,836
Net book value	\$ 43,0	43,031 \$	20,117 \$	101,334 \$	217,015 \$	\$ 15,819 \$	4,875 \$	23,195 \$	425,387 \$	407,951
2023 net book value	\$ 41,0	41,017 \$	20,168 \$	103,151 \$	209,004 \$	\$ 16,512 \$	3,651 \$	14,448 \$	407,951	

SCHEDULE TO THE CONSOLIDATED FINANCIAL STATEMENTS
For the year ended December 31, 2024
(\$ thousands)

ociledule of segmented disclosure	General government	Protective services	Transportation services	Environmental services	Public health services	Planning and development	Recreation and culture	Schedule 3
Revenue Net municipal taxes User fees and sales of goods Government transfers for nonerating	\$ 36,491 2,684	. 781	\$ - 1,465	\$ - 16,124 848	\$ 228	\$ - 3,265	. 1,615	\$ 36,491 26,162 6,128
Cover intent transities for operating Franchise and concession contracts Investment income Rental Penalties and costs of taxes	5,904 3,695 332 430	, , , , , , , , , , , , , , , , , , ,					2,732	3,094 3,094 3,094 571
Donations Gain on disposal of capital assets Other	- 187	7 7 7	- 16 79	- 184		53	131 102 199	135 124 710
	49,737	2,915	1,608	17,274	1,137	3,414	6,929	83,014
Expenses Salaries, wages and benefits Contracted and general services Materials, goods, supplies and utilities	8,419 2,855 1,274	8,871 755 596	2,434 2,943 2,778	3,446 3,914 1,805	1,150 190 52	4,357 1,588 38	7,887 4,747 2,375	36,564 16,992 8,918
Bank charges and short term interest interest on long term debt Transfers to organizations and others Purchases from other governments	28 389 2 201	3 161 - 4,239	09	- 3 - 279	478	- 42 - 62	73 1,239 204	146 553 1,719 5,045
Provision for allowances Amoritzation of tanglible capital assets Accretion of asset retirement obligation Amortization of intangible assets	6 988 - 26	(20) 644 -	- 4,730 2	3,850 35		20	3,089 3	6 13,381 40 26
Surplus (deficit) of revenue over expenses before capital revenue	14,188	15,249	12,947	13,332	1,950	6,107	19,617	83,390
Other Government transfers for capital Government transfers for capital Developer contributed tangible capital assets Capital donations Offsite levies	1,364	3,655	3,400 739 -	1,486 5,628 - 2,473	4		1,328	11,237 6,367 1,242 4,007
	1,364	3,680	5,673	9,587	4		2,545	22,853
Surplus (deficit) of revenue over expenses	\$ 36,913	\$ (8,654)	\$ (5,666)	\$ 13,529	(808)	\$ (2,693)	\$ (10,143)	\$ 22,477





GENERAL ¹	2021	2016	2011	2006	2001
Population	30,405	29,016	24,511	17,150	11,68
Number of Dwellings	10,750	9,840	8,704	5,927	3,80
AGE DEMOGRAPHICS 1 (YEARS)	2021	2016	2011	2006	200
0 to 14	21.6%	24.1%	24.8%	25.4%	27.59
15 to 29	16.9%	17.1%	19.1%	21.2%	19.89
30 to 44	20.3%	23.4%	24.2%	24.3%	27.3
45 to 59	20.5%	20.1%	20.6%	20.3%	17.9
60 and over	20.7%	15.3%	11.3%	8.8%	7.6%
INFRASTRUCTURE ² (KM)	2024	2023	2022	2021	202
Roads	166	165	165	164	163
Water Mains	154	156	154	152	150
Wastewater Mains	136	137	135	134	132
Storm Drainage Mains	136	137	135	133	129
CONSUMER PRICE INDEX 1 (12 MONTH CHANGE % FOR JAN - DEC)	2024	2023	2022	2021	2020
Alberta	2.5%	3.0%	6.0%	4.8%	0.8%

1.8%

3.4%

Canada

0.7%

4.8%

6.3%

¹ Statistics Canada

 $^{2 \, (2020\}text{-}2021) \, \text{Municipal Statistical Information Return and (2022\text{-}2024)} \, \text{Municipal Financial Information Return} \\$

GENERAL STATISTICS

(unaudited)

PERMITS - VALUE 1 (\$ THOUSANDS)	2024	2023	2022	2021	2020
Residential	68,947	102,148	64,917	52,741	44,010
Commercial	65,385	15,279	14,206	3,119	3,323
Industrial	3,500	-	3,200	90	279
Institutional	-	7,000	205	26	16,705
Total	137,832	124,427	82,528	55,976	64,317

PERMITS - NUMBER ISSUED 1	2024	2023	2022	2021	2020
Development	87	73	58	64	124
Building	863	626	590	587	522
Total	950	699	648	651	646

^{1 (2020-2021)} Municipal Statistical Information Return and (2022-2024) Municipal Financial Information Return

FINANCIAL STATEMENTS

REVENUE BY SOURCE	2024	2023	2022	2021	2020
Net municipal taxes	36,491	34,540	32,274	29,954	29,399
User fees and sales of goods	26,162	25,782	21,426	20,067	17,726
Franchise fees	5,904	4,467	4,495	3,963	3,264
Other revenue - operating	8,329	7,819	6,322	5,292	4,743
Government transfers for operating	6,128	5,458	4,931	5,881	7,041
Government transfers for capital	11,237	3,051	7,311	19,062	8,830
Other revenue - capital	11,616	3,018	3,990	4,592	3,270
Total	105,867	84,137	80,749	88,811	74,273

FINANCIAL STATEMENTS

EXPENSES BY FUNCTION	2024	2023	2022	2021	2020
General government	14,192	14,134	12,244	10,177	9,102
Protective services	15,249	15,045	12,767	12,194	11,660
Transportation	12,948	12,144	11,479	10,895	10,036
Envrionmental	13,329	12,440	11,139	11,581	10,521
Public health	1,949	2,785	1,525	1,352	1,136
Planning and development	6,107	5,227	5,069	4,898	4,382
Parks, recreation and culture	19,616	18,198	18,093	15,956	12,932
Total	83,390	79,974	72,316	67,054	59,770
EXPENSES BY OBJECT	2024	2023	2022	2021	2020
Salaries, wages and benefits	36,564	32,641	30,111	27,088	25,675
Contracted and general services	16,992	16,048	14,505	14,472	11,24
Materials, goods, supplies and utilities	8,918	9,766	7,203	5,985	5,492
Bank, interest and other	2,424	3,434	2,200	1,007	948
Purchases from other governments	5,045	5,176	5,922	5,843	5,149
Tangible capital assets	13,447	12,908	12,375	12,659	11,262
Total	83,390	79,974	72,316	67,054	59,770
EXCESS OF REVENUE OVER EXPENSES & ACCUMULATED SURPLUS	2024	2023	2022	2021	2020
Total revenue	105,867	84,137	80,749	88,811	74,273
Total expenses	83,390	79,974	72,316	67,054	59,770
Excess of revenue over expenses	22,477	4,163	8,433	21,757	14,500
Accumulated Surplus, beginning of year	460,021	455,858	447,426	425,670	411,16
		460,021	455,859		

TAXATION

TAX RATE ¹	2024	2023	2022	2021	2020
Municipal - Residential & Farmland	0.004693	0.005357	0.005524	0.005554	0.005399
Municipal - Non-Residential	0.007813	0.008571	0.008194	0.008246	0.008018
Education - Residential & Farmland	0.002190	0.002384	0.002529	0.002606	0.002569
Education - Non-Residential	0.003216	0.003506	0.003720	0.003280	0.003772
Seniors - Residential & Farmland	0.000093	0.000109	0.000118	0.000124	0.000122
Seniors - Non-Residential	0.000093	0.000109	0.000118	0.000124	0.000122
TAXABLE ASSESSMENTS	2024	2023	2022	2021	2020
Residential	6,263,838	5,145,327	4,727,119	4,459,026	4,494,996
Non Residential	942,577	804,874	751,276	739,272	756,097
Total	7,206,415	5,950,201	5,478,395	5,198,298	5,251,093
COLLECTION OF TAXES	2024	2023	2022	2021	2020
Total taxes collected	53,837	50,730	47,443	46,711	45,349
Total taxes receivable	1,592	1,448	1,827	1,596	2,344
Tax arrears, end of year (prior to allowance for doubtful accounts)	273	308	143	350	539
Arrears as a % of total taxes levied	0.5%	0.6%	0.3%	0.8%	1.2%
TAXATION	2024	2023	2022	2021	2020
Residential/Farmland	29,363	27,520	26,156	24,895	24,365
Non-Residential	7,125	7,017	6,116	5,938	5,874
	3	3	3	3	3
Local Improvement	<u> </u>				
Local Improvement Municipal	36,491	34,540	32,275	30,836	30,242
<u>_</u>			32,275 15,399	30,836 15,127	30,242 15,078

¹ MGA Part 10, Division 2, Section 355: A tax rate is calculated by dividing the amount of property tax revenue required by the total assessment of all property on which that tax rate is to be imposed

TAXATION \$ thousands (unaudited)

REQUISITIONS	2024	2023	2022	2021	2020
Education	16,816	15,158	14,752	14,483	14,437
Seniors (Westwinds Communities)	671	650	645	642	639
Designated Industrial Properties	3	3	2	2	2
Total	17,490	15,811	15,399	15,127	15,078

Top 5 Corporate Taxpayers

- 1. Anthem Properties Group Ltd (D'Arcy Crossing Mall)
- 2. Rio Trin Properties Inc (Cornerstone Mall)
- 3. Wal-Mart Canada Corporation
- 4. Costco Wholesale Canada
- 5. Sobey's

LONG TERM DEBT

LONG-TERM DEBT	2024	2023	2022	2021	2020
Tax-supported	4,932	5,251	5,684	6,260	6,853
Self-supported	15,665	16,377	17,207	18,012	11,591
Total	20,597	21,628	22,891	24,272	18,444
Debt per capita (\$)	677	711	753	798	636

DEBT LIMITS	2024	2023	2022	2021	2020
Provincial limit	130,531	119,699	108,634	101,022	94,957
Provincial limit available	109,934	98,071	85,743	76,750	76,513
Percentage used	15.8%	18.1%	21.1%	24.0%	19.4%
Internal limit ¹	97,898	89,774	81,476	75,767	71,218
Internal limit available	77,301	68,146	58,585	51,495	52,774
Percentage used	21.0%	24.1%	28.1%	32.0%	25.9%

¹ Internally restricted to 75% of provincial limit $\,$

NET FINANCIAL ASSETS & ACCUMULATED SURPLUS

\$ thousands (unaudited)

NET FINANCIAL ASSETS	2024	2023	2022	2021	2020
Excess of revenue over expenses ¹	22,477	4,163	8,433	21,757	14,503
(DECREASE): acquire TCA ² , contributed assets, gain on disposal of TCA	(32,270)	(16,145)	(15,186)	(26,722)	(24,035)
INCREASE: amortization, proceeds on disposal of TCA, net change in inventory and prepaid expense	13,427	13,136	12,318	13,096	11,122
Increase (decrease) during the year	3,634	1,154	5,565	8,131	1,590
Beginning of year ³	51,812	50,658	45,093	36,962	35,372
End of year ³	55,446	51,812	50,658	45,093	36,962
ACCUMULATED SUPPLUS	2024	2023	2022	2021	2020
ACCUMULATED SURPLUS	2024	2023	2022	2021	2020
Unrestricted	24,009	24,222	22,811	21,173	17,019
Operating Reserves	16,951	14,571	12,345	12,019	9,872
Capital Reserves	56,167	52,012	50,053	45,942	40,306
Off-site Levies	(18,665)	(15,312)	(12,673)	(12,498)	(11,358)
Equity in TCA ²	402,753	384,528	383,323	380,789	369,829
Equity in Intangible Assets	1,283	-	-	-	-
Total	460,022	455,859	447,425	425,668	411,166

¹ Statement of Operations

TANGIBLE CAPITAL ASSETS

TANGIBLE CAPITAL ASSET ACQUISITIONS	2024	2023	2022	2021	2020
Land and improvements	982	2,793	21	1,385	309
Buildings	1,185	1,809	228	-	16
Engineered structures	6,566	748	27	2,029	2,284
Machinery and equipment	905	349	569	1,160	395
Vehicles	1,807	264	745	427	751
Construction in progress	19,392	10,046	13,569	21,618	20,282
Total	30,837	16,009	15,158	26,619	24,037

² Tangible Capital Assets

³ Statement of Financial Position





DROUGHT MANAGEMENT WATER STATISTICS MONTHLY UPDATE

Issue

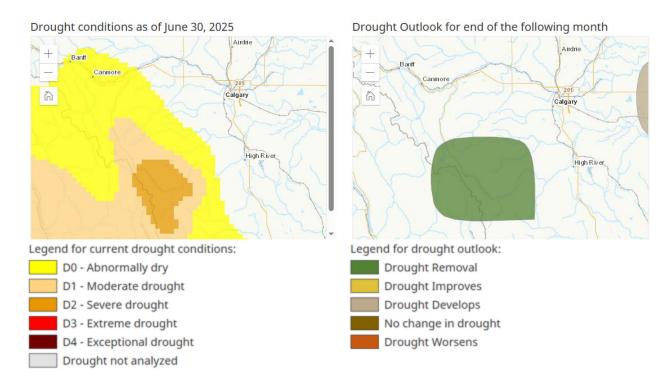
The July 2025 Drought Management Water Statistics Monthly Update is provided to Council for information.

Motion Proposed by Administration

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

Report, Analysis and Financial Implications

- 1. <u>Drought Classification and Indices</u>
- Canadian Drought Monitor
 - Current Classification (Okotoks & West Region): D0-D1 Abnormally Dry to Moderate
 - Date of Data: as of June 30, 2025
 - Trend vs. Previous Month: Drought conditions improving
 - Canadian Drought Monitor Maps:



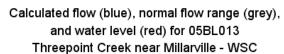
Reference: https://agriculture.canada.ca/en/agricultural-production/weather/canadian-droughtoutlook

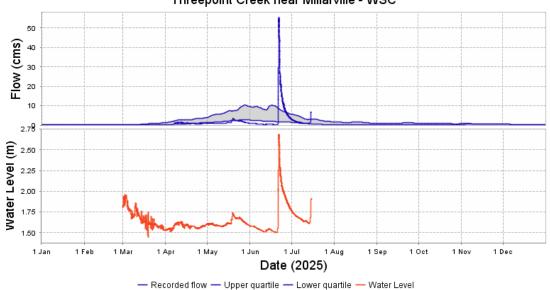
2. <u>Mountain Snowpack and Runoff Forecast</u>

Station	Current Value (Snow Water Equivalent mm)	Historical Average Comparison	Water Supply Forecast	Runoff Forecast – Change from last month
Mount Odlum	0 mm	Snowpack depleted approx. three weeks earlier than 2024	Much below average to below average for March to September period	No change

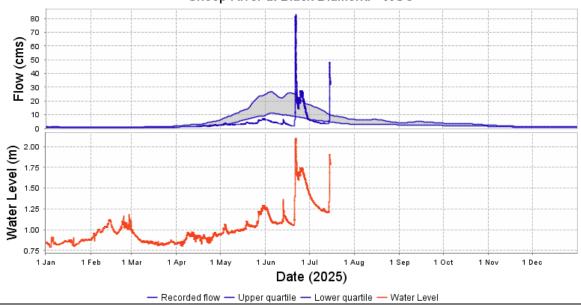
3. River Flows (Sheep River) – as of May 20th

Station	Combined Flow m3/sec	Instream Objective	Status or advisories
Diamond Valley + Threepoint Creek	50.76 m3/sec	5.56 m3/sec	Data reflects most recent rain events on July 13 and 14. Current river flows are well above the instream objectives and remain subject to rapid changes due to precipitation variability.





Calculated flow (blue), normal flow range (grey), and water level (red) for 05BL014 Sheep River at Black Diamond - WSC



4. <u>Groundwater and Well Production</u>

Metric	Current Value	Comparison to Last Month	Data Source
Well Production Capacity (MLD)	11-12 MLD*	Same as last month	Previous 7-day average
Average Water Demand (MLD)	9.2 MLD* (peak of 10.3 MLD on July 8 th)	Decreasing demand observed	Previous 7-day average
Capacity vs Demand	Capacity exceeds demand by ~ 24%	Increasing	
Reservoir Levels	90-95%	No Change – Stage 1 Water Conservation	Previous 7-day average

*MLD Mega Litres per Day

References

Canadian Drought Monitor

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

Mountain Snowpack

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

https://rivers.alberta.ca/

Sheep River Flows

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

Well Production Capacity vs Water Demand

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

Reservoir Levels

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

Strategic Plan Goals

☐ Responsibly Managed Growth		\boxtimes	Demonstrated Environmental
Strong Local Economy			Leadership
Organizational Excellence			Enhanced Culture & Community Health

Equity/Diversity/Inclusivity Impacts and Strategy

n/a

Environmental Impacts

Recent rain events in June and July have provided much needed moisture and have contributed to increased river flows for the Sheep River. At the time of this report, the Sheep River is flowing well above instream objectives with recognition that precipitation can be highly variable and river flows remain subject to rapid changes. From a licensing perspective (and while above instream objectives), the Town is able to draw water from the restricted and seasonal portion of its water license portfolio.

Compared to previous years, water demand in June 2025 was approximately 5% higher than in June 2024, but remains lower than in 2022 and 2023. For Okotoks, outdoor water use continues to follow the Stage 1 Water Conservation Schedule, with reservoir levels being sustained even during peak watering days.

Alberta is presently in water shortage management stage 2 moderate drought (out of 5), with the potential to escalate to higher stages if dry weather conditions persist. Specific data on precipitation levels, temperature anomalies, and snowpack measurements can provide additional context for understanding the severity of the situation.

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

Water Services continues to monitor the situation and, if drought conditions worsen, activate the water shortage response plan.

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

This monthly monitoring report highlights the declining risk of drought for our area.

Attachment(s)

n/a

Prepared by: Davey Robertson Water Manager July 15, 2025



July 21, 2025



SOCIAL POLICY AMENDMENTS

Issue

Policy amendments to strengthen the Town's commitment to support social well-being are provided to Council for approval.

Motion Proposed by Administration

That the amendments to the Governing Principles Policy GP-A-1.0, Decision-Making Policy GP-A-2.1, and the Governance Process Policy GP-B-2.0 be approved as recommended by the Governance and Priorities Committee.

Report, Analysis and Financial Implications

At the May 20, 2025 Governance and Priorities Committee meeting, the Committee directed Administration to prepare amendments to existing Council policies to strengthen the Town's commitment to support social well-being.

The proposed policy amendments reinforce the Town's commitment to people first and proactive approaches to supporting social well-being. Furthermore, the amendments reinforce the important role that community organizations play and the role of the Town to collaborate with and support these organizations.

Strategic Plan Goals

□ Responsibly Managed Growth			Demonstrated Environmental	
Strong Local Economy			Leadership	
□ Organizational Excellence		\boxtimes	Enhanced Culture & Community Health	

Equity/Diversity/Inclusivity Impacts and Strategy

The proposed policy amendments reinforce the Town's commitment to support and enhance the social well-being of the people it serves. In addition to these amendments, existing Council policies promote opportunities for all people in the community to be treated fairly and to fully participate in community life.

Environmental Impacts

n/a

Community Engagement Strategy

Community engagement was not undertaken for these policy amendments as they are informed by the Social Needs Assessment & Strategy which was developed through an extensive engagement process.

Alternatives for Consideration

n/a

CAO Comments

I support these amendments as they reflect the direction given by the Governance and Priorities Committee.

Attachment(s)

- 1. Draft Governing Principles Policy GP-A-1.0
- 2. Governing Principles Policy GP-A-1.0 Redlined Version
- 3. Draft Decision-Making Policy GP-A-2.1
- 4. Decision-Making Policy GP-A-2.1 Redlined Version
- 5. Draft Council's Roles and Responsibilities Policy GP-B-2.0
- 6. Council's Roles and Responsibilities Policy GP-B-2.0 Redlined Version

Prepared by: Michelle Grenwich Social Planner June 19, 2025



	Governing Principles
Policy Type:	Governance Process
Number:	GP-A-1.0
To be Reviewed:	As required
Approval Date:	January 13, 2020
Motion Number:	20.C.009
Revised Date(s):	

Policy Statement:

Council will conduct its activities in ways which emphasize the community vision, diversity in viewpoints, strategic leadership, accountability and transparency, collective decisions, planning, an active, responsive, and proactive approach with a strong team culture and respect for one another, and a clear distinction of Council and Chief Administrative Officer roles.

Community Vision:

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

Council will strive to create and nuture an environment in which people are able to pursue the fulfilment of their values, in harmony with the community.

- 1. Council is the link between the community and the organization and acts as an advocate for the organization and the citizens it represents.
- 2. Council will direct, lead and inspire the organization.
- 3. Council will establish policies which address the broadest levels of all organizational decisions and situations.
 - 3.1 Purpose Statements: Describe why the Town of Okotoks exists what it's for by stating the benefits the organization is to create for its citizens and at what cost.
 - 3.2 Executive Limitation policies: State the constraints, and ethical boundaries on the Chief Administrator Officer's actions and decisions.
 - 3.3 Governance Process policies: State the behaviours, practices, discipline, and conduct of Council itself.
 - 3.4 Council to Management Delegation policies: State the extent of authority delegated to the Chief Administrative Officer and the process for monitoring; the Chief Administrative Officer's role, authority, and accountability.
- 4. Council may adjust its Purpose Statements and Executive Limitation policies, thereby changing the latitude of choice given to the Chief Administrative Officer; however, as long as any particular delegation is in place, Council will respect and support the Chief Administrative Officer's reasonable interpretation.
- 5. Council will govern in accordance with the Okotoks Governance Framework.

6. Council will monitor and evaluate the Okotoks Governance Framework once per term.

We Value:

A Citizen Focus

A Committed Town Team

A Regional Focus

Partnering for Success

Transparency & Accountability

Financial Responsibility

Excellence and Prosperity

Respect for the Planet

Diversity, Equity, Inclusiveness, and Accessibility





	Governing Principles
Policy Type:	Governance Process
Number:	GP-A-1.0
To be Reviewed:	As required
Approval Date:	January 13, 2020
Motion Number:	20.C.009
Revised Date(s):	

Policy Statement:

Council will conduct its activities in ways which emphasize the community vision, diversity in viewpoints, strategic leadership, accountability and transparency, collective decisions, planning, an active, and responsive, and proactive approach with a strong team culture and respect for one another, and a clear distinction of Council and Chief Administrative Officer roles.

Community Vision:

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

Council will strive to create and nuture an environment in which people are able to pursue the fulfilment of their values, in harmony with the community.

- 1. Council is the link between the community and the organization and acts as an advocate for the organization and the citizens it represents.
- 2. Council will direct, lead and inspire the organization.
- 3. Council will establish policies which address the broadest levels of all organizational decisions and situations.
 - 3.1 Purpose Statements: Describe why the Town of Okotoks exists what it's for by stating the benefits the organization is to create for its citizens and at what cost.
 - 3.2 Executive Limitation policies: State the constraints, and ethical boundaries on the Chief Administrator Officer's actions and decisions.
 - 3.3 Governance Process policies: State the behaviours, practices, discipline, and conduct of Council itself.
 - 3.4 Council to Management Delegation policies: State the extent of authority delegated to the Chief Administrative Officer and the process for monitoring; the Chief Administrative Officer's role, authority, and accountability.
- 4. Council may adjust its Purpose Statements and Executive Limitation policies, thereby changing the latitude of choice given to the Chief Administrative Officer; however, as long as any particular delegation is in place, Council will respect and support the Chief Administrative Officer's reasonable interpretation.
- 5. Council will govern in accordance with the Okotoks Governance Framework.

6. Council will monitor and evaluate the Okotoks Governance Framework once per term.

We Value:

A Citizen Focus

A Committed Town Team

A Regional Focus

Partnering for Success

Transparency & Accountability

Financial Responsibility

Excellence and Prosperity

Respect for the Planet

Diversity, Equity, Inclusiveness, and Accessibility



	Decision-Making
Policy Type:	Governance Process
Number:	GP-A-2.1
To be Reviewed:	Once per term
Approval Date:	January 13, 2020
Motion Number:	20.C.009
Revised Date(s):	

Policy Statement:

Council will ensure decision-making is open, clear, transparent, accountable, people-first, and in compliance with the *Municipal Government Act* and the Town's Strategic Direction.

1. Decision Making Style

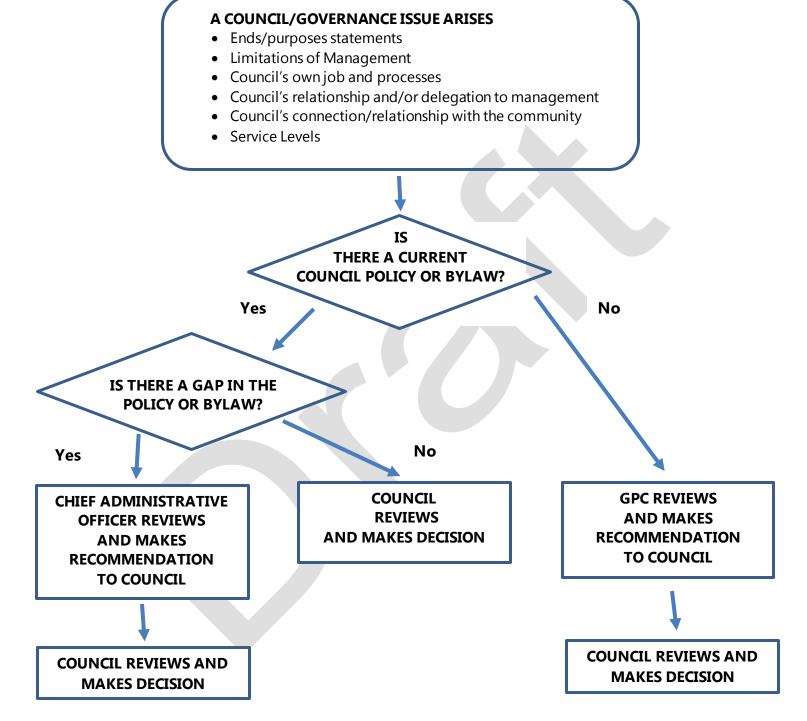
- 1.1 Council will solicit and consider input from each other, the community, information experts, administration, and other stakeholders.
- 1.2 Council will enable public engagement and participation to encourage decision making that reflects the diversity of its citizens and responds to the views of its citizens.
- 1.3 Council will discuss matters freely and openly at Council meetings, presenting both supporting and contrary points of view to make informed decisions.
- 1.4 Council will access appropriate measures of debate, discussion, and thought-provoking analysis to obtain a solid foundation in the final decision at an open Council meeting.
- 1.5 Council will only make decisions about Purpose Statements, Council Governance Processes, Executive Limitations, and Council-Management Delegations. Council will not make decisions that are in the authority of the Chief Administrative Officer to make.
- 1.6 Council members will make decisions as representatives of the community as a whole.
- 1.7 Decision-making will be attained by the majority vote of Council members in attendance at an open Council meeting, subject to the reconsideration procedures of Council.
- 1.8 Once a decision has been voted on in an open Council meeting, that decision is final and binding, subject to reconsideration procedures of Council.

2. Decision-Making Framework

- 2.1 Council will only allow itself to address a topic after it has answered these questions:
 - 2.1.1 Whose issue is this? Is it Council's or the Chief Administrative Officer's?
 - 2.1.2 Has Council dealt with this subject in a policy?

 If so, what has Council already said on this subject and how is this issue related? If Council has already addressed the matter, does Council wish to change what it has already said?
 - 2.1.3 If the matter is several levels below Council level, what is the broadest way to address this issue so that it is still under existing Council policy? Does that policy suffice to deal with the concern?

How Issues go to the Governance and Priorities Committee (GPC) and Council





	Decision-Making
Policy Type:	Governance Process
Number:	GP-A-2.1
To be Reviewed:	Once per term
Approval Date:	January 13, 2020
Motion Number:	20.C.009
Revised Date(s):	

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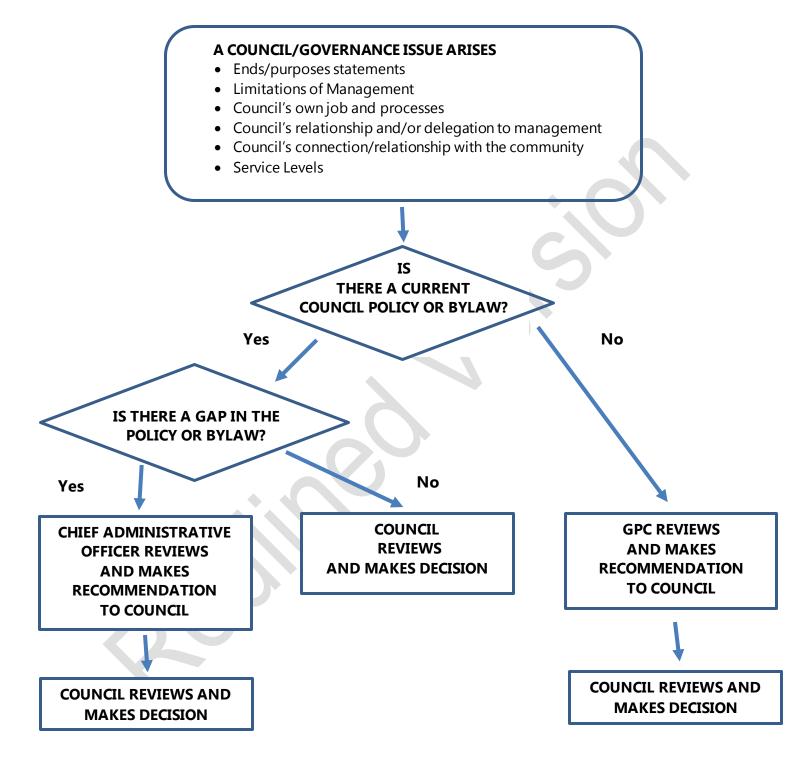
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How Issues go to the Governance and Priorities Committee (GPC) and Council





Council's Roles and Responsibilities		
Policy Type:	Governance Process	
Number:	GP-B-2.0	
To be Reviewed:	Once per term	
Approval Date:	March 9, 2020	
Motion Number:	20.C.109	
Revised Date(s):		

Policy Statement:

Municipalities have the autonomy to manage their own affairs and to make decisions that are best to meet the needs of their communities under the parameters established under provincial legislation. As set out under the enabling legislation, the Town will provide good government and foster the well-being of the environment. The Town will provide services, facilities, or other things that, in the opinion of Town Council, are necessary or desirable for all or a part of the Town to develop and maintain a safe and viable community for residents. This includes supporting community organizations whose work contributes to the social, cultural, environmental and economic well-being of the Town. In addition, the Town will work collaboratively with neighbouring municipalities to plan, deliver, and fund intermunicipal services when possible and feasible.

1. Council is responsible for producing three non-delegable outcomes:

- 1.1 connection with the community;
- 1.2 written governing policies;
- 1.3 assured organizational performance.

2. Leadership Role

- 2.1 *Vision*: (a) Council reviews and sets the future vision of the organization through Purpose Statements.
 - (b) Council will review the Vision once per term of office.
- 2.2 *Priorities*: Council sets the Strategic Priorities for the organization every four years.
- 2.3 *Legislative*: Council upholds the laws governing the collective and individual behavior of Council members.
 - 2.3.1 Council members need to ensure they act in the right interests and with the right motivations and act ethically.
- 2.4 *Mentor*: Act as mentors for new Council Members and assist in their orientation.
- 2.5 Linkage with Other Organizations: Council will identify organizations in the community with a mutual interest in the betterment of the community and establish mechanisms for maintaining open communication with these organizations.

3. Representational Role

- 3.1 *Community Input:* Council will seek the input of the community on key issues and act in the best interests of the community.
- 3.2 *Community & Organization Advocate*: Council will represent the interests of the residents, tax payers, and the organization by:
 - 3.2.1 Ensuring the Town and organization's interests are represented to provincial and federal levels of government, where appropriate.
 - 3.2.2 Bringing advocacy related resolutions forward to open Council for consideration. These may include: comments on discussion papers, proposed amendments to legislation, or other matters at the provincial and/or federal level.
 - 3.2.3 Investing in relationships with key government representatives and with a multitude of stakeholders for effective advocacy.
 - 3.2.4 Implementing an advocacy/governance strategy for effective management of issues that impact the Town of Okotoks.
- 3.3 Council will participate in and attend Council meetings, government functions, committees, workshops and retreats.

4. Conflict Resolution Role

- 4.1 Council will listen to all sides of an issue, seek administrative advice and research as necessary; review policy and budgetary consequences; ensure a thorough process has been followed; and make a decision.
- 4.2 Resolve Differences, Seek Alternatives, Review Policy Options: Council members will attempt to resolve differences on matters within the authority of Council.

5. Policy Role

- 5.1 Council makes decisions with long-term perspective in the interests of its citizens.
 - 5.1.1 In order to ensure their decision-making effectiveness, it is important that Council members attend Council meetings and committee meetings to which they have been assigned, and Council workshops.
- 5.2 Council establishes the policies and bylaws necessary to translate Council decisions into action to guide the activities and actions of staff, Council and citizens.
- 5.3 Council ensures present Council policies reflect current Council views.
- 5.4 Council ensures those issues delegated by law or policy to the Chief Administrative Officer are, in fact, delegated.

6. Role in Determining/Establishing Service Delivery

- 6.1 Determine Services: Council decides which services will be offered.
- 6.2 Levels of Service: Council determines the level of services.
- 6.3 Report Publicly: Council ensures the decisions of Council are properly discharged.

7. Role in Monitoring Results

7.1 Assess Annual Results: Council assesses the annual results of the activities and projects undertaken by the municipality.

8. Fiduciary Leadership Role

- 8.1 *Budget Process*: Council ensures an appropriate and comprehensive budget process has been established.
 - 8.1.1 Council signals what results are to be achieved, and the degree of tax subsidy by the residents/businesses of the community.
 - 8.1.2 Council may provide open access to the public for preliminary budget discussions.
- 8.2 Financial Policies: Council ensures comprehensive financial policies are in place.
- 8.3 External Audit and Compliance: Council ensures the external auditor has access to all necessary financial information, and monitor the administration's compliance with any recommendations.





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July 21, 2025



ENHANCING HOUSING AFFORDABILITY IN OKOTOKS

Issue

A report regarding what has been done, what is being done, and what can be done to help enhance housing affordability in Okotoks is provided to Council for information.

Motion Proposed by Administration

That the Enhancing Housing Affordability in Okotoks report be received as information.

Report, Analysis and Financial Implications

RESTORING THE SUPPLY-DEMAND BALANCE

Understanding Housing Affordability Influences

At a basic level housing affordability is driven by the interplay between supply and demand. Across the country, many municipalities are experiencing significant imbalances, whereby housing supply has not kept pace with the rapid increase in demand. This has caused sharp increases in housing prices that have far exceeded wage growth.

Several factors, both historic and current, have contributed to the existing supply-demand imbalance in housing. This report focuses on current conditions, highlighting the factors that the Town can control, as well as those outside our control that significantly influence our ability to improve the situation.

Understanding Okotoks' Sphere of Influence

Local governments have a greater ability to influence housing supply than demand. Though municipalities can influence demand by enhancing community desirability, we have little control over regional, provincial and national population growth, employment trends, interest rates and tax measures. The Town's ability to influence housing affordability is greater on the supply side of the equation and requires collaboration with all levels of government.

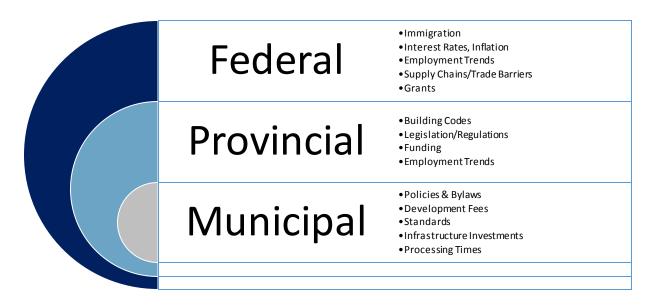


Figure 1: Spheres of Influence on Housing

Municipalities can influence housing supply through local policies, processes, infrastructure investments and development fees. This occurs largely through the development process, including decisions to open up land for development through annexation, growth policies and strategic infrastructure investments. In Alberta, this authority to influence housing supply is granted through the *Municipal Government Act* and its regulations.

Additionally, there are several federal and provincial acts and regulations that can impact local land development. Examples include: the Safety Codes Act, Alberta Edition of the National Building Code, Historic Resources Act, Environmental Protection and Enhancement Act, Water Act, Aeronautics Act, and the Radio Communications Act.

Understanding the Current Narrative

A growing narrative from the federal government and industry positions municipalities as key barriers to unlocking housing supply. Federal funding programs, particularly for transit and infrastructure, are increasingly tied to municipal commitments to ease zoning regulations and reduce development charges.

However, this perspective is largely shaped by the challenges faced in large urban centres like Toronto and Vancouver. It overlooks the diversity of municipal contexts and the progress many communities have made to support housing development. While municipalities do play a critical role in addressing the housing crisis, this narrative often fails to recognize the proactive steps already taken by many local governments.

The Canada Home Builders' Association's 2024 National Municipal Benchmarking Study reinforces this one-size-fits-all view by comparing approval timelines and fees across 23 municipalities. This study does not reflect the wide variation in local processes and legislative frameworks, nor does it analyze fees and timelines in smaller municipalities such as Okotoks. Despite these shortcomings, the report contributes to an oversimplified and blanket portrayal of municipalities as obstacles to housing supply.

How does Okotoks Differs from the Current Narrative?

Okotoks provides a noteworthy contrast to this generalized narrative. While the most acute housing challenges are concentrated in Ontario and British Columbia, Okotoks has taken a progressive, nimble, and development-friendly approach to growth. Unlike larger cities with complex regulatory systems and high development fees, Okotoks benefits from lower fees and straight forward approval processes that enhance development certainty.

As shown in Table 2, Okotoks has advanced several initiatives to improve housing affordability including a suite of policies aimed at simplifying approvals, encouraging diverse housing types, and managing growth sustainably. This has allowed Okotoks to respond more effectively to housing needs and demonstrates how smaller municipalities can lead by example, supporting housing supply through a flexible and responsive policy environment.

In addition to a flexible and permissive policy environment, Okotoks has substantially lower development fees compared to those highlighted in the National Municipal Benchmarking Study. It is difficult to replicate the fee calculations in this study as the methodology is vague, and the calculation and application of fees differs greatly across municipalities.

Table 1 provides a generalized, order of magnitude comparison of per unit development charges collected from developers to fund off-site infrastructure. In Alberta, these fees are referred to as off-site levies and are typically collected at the time of subdivision on a per hectare basis. In Ontario and British Columbia, these fees are referred to as development charges and are collected at the building permit stage. For Okotoks, the 2025 per hectare off-site levy rate was calculated for the entire Tillotson neighbourhood area and was divided by the total anticipated residential units to arrive at a per unit cost.

Planning approval fees are complex and vary significantly between municipalities, making direct comparisons difficult. To address this, Table 1 includes a rough comparison of select planning application fees for residential development across municipalities central to the current discussion. The challenge in preparing this imperfect comparison highlights the limitations of making broad assumptions about municipal fees and land development processes.

Table 1: Development Charge and Planning Application Fees for Single & Semi-Detached Units, July 2025

	Okotoks	Ottawa	Toronto	Vancouver
OSL/Development	\$13,777 *	\$56,399**	\$143,409***	\$41,63 <u>5</u> ****
Charges	<u>\$15,777</u>	<u>\$30,333</u>	<u>\$143,403</u>	<u>\$41,033</u>
Zoning Bylaw			\$51,154+	
Amendment	\$5500	\$17,714 to	\$9.26/m ² for	Min \$61,450
	\$5500	\$33,431	buildings over	Max \$245,900
			500m ²	
Subdivision		1-40 units		
Application	\$2750 or	(\$67,912)		
	\$275/lot	41-250 units	\$70,482+	\$166,800 for a
	whichever is	(\$120,524)	\$3,532 per lot	2.5-10 acre area
	greater	251+ units		
		(\$146,473)		

^{*}Based on gross development area of Tillotson neighbourhood and units at full build out, using 2025 OSL rates

Understanding Okotoks' Accomplishments and Ongoing Initiatives

Table 2 outlines Okotoks progress and ongoing work to create a development environment conducive to enhancing housing supply and affordability.

Table 2: Okotoks Housing Initiatives since 2021

Year	Initiatives and Developments		
	Adopted Housing Friendly Policies		
	New Municipal Development Plan		
	- Increased density from 8 to 12 units per acre		
	- 40% of new housing required to be multi-unit		
	- Policies to increase below-market affordable housing for low-income households and enhance housing diversity		
	New Land Use Bylaw		
	- Reduced residential districts from nine (9) to two (2)		
	- Housing of any type permitted		
	- Enabled 4 units as-of-right (base zoning allows up to four (4) units on a parcel)		
	- Eliminated minimum parking requirements		
2021	- Eliminated requirement for development permit for secondary suites (in most cases)		

^{**}Fees inside the greenbelt

^{***}Fees have been frozen at June 2024 levels

^{****}Includes <u>Community Amenity Charge</u> of \$123.65/m² payable at rezoning. Fees calculated for a 2000 sq. ft home; development charge rates are 2x higher for medium density and 3.5 times higher for high density

Implemented Grant Programs Secondary Suite and Accessory Dwelling Unit Grant Program \$10,000 per new suite At end of 2023: 21 suites completed, 9 underway, 7 on the waitlist **Below Market Housing Incentive Grant Program** \$15,000 per door Leveraged municipal investment to secure provincial grant funding and CMHC financing for a 10 unit below market rental project **Infrastructure to Support Housing Development** Significant efforts to advance water pipeline development (ongoing) Lifecycle replacement and capacity upgrades at Wastewater Treatment Plant 2022 **Okotoks Family Resource Centre Database** New database to collect information on client needs Tracks trends related to housing availability, risk of homelessness **Staff Resource Added to Implement Strategy** D'Arcy Affordable Housing Site Completed site servicing for shovel ready projects · Contributed an additional \$1.0M to off-set site servicing costs and support grant applications Construction of 32 market rental units commenced, completed in 2024 Partners submitted grant applications for Federal and Provincial funding **Housing Database Development** 2023 - Working database to track housing inventory and trends to supplement housing needs assessments. **Home Sharing** Partnered with Happipad, a Canadian non-profit home-sharing organization, to launch a home-sharing program in Okotoks. **Municipal Housing Corporation** -Feasibility study completed. Identified key conditions needed to establish a municipally controlled corporation to develop below market housing, leveraging Town assets. Will revisit as key conditions are met. **Housing Needs Assessment** 2024 -Completed updated housing needs assessment, meeting provincial and federal requirements for housing, transit and infrastructure funding **Advocacy** -Meeting with Alberta Minister of Seniors, Community and Social Services, local MLA, and Westwinds Board chair to discuss funding requests for projects at D'Arcy Affordable Housing Site

- -Grand opening event for Westwinds Drake Landing Townhome project
- -Meetings, letters to Federal MP's advocating for equitable funding for municipalities not eligible for HAF funding

Infrastructure to Support Housing Development

- -invested significant capital in construction of a new 27km pipeline to the Bow River west of Calgary at the confluence with the Highwood River
- -purchased additional license to draw water off the Sheep River (currently closed to new licenses)
- -added additional horizontal well to add capacity from the Sheep River
- -reassessed water allocation policy and risk matrix to enable additional capacity from the limited Sheep River (closed to new licenses)

Affordable Housing Incentive Program

-Replaced the Below Market Housing Incentive Program to offer additional capital incentives and permit fee waivers for eligible affordable housing projects

Process Improvements

-Completing reviews of planning, engineering and building permit processes to complement flexible policy environment

Housing Reserve Fund

-Report to Council confirms a dedicated housing reserve fund is not required, as the Town's large flexible general reserves are sufficient to fund housing initiatives

Infrastructure to Support Housing Development

- -Applied for \$62M from the Canada Housing Infrastructure Fund to advance three water infrastructure projects to unlock housing supply
- -Received \$5M in provincial funding through the Local Growth and Sustainability Grant (LGSG) for deep utility and road infrastructure work as part of the River's Edge Development Project.
- -Significant progress made on regional water pipeline project, on track for 2026 completion
- -Collaborative discussions with industry to update Off-Site Levy bylaw to support continued growth and fiscal sustainability

Advocacy

2025 -Advocacy strategy developed, key messaging to federal and provincial audiences

D'Arcy Affordable Housing Site

- -Westwinds commences construction of 10-unit townhouse project at $200-31\,$ Sage Way
- -Westwinds secures \$3.3M in funding from the Affordable Housing Partnership Program for a 40-unit apartment building at 300 31 Sage Way
- -Council selects proposal to develop a 68-unit mixed market project at 100 31 Sage Way

Process Improvements

-Comprehensive review of administrative service delivery, fees and timelines for municipal planning, engineering and building processes that affect land development

Land

-Analysis of affordable housing opportunities on existing land and potential future acquisitions

Strategic Plan Goals

\boxtimes	Responsibly Managed Growth		Demonstrated Environmental	
	Strong Local Economy		Enhanced Culture & Community Health	
\boxtimes	Organizational Excellence	\boxtimes		

Equity/Diversity/Inclusivity Impacts and Strategy

Housing is a universal and basic human need and a key determinant of health and well-being. Efforts by all levels of government to improve housing supply, diversity and affordability ensure that all residents have access to housing that meets their unique needs.

Environmental Impacts

Enhancing the diversity and affordability of housing in Okotoks serves to increase opportunities for Okotoks' workforce to also live in the community, thereby reducing commutes and contributing to a reduction in greenhouse gas emissions. Streamlining policies and processes to support diverse housing, including multi-unit construction, promotes more efficient use of land and reduces sprawl.

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

There is much conversation about how municipalities are huge barriers to housing affordability. This report highlights what is happening in Okotoks, and provides a chronology of what has been done to improve affordability.

Attachment(s)

n/a

Prepared by: Michelle Grenwich Social Planner July 15, 2025

Royal Canadian Mounted Police

Gendarmerie royale du Canada

Commandant de l'Alberta

Commanding Officer Alberta

June 25, 2025

Her Worship Tanya Thorn Town of Okotoks PO Box 20, Okotoks, AB T1S 1K1 TOWN OF OKOTOKS

JUL 15 2025

RECEIVED

Dear Mayor Tanya Thorn:

I'm writing to introduce myself as the new Commanding Officer of the Alberta Royal Canadian Mounted Police (RCMP). It is an incredible honour to step into this role and lead a police service with such an extensive history of service to the communities and citizens of Alberta.

People are at the heart of everything we do. That includes the dedicated employees on the front lines and behind the scenes, the citizens we serve, and the communities and governments we proudly partner with. None of our work is possible without the commitment, support and collaboration of people.

With 37 years of policing experience - much of it in Alberta - I have seen firsthand how people working together can shape strong communities. I have witnessed the remarkable impact that this committed partnership can have, not only during moments of crisis, but in the everyday interactions that build trust and strengthen public confidence.

Trust is not something that is given; it is earned, day in and day out. My leadership is grounded in public trust, transparency, accountability, and meaningful results. These principles will guide how we serve you and the citizens you represent. I firmly believe that our success is rooted in the strength of our relationships with the communities we serve and the partners we stand beside. That is why I am committed to fostering strong, open, and meaningful connections with you, listening actively, and ensuring our work reflects the needs and values of your community.

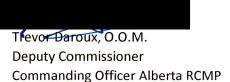
While I am proud of the high-quality policing services the Alberta RCMP delivers, I also recognize that there is always room to evolve. We are embracing innovation and leveraging technology to enhance effectiveness. You can see through initiatives like the Real Time Operations Centre (RTOC) and the Remotely Piloted Aircraft Systems (RPAS) program, that the Alberta RCMP is embracing innovation and applying technology in ways that enhance how we serve, protect, and connect with the public.

One of the most pressing challenges we face today is staffing. Recruitment continues to be a top priority - but it is only part of the solution. Retention is equally critical. We are actively exploring new strategies to attract and retain dedicated employees who see the Alberta RCMP as not only a great place to work, but a place to grow, lead and make a difference.

We have an exciting path ahead. While challenges exist, so too do opportunities to modernize, to collaborate and to build an even stronger, more community-focused provincial police service.

Thank you for your ongoing partnership and support. I look forward to working alongside each of you to build safer communities and ensure they remain the best place to live, work and raise our families.

Yours truly,



11140 – 109 Street Edmonton, AB T5G 2T4

Telephone:

780-412-5444

Fax:

780-412-5445

Minutes of the

Okotoks Public Library Board Meeting

Thursday 22 May 2025

Absent with regrets:

Michelle Slomp

Barry O'Carroll

Board members present:

Kazem Mashkournia

Randy Angle

Ken Heemeryk

Sara Maseko

Ashley Wedderburn

Barb Castell

Gloria Schwabe

Sophia Baek

Staff present:

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

All attendees were present in person, except for Barb Castell, 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.

<u>Motion</u>: by Gloria Schwabe that the agenda be accepted as circulated.

Carried

Consent Agenda

The April 24, 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 intellectual freedom and censorship.

Regular Agenda

Town of Okotoks Report - Ken Heemeryk

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

- Ken Heemeryk noted that the downtown redevelopment plan was recently formalized.
- The new Okotoks Transit fixed route service has also been formalized. This service will be in addition to the current "on demand" service. The new fixed route will be a "figure of eight" 50-minute journey, which will cover the high demand areas of town. The number or people using the transit system can be tracked to determine usage, so any future changes can be made as required. A new monthly transit pass will also be available for purchase.

Carried

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

Carried

Foothills County Report - Barb Castell

The Foothills County report was circulated prior to the meeting.

 Barb Castell noted that work on the Aldersyde Water Treatment Plant work is still on track. Most landowners have been very cooperative with the work. It is hoped that the system will be hooked up and functional by the end of 2026.

Motion: by Gloria Schwabe 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 Christa Michailuck followed up with Town Administration regarding the second-floor water fountain which leaked and had to be replaced last month. It was determined that the library is responsible for the replacement cost, which will be around \$5,000.

- Sarah noted that a library staff member recently received a parking violation ticket for parking in the
 library's loading bay at the side of the building, when making a delivery to the library. Sarah met with
 Town staff and Okotoks Bylaw Enforcement Officers and was told that Bylaw do not consider the bay
 at the side of the building to be a delivery bay. It was agreed that Town staff will install a sign by the
 bay, noting that vehicles are allowed to park for a maximum of 15 minutes, to unload and make
 deliveries to the library.
- Seventy-five rain barrels have been sold to date, as part of the Rain Barrel Fundraiser. The Fundraiser runs to the end of May.
- The library was recently successful in obtaining a grant from United Way Okotoks for Literacy Launch
 Kits. These kits will be for English language learners and adults who want to improve their literacy
 skills.

Motion: by Ashley Wedderburn to accept the Library Director's Report as information.

Carried

Treasurer's Report - Sara Maseko

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

• Sara Maseko noted that the budget is on track for this point in the year.

Motion: by Randy Angle that the Treasurer's Report be accepted as information.

Carried

Policy Committee Report – Randy Angle

The Policy Committee report was circulated prior to the meeting.

• A committee meeting will be held next month as the committee continue to work on reviewing policies which were approved from 2020 to 2022.

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

Carried

Advocacy and Fundraising Committee – Gloria Schwabe

Gloria Schwabe noted that the next committee meeting will be on Friday 30th May.

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

Carried

History of the Library

• Sarah Gillie noted that the goal of the committee is to get everything down on paper by June, and the committee will soon start looking at available grants to cover the cost of the project.

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

Carried

Youth Report

• Sophia Baek noted that this will be her last meeting as her term finishes on June 1st. She felt that her view of libraries has changed since joining the Board, as she now appreciates everything that goes on behind the scenes. Sarah Gillie offered thanks to Sophia for her positive participation in the Board.

Motion: by Randy Angle to accept the Youth Report as information.

Carried

New business

• The 2024 financial review noted a surplus of \$56,181. Sarah Gillie recommended leaving \$20,000 in the regular budget to cover an anticipated shortfall in the wages and salaries budget and putting \$36,181 into the operating reserves.

<u>Motion</u>: by Ken Heemeryk and Sara Maseko to leave \$20,000 in the general operating budget and allocate \$36,181 to the operating reserves.

Carried

Motion: by Ashley Wedderburn to adjourn the meeting at 7:54pm.

Carried

Next Board meeting will be on Thursday 26 June 2025 at 7:00pm.

Certified Correct:

Kazem Mashkournia

Board Chair

Lisa Wigue

Lisa Wright

Recording Secretary

TOWN OF OKOTOKS UNADOPTED MINUTES

FOR THE UNITED WAY/OKOTOKS PARTNERSHIP COMMITTEE HELD TUESDAY, JULY 8, 2025

IN THE VIKING RENTALS CENTRE - PROVINCIAL ROOM

COMMITTEE MEMBERS

PRESENT

Carl Thiele, Vice Chair

Councillor Hallmark

Ankur Gupta Meg Meints Dick Nichols

COMMITTEE MEMBERS

ABSENT

Michael Cook Valeria Rusnak

Jakki Smolcic

STAFF Community Wellness Specialist Magan Braun

PRESENT Community & Social Development Administrator Bethany Pizani

1. CALL TO ORDER

Vice Chair Carl Thiele called the meeting to order at 5:34 p.m. and provided a traditional land acknowledgement.

2. ADOPTION OF AGENDA

MOTION: By D. Nichols that the agenda for the July 8, 2025 United

Way/Okotoks Partnership Committee Meeting be adopted as

presented.

Carried Unanimously

3. MINUTES OF PREVIOUS MEETING

3.1 United Way/Okotoks Partnership Committee - July 10, 2025

MOTION: By A. Gupta that the minutes of the United Way/Okotoks

Partnership Committee Meeting held June 10, 2025 be adopted as

presented.

Carried Unanimously

4. BUSINESS

4.1 Campaign Discussion and Planning

4.1.1 Fundraising Plan

Community Wellness Specialist Magan Braun provided feedback from the United Way of Calgary & Area regarding potential Area Partnership meetings. The Committee identified several priority topics that they would want to learn about at upcoming Area Partnership meetings, including expanding payroll giving initiatives among small businesses, fostering collaboration with neighbouring communities, and exploring opportunities to strengthen and grow the partnership.

4.1.2 Talent Show Fundraiser

The Committee discussed plans for the 2026 Okotoks Got Talent fundraiser.

4.1.3 Payroll Campaign

United Way/Okotoks Partnership Committee member Dick Nichols provided update on current payroll campaign planning.

4.2 Annual Calendar

The Committee reviewed the annual calendar.

4.3 Round Table Discussion None

MOTION: By M. Meints that business items 4.1 to 4.3 be received as

information.

Carried Unanimously

4.4 Administrative Invoice(s)

MOTION: By A. Gupta that the invoice(s) for Administrative expenses totaling

\$93.54 be paid.

Carried Unanimously

4.5 Campaign Invoice(s)
None

5. REPORTS

5.1 Staff Liaison Report

Community Wellness Specialist Magan Braun provided updates on the implementation planning for the Social Needs Assessment & Strategy; the upcoming review of funding processes; the Okotoks Family Resource Centre, which has seen high demand for the Reaching Home Grant to support residents in maintaining stable housing; the Volunteer Resource Centre, which remains active with youth volunteers supporting summer day camps; the Pop-Up Cafés and Pop-Up in the Park series; the Community Access Program; the Accessibility Audit Working Group; the "Making the Connections" professional development series for front-line community workers; and the Block Party Trailer program. The Community & Social Development team is now fully staffed following the recent addition of a Community Resource Specialist.

5.2 Treasurer Report

Community & Social Development Administrator Bethany Pizani reported on current account balances.

5.3 Council Report

Councillor Hallmark provided updates regarding the Town's Growth and Development Strategy, as well as the High School Theatre.

MOTION: By A. Gupta that items 5.1 to 5.3 be received as information.

Carried Unanimously

6. CORRESPONDENCE

None

7. **NEXT MEETING**

The next meeting of the United Way/Okotoks Partnership Committee will be held August 12, 2025.

8. ADJOURNMENT

MOTION: By M. Meints that the July 8, 2025 United Way/Okotoks Partnership

Committee Meeting adjourn at 6:25 p.m.

Carried Unanimously



BYLAW 29-25 STOCKTON BLOCK MUNICIPAL HISTORIC RESOURCE DESIGNATION

Purpose

The purpose of Bylaw 29-25 is to designate the Stockton Block building located at 14 McRae Street as a Municipal Historic Resource under the *Historical Resources Act*, following the required 60-day notice period.

Readings

This Bylaw is ready for three readings.

Report, Analysis and Financial Implications

The Stockton Block building was originally designated as a Municipal Historic Resource under Bylaw 06-22, adopted in February 2022. Bylaw 06-22 applied to the entire parcel formerly described as Block B, Lots 6, 7, and 8.

To facilitate the sale of Lot 6, which formed part of the original designation but does not contain the Stockton Block building itself, Bylaw 18-25 was brought forward and adopted by Council on April 28, 2025. The purpose of Bylaw 18-25 was to repeal the original designation (Bylaw 06-22), thereby removing the Municipal Historic Resource status from the adjacent lot and allowing for its legal subdivision and transfer of ownership.

At the same time, in accordance with the Municipal Heritage Designation Program and the *Historical Resources Act*, Administration issued a 60-day notice of intent to re-designate the Stockton Block building under a revised legal description (Block 4, Lot 2, Plan 2410219). This notice period has now concluded.

The current report and accompanying Bylaw 29-25 seek to re-designate the Stockton Block as a Municipal Historic Resource, ensuring that the building's heritage value continues to be protected despite the previous repeal and lot adjustment.

The Stockton Block has been designated a Municipal Historic Resource due to its significant heritage value in four key areas: Institutional, Persons, Style, and Landmark. Built around 1903, it was the first major commercial building on McRae Street, contributing to Okotoks' early business and civic development. It is associated with Charles Minue, a pioneering carpenter, and Dr. Frederick Stockton, one of the Town's first physicians and the building's financier. Architecturally, it is a notable example of Romanesque Revival style, featuring detailed cornices and segmental-arched brick windows. As a landmark, it retains a strong visual presence on McRae Street. Key heritage elements include its two-storey square form, red brick cladding, original window patterns, decorative cornices, and its contextual relationship with other historic buildings in the area.

Administration recommends that Council give three readings to the new Municipal Historic Resource Designation Bylaw 29-25 to formally re-designate the Stockton Block as a Municipal Historic Resource, based on the updated land configuration and legal description.

Strategic Plan Goals

Responsibly Managed Growth		Demonstrated Environmental	
Strong Local Economy		Leadership	
Organizational Excellence	\boxtimes	Enhanced Culture & Community Health	

Community Engagement Strategy

The 60-day notice period has concluded with no objections.

Alternatives for Consideration

n/a

CAO Comments

The change in subdivision is reflected with this bylaw and restores the intent of Council, to protect and preserve the Stockton Block.

Attachment(s)

- 1. Draft Bylaw 29-25 Stockton Block Municipal Historic Resource Designation
- 2. Bylaw 06-22 Stockton Block Municipal Historic Resource Designation Redlined Version

Prepared by: Allan Boss Culture & Heritage Team Leader July 03, 2025

BYLAW 29-25

A BYLAW IN THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO DESIGNATE PROPERTY AS A MUNICIPAL HISTORIC RESOURCE

WHEREAS pursuant to the *Historical Resources Act*, R.S.A. 2000 c. H-9, as amended (the "Act") permits the Council of the Town of Okotoks (Council) to designate as a municipal historic resource real property, including land and buildings, features and structure upon the land, whose preservation the Council considers to be in the public interest because of their heritage value; and

WHEREAS the owner of this proposed municipal historic resource has been given 60 days written notice of Council's intention to consider passing this Bylaw in accordance with the *Act*.

NOW THEREFORE Council enacts as follows:

1. SHORT TITLE

1.1 This Bylaw may be known as the "Stockton Block Municipal Historic Resource Designation Bylaw".

2. LAND DESIGNATED AS A MUNICIPAL HISTORIC RESOURCE

2.1 The property municipally described as Stockton Block, in the Town of Okotoks in the Province of Alberta, at 14 McRae Street, and legally described as:

PLAN 2410219 BLOCK 4 LOT 2

EXCEPTING THEREOUT ALL MINES AND MINERALS

is hereafter described as "the Historic Property".

- 2.2 The location of the Historic Property is visually represented in Schedule "A", entitled "Map Showing the Historic Property".
- 2.3 The heritage value of the Historic Property is hereby described as historically significant as a representation of the following values: Institutional, Persons, Style, and Landmark.
 - 2.3.1 Institutional value: Constructed circa1903, Stockton Block significantly contributed to the commerce, business, and town hall development as the first prominent commercial building along a portion of Okotoks original main street (McRae Street).

- 2.3.2 Persons value: The Stockton Block is significant for its association with Charles Minue, (1866-1957) an early pioneer and carpenter in the Okotoks area, and Dr. Frederick Stockton (1867-1927), one of Okotoks' earliest physicians who financed the construction of the building to provide for the town's early commerce.
- 2.3.3 Style value: Stockton Block is an excellent and early example of the Romanesque Revival Style in Okotoks displayed in its elaborately detailed cornice and segmental-arched brick window pattern on the front façade, further carried through on the other facades reinforcing its architectural style value along the street.
- 2.3.4 Landmark value: Constructed during the time of Okotoks early settlement, Stockton Block is valued as a local landmark for its retained prominence and status along McRae Street.
- 2.4 The specific elements of the Historic Property considered to possess heritage value are specifically described as follows (and collectively known as the "Regulated Portions"):
 - 2.4.1 form, scale and massing as expressed by its two-storey square plan;
 - 2.4.2 flat roofline; wide projecting elaborately decorated dentillated wooden moulded cornice on the south façade wrapping around the corners; stepped metal capped brick parapet roofline in thirds on the east and west facades; narrow wood eave on the north façade;
 - 2.4.3 wood-frame construction with red brick cladding laid in a running bond pattern; dog-tooth brick course at the top of the upper floor façade and below the dentillated wooden moulded cornice; wood trim; concrete block foundation with sandstone parging;
 - 2.4.4 original fenestration pattern on all facades: eight brick segmental -arched connected Romanesque Revival style window pattern on the south façade, five brick segmental -arched connected window pattern on each of the east and west façade upper floor; five brick segmental -arched connected window pattern on the east and two on the west main floor facades; four segmental -arched window pattern on the north façade upper floor; wood window sills; full-height glazed storefront windows on south facade, including a lower separated horizontal glazed and wood panes; flat brick decorative arch on the west door lintel; one rear at-grade single metal door;
 - 2.4.5 exterior elements including horizontal wooden moulded band on the top of the main floor south façade and the 1903 inscribed concrete date framed with vertical header bricks on the south façade upper floor;
 - 2.4.6 original placement and orientation in the middle of the block fronting McRae Street; main entrance from the south with an interfacing brick planter box along the west side of the façade stairway and access ramp; and
 - 2.4.7 relation to other historic buildings within the vicinity like the Mahon House(4 Elma Street East), the Okotoks United Church (3 Elma Street East), MasonicHall (13 Elma Street East), St. Peter's Anglican Church (2 Clark Avenue), the

Old Post Office (52 North Railway Street); and CPR Station (53 North Railway Street) to the east along a further portion of the historic main street (North Railway Street).

- 2.5 The Historic Property is hereby designated a Municipal Historic Resource as defined in the *Act*. Council may, in its sole discretion, revoke this designation at any time by repealing this Bylaw in accordance with the *Act*.
- 2.6 Council may, by resolution, appoint a person to administer the matters described in section 26(6) of the *Act*.

3. REPAIRS AND REHABILITATION

- 3.1 No person shall destroy, disturb, alter, restore, repair, or otherwise permanently affect the Regulated Portions unless that person has obtained the prior written approval of Council or the person appointed pursuant to section 2.6 of this Bylaw.
- 3.2 When considering any application under section 3.1 of the Bylaw, Council, or the person appointed pursuant to section 2.6 of this Bylaw, shall take into consideration the terms of the Parks Canada 2003 publication 'Standards and Guidelines for the Conservation of Historic Places in Canada' (as replaced or amended from time to time) as referenced and summarized in the attached Schedule "B" entitled "Standards and Guidelines for the Conservation of Historic Places in Canada".
- 3.3 All portions of the Historic Property that are not specifically described or identified as Regulated Portions (which collectively shall be known as the "Non-Regulated Portions") may be disturbed, altered, restored, repaired, or otherwise permanently affected provided that such action does not impact the Regulated Portions and that all permits or approvals required to do such work have been obtained from the authority having jurisdiction.
- 3.4 Any portion of the historic property that encroaches onto any adjacent land, other than land owned by the Town of Okotoks, shall be considered Non-Regulating Portions. Any portion of any building that encroaches onto the historic property shall not be affected by the Bylaw.

4. **COMPENSATION**

4.1 No compensation pursuant to the *Act* or otherwise is owing to the owner of the historic property.

5. SCHEDULES

5.1 Schedules "A" and "B" attached to this Bylaw form a part of it.

6. SEVERABILITY

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

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

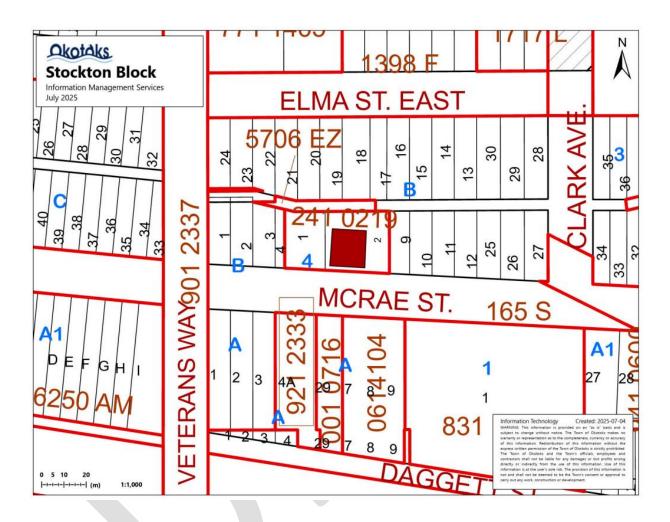
READ A FIRST TIME this day of 2025.

READ A SECOND TIME this day of 2025.

READ A THIRD TIME AND PASSED this day of 2025.



SCHEDULE "A" MAP SHOWING THE HISTORIC PROPERTY



SCHEDULE "B" STANDARDS AND GUIDELINES FOR THE CONSERVATION OF HISTORIC PLACES IN CANADA

The primary purpose of the 2003 Standards and Guidelines for the Conservation of Historic Places in Canada ('Standards and Guidelines') is to provide sound, practical guidance to achieve good conservation practice. They are used to assess proposed changes to designated Municipal Historical Resources and form the basis for review and assessment for the approved rehabilitation program.

The Standards and Guidelines were developed by Parks Canada and have been adopted as national standards for the conservation of designated historic structures. They provide a philosophical consistency for project work; and while neither technical nor case-specific, they provide the framework for making essential decisions about those features of a historic place, which should be maintained and can be altered.

The Standards and Guidelines

The Standards and Guidelines are not presented in a sequential or hierarchical order, and as such, equal consideration should be given to each. All Standards and Guidelines for any given type of treatment must therefore be applied simultaneously to a project.

General Standards and Guidelines (all projects)

- 1. Conserve the heritage value of a historic place. Do not remove, replace, or substantially alter its intact or repairable character-defining elements. Do not move a part of a historic place if its current location is a character-defining element.
- 2. Conserve changes to a historic place which, over time, have become character-defining elements in their own right.
- 3. Conserve heritage value by adopting an approach calling for minimal intervention.
- 4. Recognize each historic place as a physical record of its time, place and use. Do not create a false sense of historical development by adding elements from other historic places or other properties, or by combining features of the same property that never coexisted.
- 5. Find a use for a historic place that requires minimal or no change to its character-defining elements.
- 6. Protect and, if necessary, stabilize a historic place until any subsequent intervention is undertaken. Protect and preserve archaeological resources in place. Where there is potential for disturbance of archaeological resources, take mitigation measures to limit damage and loss of information.

- 7. Evaluate the existing condition of character-defining elements to determine the appropriate intervention needed. Use the gentlest means possible for any intervention. Respect heritage value when undertaking an intervention.
- 8. Maintain character-defining elements on an on-going basis. Repair character-defining elements by reinforcing their materials using recognized conservation methods. Replace in-kind any extensively deteriorated or missing parts of character-defining elements, where there are surviving prototypes.
- 9. Make any intervention needed to preserve character-defining elements physically and visually compatible and identifiable upon close inspection and document any intervention for future reference.

Additional Standards and Guidelines Relating to Rehabilitation

- 10. Repair, rather than replace, character-defining elements. Where character-defining elements are too severely deteriorated to repair, and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements. Where there is insufficient physical evidence, make the form, material and detailing of the new elements compatible with the character of the historic place.
- 11. Conserve the heritage value and character-defining elements when creating any new additions to a historic place or any related new construction. Make the new work physically and visually compatible with, subordinate to, and distinguishable from the historic place.
- 12. Create any new additions or related new construction so that the essential form and integrity of a historic place will not be impaired if the new work is removed in the future.

Additional Standards and Guidelines Relating to Restoration

- 13. Repair, rather than replace, character-defining elements from the restoration period. Where character-defining elements are too severely deteriorated to repair, and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements.
- 14. Replace missing features from the restoration period with new features whose forms, materials and detailing are based on sufficient physical, documentary and/or oral evidence.

Standards and Guidelines

The full text of the Standards and Guidelines for the Conservation of Historic Places in Canada is available from:

Town of Okotoks Community Growth & Identity Okotoks Municipal Centre 5 Elizabeth Street Okotoks, AB T1S 1K1 Parks Canada National Office 25 Eddy Street Gatineau, Quebec K1A 0M5



BYLAW 06-22

A BYLAW IN THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO DESIGNATE PROPERTY AS A MUNICIPAL HISTORIC RESOURCE

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WHEREAS the owner of this proposed municipal historic resource has been given sixty (60) days written notice of Council's intention to consider passing this Bylaw in accordance with the *Act*.

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

1. SHORT TITLE

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2. LAND DESIGNATED AS A MUNICIPAL HISTORIC RESOURCE

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Plan 465S 2410219
Block B 4
LOT 2
EXCEPTING THEREOUT ALL MINES AND MINERALS
Lots 6, 7 and 8 that portion of the westerly 3 feet of Lot 9
Which lies to the south of parts colored blue
Excepting thereout the lane on Plan 5706EZ containing
Lots Acres more or less
6 .006
7 .006
8 .001

is hereafter described as "the Historic Property".

2.2 The location of the Historic Property is visually represented in Schedule "A", entitled "Map Showing the Historic Property".

2.3 The heritage value of the Historic Property is hereby described as historically significant as a representation of the following values: Institutional, Persons, Style, and Landmark.

Institutional value: Constructed ca1903, Stockton Block significantly contributed to the commerce, business, and town hall development as the first prominent commercial building along a portion of Okotoks original main street (McRae Street).

Persons value: The Stockton Block is significant for its association with Charles Minue, (1866-1957) an early pioneer and carpenter in the Okotoks area, and Dr. Frederick Stockton (1867-1927), one of Okotoks' earliest physicians who financed the construction of the building to provide for the town's early commerce.

Style value: Stockton Block is an excellent and early example of the Romanesque Revival Style in Okotoks displayed in its elaborately detailed cornice and segmental-arched brick window pattern on the front façade, further carried through on the other facades reinforcing its architectural style value along the street.

Landmark value: Constructed during the time of Okotoks early settlement, Stockton Block is valued as a local landmark for its retained prominence and status along McRae Street.

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Regulating Portions. Any portion of any building that encroaches onto the historic property shall not be affected by the Bylaw.

4. COMPENSATION

4.1 No compensation pursuant to the *Act* or otherwise is owing to the owner of the historic property.

5. SCHEDULES

5.1 Schedules "A" and "B" attached to this Bylaw form a part of it.

6. INTERPRETATION

6.1 The headings in this Bylaw are for ease of reference only and are not intended to be taken into account in the construction or interpretation of the Bylaw.

7. SEVERABILITY

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

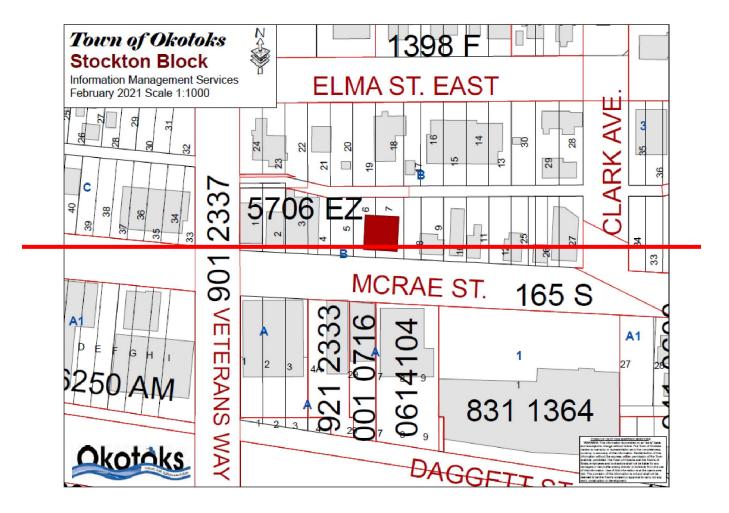
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READ A FIRST TIME this 14th day of February, 2022.

READ A SECOND TIME this 14th day of February, 2022.

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The Standards and Guidelines are not presented in a sequential or hierarchical order, and as such, equal consideration should be given to each. All Standards and Guidelines for any given type of treatment must therefore be applied simultaneously to a project.

General Standards and Guidelines (all projects)

- Conserve the heritage value of a historic place. Do not remove, replace, or substantially alter its intact or repairable character-defining elements. Do not move a part of a historic place if its current location is a character-defining element.
- 2. Conserve changes to a historic place which, over time, have become characterdefining elements in their own right.
- 3. Conserve heritage value by adopting an approach calling for minimal intervention.
- 4. Recognize each historic place as a physical record of its time, place and use. Do not create a false sense of historical development by adding elements from other historic places or other properties, or by combining features of the same property that never coexisted.
- 5. Find a use for a historic place that requires minimal or no change to its characterdefining elements.
- 6. Protect and, if necessary, stabilize a historic place until any subsequent intervention is undertaken. Protect and preserve archaeological resources in place. Where there is potential for disturbance of archaeological resources, take mitigation measures to limit damage and loss of information.

- 7. Evaluate the existing condition of character-defining elements to determine the appropriate intervention needed. Use the gentlest means possible for any intervention. Respect heritage value when undertaking an intervention.
- 8. Maintain character-defining elements on an on-going basis. Repair character-defining elements by reinforcing their materials using recognized conservation methods. Replace in-kind any extensively deteriorated or missing parts of character-defining elements, where there are surviving prototypes.
- 9. Make any intervention needed to preserve character-defining elements physically and visually compatible and identifiable upon close inspection and document any intervention for future reference.

Additional Standards and Guidelines Relating to Rehabilitation

- 10. Repair, rather than replace, character-defining elements. Where character-defining elements are too severely deteriorated to repair, and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements. Where there is insufficient physical evidence, make the form, material and detailing of the new elements compatible with the character of the historic place.
- 11. Conserve the heritage value and character-defining elements when creating any new additions to a historic place or any related new construction. Make the new work physically and visually compatible with, subordinate to, and distinguishable from the historic place.
- 12. Create any new additions or related new construction so that the essential form and integrity of a historic place will not be impaired if the new work is removed in the future.

Additional Standards and Guidelines Relating to Restoration

- 13. Repair, rather than replace, character-defining elements from the restoration period. Where character-defining elements are too severely deteriorated to repair, and where sufficient physical evidence exists, replace them with new elements that match the forms, materials and detailing of sound versions of the same elements.
- 14. Replace missing features from the restoration period with new features whose forms, materials and detailing are based on sufficient physical, documentary and/or oral evidence.

Standards and Guidelines

The full text of the Standards and Guidelines for the Conservation of Historic Places in Canada is available from:

Town of Okotoks

Planning Department

Community Growth & Identity

Okotoks Municipal Centre

5 Elizabeth Street

Okotoks, AB T1S 1K1

Parks Canada National Office 25 Eddy Street Gatineau, Quebec K1A 0M5



BYLAW 30-25 COMMUNITY STANDARDS BYLAW 31-23 AMENDMENT

Purpose

The purpose of Bylaw 30-25 is to amend Revised Community Standards Bylaw 31-23 to establish a trial period to adjust permitted residential noise hours to be from 7:00 a.m. to 10:00 p.m. seven days a week starting July 1, 2025 to February 28, 2026, as approved at the June 23, 2025 Regular Council Meeting.

Readings

This Bylaw is ready for three readings.

Report, Analysis and Financial Implications

At the June 23, 2025 Regular Council Meeting the following motion was passed: That a trial period be established to adjust permitted residential noise hours to be from 7:00 a.m. to 10:00 p.m. seven days a week starting July 1, 2025 to February 28, 2026, as recommended by the Governance and Priorities Committee.

In order to commence the trial period, Community Standards Bylaw 31-23 must be amended to authorize Officers to issue tickets. The proposed amendment removes wording in subsection 5.1 to move to the 7-day a week 7:00 a.m. to 10:00 p.m. trial.

Strategic Plan Goals

\boxtimes	Responsibly Managed Growth		Demonstrated Environmental	
\boxtimes	Strong Local Economy		Leadership Enhanced Culture & Community	
	Organizational Excellence		Health	

Community Engagement Strategy

n/a

Alternatives for Consideration

n/a

CAO Comments

These amendments are in alignment with direction previously provided by Council.

Attachment(s)

- 1. Draft Bylaw 30-25 Community Standards Revised Bylaw 31-23 Amendment
- 2. Revised Bylaw 31-23 Community Standards Bylaw Redlined Version

Prepared by: Legislative Affairs July 15, 2025

BYLAW 30-25

A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA TO AMEND COMMUNITY STANDARDS BYLAW 31-23

WHEREAS pursuant to provisions of the *Municipal Government Act*, RSA 2000, c.M-26 and amendments thereto, Council of the Town of Okotoks (Council) passed Bylaw 31-23 for purposes respecting the safety, health, and welfare of people and the protection of people and property; and

WHEREAS Council deems it desirable to amend Bylaw 31-23.

NOW THEREFORE Council enacts that Bylaw 31-23 is amended as follows:

1. Section 5. PERMITTABLE HOURS, subsection 5.1, deleting "on Monday to Saturday and from 10:00 p.m. to 9:00 a.m. on Sunday and holidays" at the end of the subsection.

This Bylaw shall come into full force and effect upon third and final reading, and Bylaw 31-23 and any amendments thereto are hereby amended.

READ A FIRST TIME this day of 2025.	
READ A SECOND TIME this day of 2025.	
READ A THIRD TIME AND PASSED this day of 2025.	Mayor
	Chief Administrative Officer

REVISED BYLAW 31-23 AS OF JANUARY 8, 2025

ADMINISTRATIVE CONSOLIDATION OF BYLAW 31-23

BEING A BYLAW OF THE TOWN OF OKOTOKS IN THE PROVINCE OF ALBERTA FOR THE PURPOSE OF REGULATING NEIGHBOURHOOD NUISANCE, SAFETY AND QUALITY OF LIFE MATTERS

(As amended by Bylaw 34-24)

WHEREAS pursuant to the provisions of the *Municipal Government Act (Act)*, RSA 2000, Chapter M-26 and amendments thereto, Council may pass a bylaw for municipal purposes respecting the safety, health and welfare of people and the protection of people and property; and

WHEREAS the *Act*, authorizes a Council to pass bylaws for municipal purposes respecting nuisances; and

WHEREAS the intent of this Bylaw is that all noises shall be reduced as much as possible compatible with the normal activities of urban life and that unnecessary noise be eliminated; and

WHEREAS Council believes the regulation of nuisances through a Community Standards Bylaw would benefit the community as a whole;

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

1. SHORT TITLE

1.1 This Bylaw shall be known as the "Community Standards Bylaw".

2. **DEFINITIONS**

In this Bylaw, unless the context otherwise requires:

- 2.1 bullying means verbal or physical abuse, threats, taunts, teasing, name calling, and put downs, written or electronically transmitted, or repeated abusive communication, directly or indirectly through any medium whatsoever.
- 2.2 Chief Administrative Officer (CAO) means the person appointed to the

- position of the chief administrative officer for the Town of Okotoks, within the meaning of the *Act* and the Town's CAO Bylaw.
- 2.3 **Council** means the Mayor and Councillors of the Town of Okotoks duly elected pursuant to the provisions of the *Local Authorities Election Act*.
- 2.4 **distributor** means any person, owner of a business, company, or organization that distributes, permits to be distributed, or causes to be distributed, any flyer that promotes the distributor's activities.
- 2.5 **drinking establishment** means any business, organization, or individual that holds a liquor licence issued by the Alberta Gaming, Liquor and Cannabis Commission.
- 2.6 **fare** means the cost of a journey on any public transportation vehicle.
- 2.7 **flyer(s)** means any printed or written matter, and includes a circular, leaflet, pamphlet, paper, booklet, postcard, or any other printed or otherwise reproduced matter of literature.
- 2.8 **graffiti** means the defacement or disfigurement of any property or object, through the performance of any of the following acts:
 - 2.8.1 the application of any substance, including paint, ink, stain or whitewash to any surface; or
 - 2.8.2 the affixing of any substance, including paper, fabric or plastic, by any form of adhesion that does not remove cleanly when pulled away from the applied surface; or
 - 2.8.3 the marking, scratching, etching or other alteration or disfigurement of any surface.
- 2.9 **graphic image** means a visual image that offends the standards of public decency prevailing among a significant segment of the population, or showing or purporting to show a fetus, or any part of a fetus outside of the womb, aborted or not. **(Bylaw 34-24)**
- 2.10 **holiday** includes every Sunday and every Statutory holiday observed by the Town.
- 2.11 nuisance odour means any odour caused by smoke, decomposing materials, animal feces, or other airborne matters that is excessive and deemed to be offensive, or reasonably interferes with the lawful enjoyment of another person's property.

2.12 **panhandling** means to communicate, in person, using the spoken, written or printed word, a gesture or another means, for the purpose of receiving money or another thing of value, regardless of whether consideration is offered or provided in return but does not include a solicitation allowed or authorized pursuant to the *Charitable Fundraising Act*, or any other legislation permitting the solicitation of charitable donations.

2.13 Peace Officer means:

- 2.13.1 a member of the Royal Canadian Mounted Police;
- 2.13.2 a Community Peace Officer as appointed by the Solicitor General of Alberta; or
- 2.13.3 a Bylaw Enforcement Officer as appointed by the Town to enforce bylaws of the Town.

2.14 **person** means any:

- 2.14.1 individual;
- 2.14.2 proprietorship;
- 2.14.3 corporation; or
- 2.14.4 society.
- 2.15 **premises** means the external surfaces of all buildings and the whole or part of any parcel of real property, including the land immediately adjacent to any building or buildings.
- 2.16 public place means any place, including privately owned or leased property, to which the public reasonably has or is permitted to have access, and includes a public transportation vehicle.
- 2.17 **public transportation vehicle** means a vehicle which is being used by, or being offered for hire to, a passenger or passengers, and includes but is not limited to a:
 - 2.17.1 school bus;
 - 2.17.2 bus;
 - 2.17.3 taxicab:
 - 2.17.4 limousine; or
 - 2.17.5 any other similar vehicle.
- 2.18 **telecommunication** means any transmission, emission or reception of signs, signals, writing, images or sounds or intelligence of any nature by wire, radio, visual or other electromagnetic system.

- 2.19 **Town** means the Corporation of the Town of Okotoks in the Province of Alberta, and where the context so requires, means the area of land within the corporate boundaries thereof.
- 2.20 **Town tag** means a notice or tag in a form as approved by the CAO, issued by the Town allowing a voluntary payment option of a fine established under this Bylaw.
- 2.21 **violation ticket** means a ticket issued pursuant to Part II of the *Provincial Offences Procedure Act*;
- 2.22 **youth** means an individual 12 (twelve) to 17 (seventeen) years of age.

3. NOISE

- 3.1 No person shall cause or permit noise that annoys or disturbs the peace of any other person.
- 3.2 No person shall permit property that they own, occupy or control to be used so that noise from the property annoys or disturbs the peace of any other person.
- 3.3 In determining what constitutes noise likely to annoy or disturb the peace of any other person, considerations may be given, but are not limited to:
 - 3.3.1 type, volume, and duration of the sound;
 - 3.3.2 time of day, and day of the week:
 - 3.3.3 nature and use of the surrounding area.
- 3.4 No person shall yell, scream, swear, or conduct any other activity in any public place thereby creating a disturbance.
- 3.5 No person shall advertise events or merchandise by ringing bells or by use of mechanical, electrical or sound amplification devices in a residential district between the hours of 9 p.m. and 9 a.m.
- 3.6 No drinking establishment shall permit any noise to emanate from the premises of such drinking establishment such that it annoys or disturbs any other person outside the boundary of the drinking establishment. Section 3.3 of this Bylaw applies to this provision.

4. INDUSTRIAL AND CONSTRUCTION NOISE

- 4.1 Nothing in this bylaw shall prevent the continual operation or carrying on of an industrial activity where the activity is one which:
 - 4.1.1 is a permitted use; or
 - 4.1.2 is an approved discretionary use; or
 - 4.1.3 is a non-conforming use as defined in the *Municipal Government Act*, but not illegal.
- 4.2 In the operation or carrying on of an industrial or construction activity, the person operating or carrying on that activity shall make no more noise than is necessary in the normal method of performing or carrying on that activity.

5. PERMITTABLE HOURS

5.1 With the exception of the activities referred to in section 4.1, no person shall use, operate, or allow to be used or operated, any tools, machinery or equipment so as to create a noise or disturbance which may be heard in a residential building between the hours of 10:00 p.m. and 7:00 a.m. on Monday to Saturday and from 10:00 p.m. to 9:00 a.m. on Sunday and holidays.

6. EXCEPTIONS

- 6.1 These provisions do not apply to:
 - 6.1.1 work carried on by the Town, or by a contractor carrying out instructions of the Town, providing it is work of an emergent nature or circumstance;
 - 6.1.2 Town sanctioned events; and
 - 6.1.3 special events which the CAO has approved or issued a special events permit, with conditions that the CAO deems appropriate for such special events.
- 6.2 Snow removal from school, commercial or industrial sites located adjacent to or within residential districts may be allowed if it is in the best interest of the public and their safety and at a time when there will be minimal vehicular and/or pedestrian traffic that may obstruct such snow removal operations.
- 6.3 In the case of snow removal from commercial or industrial sites located adjacent to residential districts, the Town may require noise abatement

practices including the following conditions:

- 6.3.1 a requirement that snow not be removed between the hours of 12:00 a.m. and 6:00 a.m.; or
- 6.3.2 a requirement that snow be removed from sites in a sequence which is least disruptive to the peace and quiet of residents.

7. GRAFFITI

- 7.1 No person shall place any graffiti or cause it to be placed on any property.
- 7.2 Every property owner shall ensure that graffiti placed on their premises is removed, painted over, or otherwise permanently blocked from public view within seven (7) days.
- 7.3 A property owner, who breaches the provisions of Section 7.2, where, following the issuance of and failure to comply with an Order under section 545 of the *Act*, shall be liable to payment of a penalty as prescribed in Schedule "A".
- 7.4 In prosecution for an offence under this Section, the consent of the property owner of any premises to place graffiti shall not be a defense under this bylaw.

8. ORDER

- 8.1 An officer designated by the CAO may, by written order, require a person responsible for the contravention to remedy the contravention.
- 8.2 The written order shall:
 - 8.2.1 state a time within which the owner must comply with the order; and
 - 8.2.2 state that if the owner does not comply with the order within a specified time, the Town will take the action or measure at the expense of the owner.
- 8.3 The Town may, in respect of an order, register a caveat under the *Land Titles Act* against the certificate of title for the land that is the subject of the order.

9. CONSTRUCTION WASTE

9.1 Each construction site shall have a waste container to ensure that waste

- construction materials are placed in the container to prevent the material from being blown away from the construction site.
- 9.2 A waste container on a construction site must be designed and/or have the capacity to contain all waste construction material within the container to ensure that the waste construction material is not capable of blowing off the construction site.
- 9.3 No construction material is to be stored or accumulated on a construction site unless it is not capable of being blown away from the construction site.

10. REPAIR OF MOTOR VEHICLES

- 10.1 For the purposes of this section "motor vehicles" means:
 - 10.1.1 a vehicle propelled by any power other than muscular power; or
 - 10.1.2 a moped; or
 - 10.1.3 off highway vehicles as defined by the *Traffic Safety Act* RSA 2000 Chapter T-6 Section 117; and
 - 10.1.4 includes, but is not limited to, the repair of any internal combustion engine.
- 10.2 No person may conduct any repair work on motor vehicles, including mechanical repairs, auto body work, frame repair, collision repair, auto painting or modifications to the body or rebuilding of a motor vehicle, on any premises in a residential district unless:
 - 10.2.1 the activity does not create a nuisance or noise complaints from the neighbourhood;
 - 10.2.2 there is no escape of offensive, annoying or noxious odours, fumes or smoke from the premises;
 - vehicle fluids, oil, gasoline products or other hazardous material are properly disposed of and not swept or washed into lanes, streets, or down storm or sanitary sewers;
 - 10.2.4 all discarded vehicle parts and materials are properly stored and disposed of from the premises; and
 - 10.2.5 no power washing of motor or power train is performed on the premises.
- 10.3 This prohibition shall not apply to routine maintenance work done on any vehicles owned, operated and registered in the name of the owner or occupant of the premises, provided that all building and fire code regulations are met.

11. LITTERING

- 11.1 No person shall place, deposit or throw or cause to be placed, deposited or thrown upon any Town property, including any street, lane, sidewalk, parking lot, park or other public place or water course:
 - 11.1.1 a cardboard or wooden box, carton, container, or receptacle of any kind;
 - 11.1.2 a paper, wrapper, envelope, or covering of any kind, whether paper or not, from food or confectionary;
 - 11.1.3 paper of any kind, whether or not containing written or printed matter thereon;
 - 11.1.4 any human, animal or vegetable matter or waste;
 - 11.1.5 any glass, crockery, nails, tacks, barbed-wire or other breakable or sharp objects;
 - 11.1.6 scrap metal, scrap lumber, tires, dismantled wrecked or dilapidated motor vehicles or parts there from;
 - 11.1.7 any motor vehicle or any part of any motor vehicle which may, in whole or in part, obstruct any highway, street, lane, alley, biway, or other public place; or
 - 11.1.8 dirt, filth, or rubbish of any kind whether similar or dissimilar to the foregoing.
- 11.2 A person who has placed, deposited or thrown or caused to be placed, deposited or thrown anything or any matter mentioned in subsection 11.1 shall forthwith remove it.

12. AUTHORITY TO REMOVE

12.1 The CAO may authorize any Town employee, or delegate, to remove and put in storage or destroy anything placed upon Town property in contravention of this Bylaw.

13. SPITTING/HUMAN WASTE

- 13.1 No person shall urinate or deposit human waste in any public place or in view of a public place, other than in a public washroom.
- 13.2 No person shall spit in or on any public place.

14. FLYERS

14.1 No person shall place, deposit, throw or cause to be placed, deposited or thrown onto or into any motor vehicle, which is parked on any street,

lane, parking lot or other public place, any leaflet, pamphlet, poster, handbill, flyer or any other paper containing printed or written matter, whether advertising or not, with the exception of any violation ticket or Town tag issued pursuant to lawful authority.

- 14.2 No person shall deposit a flyer at or on a premises where a sign or notice has been posted and which is clearly visible at the entrance of a dwelling unit indicating that such flyers are not wanted.
- 14.3 No distributor shall distribute or cause to be distributed flyers for the purpose of depositing them at or on a premises where a sign or notice has been posted and which is clearly visible at the entrance of a dwelling unit indicating that such flyers are not wanted.
- 14.4 Sections 14.2 and 14.3 do not apply to:
 - 14.4.1 any election advertising material which is permitted to be transmitted or delivered pursuant to any applicable federal, provincial or municipal legislation;
 - 14.4.2 newspapers delivered to paid subscribers;
 - 14.4.3 community association newsletters or newspapers;
 - 14.4.4 information circulars produced by a federal, provincial or municipal government or an agency of such government:
 - 14.4.5 information circulars produced by a member of Okotoks
 Town Council, a member of the Alberta Legislative Assembly
 or a member of the federal Parliament.
- 14.5 No person or distributor shall deposit or distribute a flyer with a graphic image at or on a premises unless:
 - 14.5.1 the graphic image is contained in a sealed opaque envelope:
 - 14.5.2 the exterior of the envelope contains the following legible warning:

 "Contains a graphic image that may be offensive of the exterior of the envelope contains the following legible warning:
 - "Contains a graphic image that may be offensive or disturbing"; and
 - 14.5.3 the exterior of the envelope clearly identifies the sender and the sender's address.
- 14.6 Any advertising must be in compliance with the *Canadian Code of Advertising Standards*. (Bylaw 34-24)
- 14.7 This section does not apply to mail that is delivered to a residence by Canada Post. **(Bylaw 34-24)**

15. FIGHTING/LOITERING/CONDUCT

- 15.1 No person shall engage in a fight or any physical confrontation in any public place or any place to which the public is allowed access.
- 15.2 No person shall be a member of an assembly of three or more persons in any public place or any place to which the public is allowed access where a Peace Officer has reasonable grounds to believe the assembly will disturb the peace of the neighbourhood, and any such person shall disperse as requested by a Peace Officer.
- 15.3 No person shall loiter and thereby obstruct any person in any public place.
- 15.4 No person in a public place shall:
 - 15.4.1 cause anything to become damaged;
 - 15.4.2 engage in any activity which is inconsistent with the intended use of such public place;
 - 15.4.3 behave in a manner that reasonably interferes with the comfort, convenience, enjoyment, or quiet use of any other person using such public place.
- No person shall board, ride upon, or otherwise use any public transportation vehicle unless such person has paid the required fare to use such public transportation vehicle.
- 15.6 Any person who boards, rides upon, or otherwise uses any public transportation vehicle who:
 - 15.6.1 refuses to; or
 - 15.6.2 is unable to;

produce proof of valid payment of the required fare to use such public transportation vehicle shall be deemed to have not paid such fare.

16. BULLYING

- 16.1 No person shall bully any person in any public place.
- No person shall participate in, or encourage by verbal or other means, the bullying of any person in any public place.

16.3 No person shall bully any person by means of telecommunication or writing.

17. PANHANDLING

- 17.1 No person shall engage in panhandling:
 - 17.1.1 as a group of two or more persons;
 - 17.1.2 from any person who at the time is an occupant or engaged in operating a motor vehicle;
 - 17.1.3 from a person who has refused or declined such solicitation;
 - 17.1.4 so as to obstruct the passage of, walk next to, ahead of, or follow the person being solicited;
 - 17.1.5 within 10 metres of the entrance to a bank, credit union, trust company, or other financial institution where cash can be withdrawn;
 - 17.1.6 within 10 metres of an automated teller machine or other device from which cash can be electronically accessed; or
 - 17.1.7 in, from, or near any public transportation vehicle.

18. ODOUR

18.1 No person shall cause, permit, or engage in any activity that allows any nuisance odour to originate from a premises or residential building that reasonably interferes with the lawful enjoyment of any other person's property.

19. PENALTIES AND ENFORCEMENT

- 19.1 Any Peace Officer who has reasonable and probable grounds to believe that any person has contravened any provision of this Bylaw, may issue and serve:
 - 19.1.1 a Town tag allowing a payment of the specified penalty to the Town; or
 - 19.1.2 a violation ticket allowing payment according to the provisions of the *Provincial Offences Procedures Act.*
- 19.2 Service of a Town tag will be sufficient if it is:
 - 19.2.1 personally served; or
 - 19.2.2 served by regular mail to the person's last known mailing address.

- 19.3 If a violation ticket is issued in respect to an offence, the violation ticket may:
 - 19.3.1 specify the fine amount established by this Bylaw for the offence; or
 - 19.3.2 require a person to appear in Court without the alternative of making a voluntary payment.
- 19.4 A person who commits an offence may:
 - 19.4.1 if a violation ticket is issued in respect of the offence; and
 - 19.4.2 if the violation ticket specifies the fine amount established by this Bylaw for the offence, make a voluntary payment equal to the specified fine by delivering the violation ticket and the specified fine to the Provincial Courthouse specified on the violation ticket.
- 19.5 Any person who contravenes any provision of this Bylaw is guilty of an offence and is liable on summary conviction to a fine of not more than Ten Thousand (\$10,000.00) Dollars.
- 19.6 The minimum specified penalty for where there is a specified penalty listed for an offence in Schedule "A" to this Bylaw, that amount is the minimum specified penalty for the offence.
- 19.7 In the case of an offense that is of a continuing nature, a contravention constitutes a separate offense in respect of each day or part of a day on which it continues.
- 19.8 The levying and payment of any fine provided in this Bylaw shall not relieve a person from the necessity of paying any fees, charges or costs from which that person is liable under the provisions of this Bylaw or any other Bylaw.
- 19.9 No person shall willfully obstruct, hinder or interfere with a Peace Officer or any other person authorized to enforce and engaged in the enforcement of the provisions of the Bylaw.

20. GENERAL

- 20.1 Any person who contravenes any provision of this Bylaw by:
 - 20.1.1 doing any act or thing which the person is prohibited from doing;
 - 20.1.2 failing to do any act or thing the person is required to do;

- is guilty of an offence and any offence created pursuant to this Bylaw is a strict liability offence for the purposes of prosecution under this Bylaw.
- 20.2 Nothing in this Bylaw relieves a person from complying with any provision of any federal or provincial law or regulation, other bylaw, or any requirement of any lawful permit, order or licence.
- 20.3 Words in the singular include the plural and words in the plural include the singular.
- 20.4 This Bylaw is gender-neutral and, accordingly, any reference to one gender includes the other.
- 20.5 No provision of this Bylaw or any action taken pursuant to any provision of this Bylaw shall restrict, limit, prevent or preclude the Town from pursuing any other remedy in relation to a premises as provided by the *Act*, or any other law of the Province of Alberta.

21. SEVERABILITY

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

This Bylaw shall come into full force and effect upon third and final reading and Bylaw 19-10 and any amendment thereto is hereby repealed.

Bylaw 31-23 received third and final reading August 21, 2023.

ORIGINAL SIGNED BY MAYOR AND CHIEF ADMINISTRATIVE OFFICER

Bylaw 34-24 received third and final reading October 15, 2024.

ORIGINAL SIGNED BY MAYOR AND CHIEF ADMINISTRATIVE OFFICER

Revised Bylaw 31-23 signed this 8^{th} day of January 2025 by the Chief Administrative Officer as authorized by Bylaw 16-24.

-- ORIGINAL SIGNED --

Chief Administrative Officer

Schedule "A"

SECTION	OFFENCE	1 st Offence	2 nd Offence (in 1 year)	3 rd and Subsequent (in 1 year)
3.1	Cause/permit noise to disturb	250.00	500.00	1000.00
3.2	Property cause noise to disturb	250.00	500.00	1000.00
3.4	Yell, scream, swear, activity cause a disturbance	250.00	500.00	1000.00
3.5	Advertise with bells, etc.	150.00	250.00	500.00
3.6	Drinking establishment allow/cause noise	500.00	1000.00	1500.00
4.2	Industrial or construction noise	500.00	1000.00	1500.00
5.1	Noise outside permitted hours	500.00	1000.00	1500.00
7.1	Youth place/cause to be placed graffiti	1000.00	2000.00	5000.00
	Adult place/cause to be placed graffiti	2500.00	5000.00	7500.00
7.2	Fail to remove graffiti in 7 days	250.00	500.00	1000.00
7.3	Fail to comply with graffiti order (per day)	250.00	500.00	1000.00
9.1	Fail to contain construction waste	500.00	1000.00	1500.00
9.3	Improper storage of construction material	500.00	1000.00	1500.00
10.2	Repair vehicle in residential area	250.00	500.00	1000.00
11.1	Person place litter	250.00	500.00	1000.00
11.2	Person fail to remove litter	250.00	500.00	1000.00
13.1	Deposit human waste in public place	250.00	500.00	1000.00

13.2	Spit in public place	250.00	500.00	1000.00
14.1	Place flyer, etc. on vehicle	250.00	500.00	750.00
14.2	Deposit flyer contrary to sign	250.00	500.00	750.00
14.3	Distribute flyer contrary to sign	250.00	500.00	750.00
14.5	Deposit or distribute a Graphic Image not contained in a sealed opaque envelope	500.00	750.00	1000.00
14.5	Deposit or distribute a Graphic Image without identifying the sender or sender's address	500.00	750.00	1000.00
14.5	Deposit or distribute a Graphic Image without the legible warning	500.00	750.00	1000.00
14.6	Advertising does not comply with the Canadian Code of Advertising Standards	500.00	750.00	1000.00
15.1	Fight/physical confrontation in public place	500.00	1000.00	1500.00
15.2	Member of assembly fail to disperse	500.00	1000.00	1500.00
15.3	Loiter in public place	250.00	500.00	1000.00
15.4 a)	Cause damage in public place	250.00	500.00	1000.00
15.4 b)	Inconsistent activity in public place	250.00	500.00	1000.00
15.4 c)	Interfere with comfort, enjoyment in public	250.00	500.00	1000.00
15.5	Use public transportation without fare payment	250.00	500.00	1000.00
16.1	Youth bully person in public place	250.00	500.00	1000.00
	Adult bully person in public place	500.00	1000.00	1500.00

16.2	Encourage bullying of person in public	250.00	500.00	1000.00
16.3	Bully person through telecommunication	250.00	500.00	1000.00
17.1 a)	Panhandle as group of 2 or more	75.00	150.00	300.00
17.1 b)	Panhandle from person in vehicle	75.00	150.00	300.00
17.1 c)	Panhandle to person who has refused	75.00	150.00	300.00
17.1 d)	Panhandle so as to obstruct person	75.00	150.00	300.00
17.1 e)	Panhandle within 10 metres of entrance to financial institution	75.00	150.00	300.00
17.1 f)	Panhandle within 10 metres of cash dispensing machine	75.00	150.00	300.00
17.1 g)	Panhandle on/near public transportation	75.00	150.00	300.00
18.1	Cause or permit nuisance odour	250.00	500.00	1000.00
19.9	Interfere with enforcement of bylaw provisions	500.00	1000.00	1500.00



Council Representative Reports 2025 Council Appointments to Boards, Commissions, and Committees

Council Member	Council Initiated Committees	Regional Committees
Mayor Thorn	 Governance and Priorities Committee Emergency Advisory Committee Okotoks Policing Committee 	 Calgary Metropolitan Region Board Calgary Metropolitan Region Board – Governance Okotoks/Foothills County Intermunicipal Committee Mayors & Reeves of Southwest Alberta
Councillor Hallmark	 Governance and Priorities Committee Emergency Advisory Committee Council Committee Nomination Panel Okotoks Policing Committee United Way/Okotoks Partnership Committee* 	Bow River Basin Water Council
Councillor Heemeryck	 Governance and Priorities Committee Emergency Advisory Committee Family and Community Support Services Committee Okotoks Policing Committee Okotoks Public Library Board 	
Councillor Lang	 Governance and Priorities Committee Emergency Advisory Committee Okotoks Policing Committee 	 Foothills-Okotoks Recreation Society Okotoks/Foothills County Intermunicipal Committee Westwinds Communities
Councillor Robinson	 Governance and Priorities Committee Emergency Advisory Committee Okotoks Policing Committee 	 Calgary Metropolitan Region Board – Land Use/Intermunicipal Servicing Foothills-Okotoks Recreation Society Okotoks/Foothills County Intermunicipal Committee
Councillor Swendseid	 Governance and Priorities Committee Emergency Advisory Committee Okotoks Policing Committee 	 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.