

	Program and Service Review	
	Policy Type:	Governance Process
	Number:	GP-E-2.1
	To be Reviewed:	Once per term
	Approval Date:	May 27, 2024
	Motion Number:	<div>24.C.175</div> <div>24.C.193</div> <div>24.C.218</div> <div>24.C.248</div> <div>24.C.269</div> <div>24.C.289</div> <div>24.C.407</div> <div>24.C.412</div> <div>25.C.161</div>
	Revised Date(s):	<div>June 10, 2024 (Appendix A)</div> <div>June 24, 2024 (Appendix A)</div> <div>July 15, 2024 (Appendix A)</div> <div>August 19, 2024 (Appendix A)</div> <div>September 9, 2024 (Appendix A)</div> <div>December 9, 2024 (Appendix A)</div> <div>April 28, 2025 (Appendix A)</div>

Policy Statement

Under the *Municipal Government Act* one of the purposes of a municipality is “to provide services, facilities, or other things that, in the opinion of council, are necessary or desirable for all or a part of the municipality”. Service reviews are a regular and important part of Council’s role.

This policy sets out the framework for the ongoing review of Town of Okotoks (Town) programs, services, and associated service levels to respond to community needs and optimize program and service efficiencies.

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

1. Definitions

- 1.1. Continuous improvement - the process of systematically analyzing and reducing redundancies, raising productivity, and adjusting practices to complement the changing organizational environment (needs of citizens and partners).
- 1.2. Program – refers to a collection of services that contribute to achievement of shared outcomes. Programs are external or (citizen/community) facing or internal (employee/organization) facing.
- 1.3. Review - an assessment of programs and services to evaluate the adequacy of resources, processes, and systems and the service offered by the Town for our citizens and partners. A review will vary depending on the type of program or service and findings of a review may inform strategic planning, budgeting decisions, policy changes, and/or service

delivery changes. Reviews may utilize performance data and where comparable data exists, may include benchmarking.

Program and service reviews may include formally establishing service levels or existing services to ensure that Appendix A continues to evolve.

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

2. Responsibilities

Council shall:

- 2.1. Approve services and service levels as contained in Appendix A.
- 2.2. Review annually Appendix A and identify priorities for review of external programs, services, and/or service levels by resolution at a time appropriate for inclusion into the business planning and budget processes.
- 2.3. Provide sufficient resources to support all Council approved reviews and service level changes.

The Chief Administrative Officer shall:

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

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

Appendix A – Serving the Community - External Services and Service Level Inventory

Services	Description	Sub-Services	Description	Level of Service
Programs				
A. Community Life				
Sub – Programs				
A.1 Community Amenities				
A.1.1 Cemetery Management	Cemetery internment sales and service.	A.1.1.a Cemetery Sales and Service	Provide assistance, advice and resources to visitors and clients. Facilitate the sale of cemetery plots, columbarium niches and the memorial bench, tree, and plaque program at the cemetery and throughout the community. Manage on-site burial logistics. Keep records for plot purchase and burial deeds.	Cemetery requests provided by appointment from 8:00 am to 4:30 pm, Monday to Friday. Closed on holidays and weekends. Compliance with Okotoks Fees, Rates and Charges Bylaw. Maintain records and services in full compliance with the Alberta Cemetery Act.
A.1.2 Cultural Amenities	Provision of facilities or amenities for participation or engagement in cultural activities by members of the general public.	A.1.2.a Okotoks Art Gallery	Access to Art Gallery exhibits, bookable classroom/studio space, multi-craft equipment and supplies. Location of Okotoks Visitor Information Centre.	Free public admission for drop in viewing of art exhibits. Two gallery spaces for exhibitions. Hours of operation as outlined below. Closed annually the last week of December and the first week of January. Open during Downtown Community Events. Bookable classroom/studio space is available to guilds, schools, not-for-profit, and commercial use. A list of the appropriate facility booking types is available on the Town Website. Compliance with Okotoks Fees, Rates and Charges Bylaw. Gallery Memberships offered to community members to display and sell art.

Services	Description	Sub-Services	Description	Level of Service
		A.1.2.b Okotoks Museum and Archives	Access to historical information relevant to the Town of Okotoks and region.	<p>The Museum has a collection of historical archives and artifacts used for display and research. Virtual exhibits are also available.</p> <p>Free public admission for drop in viewing. Hours of operation as outlined below. Closed annually the last week of December and the first week of January. Children's Playhouse accessible during hours of operation on the third floor.</p>
		A.1.2.c Old Church Theatre	Access to entertainment, rehearsal and meeting venue offering a variety of live stage performances by amateur and professional performing artists.	<p>Facility is staffed and open only during events and rentals. Eligible facility booking types are listed on the Town Website. Liquor licence is available for paid ticketed events.</p> <p>Technical services including sound, light and video systems. A piano is also available.</p> <p>Contract technicians are supplied for events and rentals. Self-service for rental groups may be available upon inquiry. Ticketing services are provided for Town and some partner shows.</p>
		A.1.2.d Public Art Collection	The acquisition and display of artworks through purchases, commissions, donations, or loans. The Public Art Collection includes paintings, murals, sculpture, audio visual, and mixed media.	Okotoks Public Art Policy governs the public art collection. Public art is considered in the design objectives of all new municipal capital and building projects.
		A.1.2.e Heritage Building, Sites and Tours	Access to various buildings or sites of historic relevance to the Town and various tours. Some of these include: <ul style="list-style-type: none">• Sheep River• Salute to our Veterans Memorial• Downtown Historic Walking Tours	Access and interpretive features are provided through internal support or through partnership agreements.

Services	Description	Sub-Services	Description	Level of Service
A.1.3 Specialty Amenities	Provision of dedicated facilities or amenities for participation or engagement of specific groups.	A.1.3.a Okotoks Youth Centre	Provide a youth-friendly facility.	<p>Access to youth aged 12-18 (teens aged eighteen are welcome until they graduate Grade 12).</p> <p>Amenities include a leisure activity lounge, homework area and multi-purpose area for games, programs, and activities.</p> <p>Supervision is provided by trained on-site staff during all operational hours.</p>
		A.1.3.b Environmental Education Centre	Access to environmental education opportunities on water, biodiversity, waste and energy.	Open as per Hours below. Virtual Tour is also available through the Town Website. The classroom is available when environmentally focused events and multi-age lectures are provided. Tours and classroom programs are available to school and community groups.
		A.1.3.c Electric Vehicle (EV) Charger Access	Access to EV Chargers for electric vehicle owners.	<p>Level 2 EV Chargers available as a pay per use service at various Municipal facilities.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>
A.1.4 Parks, Open Spaces and Recreation Sites	Provision of recreation and park sites for community users in a safe and comfortable environment.	A.1.4.a Parks, Open Spaces and Pathway System	A dedicated park or open space that may include a collection of recreational amenities and natural features that provide opportunities for scheduled and spontaneous use.	<p>Access to Parks, Open Spaces as per the Okotoks Open Spaces and Recreation Facilities Bylaw.</p> <p>Park access permits provided in compliance with Okotoks Fees, Rates and Charges Bylaw.</p>
		A.1.4.b Recreation Sites	A dedicated recreation site that may include a collection of recreation amenities that provides opportunities for scheduled and spontaneous use.	<p>Campground facilities located on Sheep River inside Town of Okotoks town limits are leased to a third party to manage and maintain grounds. Trees and infrastructure maintenance are done by the Town.</p> <p>Site amenities include tent and trailer sites, access to sewer, water and electrical service, on-site dump station, washrooms, coin-operated showers, picnic tables, fire pits and playground facilities.</p> <p>Compliance with provincial and federal regulatory/legislative requirements.</p>
		A.1.4.c Primary Function Site Amenities	Amenities that support the primary function(s) of recreation and park sites such as parking lots, bike racks, or benches.	Primary function amenities are in alignment with Okotoks Wayfinding Design Development guide, Okotoks General Design and Construction Specifications Landscape and Engineering Edition and provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
A.1.5 Recreation and Sport Amenities	Provision of scheduled and spontaneous use of recreation amenities for community users in a safe and comfortable environment.	A.1.5.a Indoor Aquatics Amenities	Provision of public access to indoor aquatics amenities for scheduled and spontaneous recreation and sport activity.	<p>Aquatics amenities are offered based on the hours of operations for Okotoks Recreation Centre as outlined below.</p> <p>Lifeguarding and pool standards are provided in compliance with Lifesaving Society Alberta and Northwest Territories Policies and Procedures, the Lifesaving Society Alberta Northwest Territories Public Aquatic Facility Safety Standards and provincial and federal regulatory/legislative requirements.</p> <p>Indoor aquatics amenities are offered for scheduled and spontaneous use or a combination based on a balance of community and operational need.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>
		A.1.5.b Indoor Aquatics Amenities - Hot Tub	Provision of public access to a Hot Tub.	<p>Spontaneous use only based on the hours of operations for Okotoks Recreation Centre as outlined below.</p> <p>Compliance with provincial and federal regulatory/legislative requirements.</p>
		A.1.5.c Indoor Aquatics Amenities - Sauna	Provision of public access to a Sauna.	<p>Spontaneous use only based on the hours of operations for Okotoks Recreation Centre as outlined below.</p> <p>Compliance with provincial and federal regulatory/legislative requirements.</p>
		A.1.5.d Outdoor Spray Parks	Provision of public access to outdoor spray park amenities for spontaneous use.	<p>Outdoor aquatics amenities operate seasonally as weather permits within the guidelines and recommendations of Environment Canada for spontaneous use.</p> <p>Compliance with provincial and federal regulatory/legislative requirements.</p>
		A.1.5.e Indoor Fitness Amenities	Provision of indoor equipment for the purpose of physical exercise such as sport equipment and fitness centre.	<p>Fitness amenities are offered for spontaneous use, booked use or a combination based on a balance of community and operational need and are offered based on the Hours of Operations as outlined below and the Okotoks Open Spaces and Recreation Facilities Bylaw.</p> <p>On site staffing and amenities varies based on the site.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.1.5.f Indoor Walking Tracks	Provision of indoor walking tracks.	Indoor Walking Track for spontaneous use based on the hours of operations for Okotoks Recreation Centre as outlined below.
		A.1.5.g Park Amenities	Provision of spontaneous use amenities to enhance the overall experience in and use of park spaces such as dog waste bag dispensers, seating areas, picnic tables, recreational zones, waste bins.	<p>Park amenities are offered based on the Okotoks Open Spaces and Recreation Facilities Bylaw.</p> <p>Park amenities are offered for spontaneous use based on a balance of community and operational need.</p>
		A.1.5.h Playgrounds	Provision of recreational play structures for public use.	<p>Playgrounds are offered for spontaneous use based on a balance of community and operational needs.</p> <p>Daily, weekly and monthly inspections. Cleaning as required. Maintaining surface for fall protection.</p> <p>Compliance with the Okotoks Open Spaces and Recreation Facilities Bylaw and the Canadian Standards Association playground standards.</p>
		A.1.5.i Ice Surfaces	Provision of maintained indoor and outdoor ice dedicated to use for recreation and sport activities.	<p>Ice surfaces are offered for spontaneous, scheduled use or a combination based on a balance of community and operational need. Indoor arenas are available for use based on facility scheduling seven days a week.</p> <p>On site staffing and amenities varies based on the site. Renters must be 18 years old to book the ice.</p> <p>Ice surfaces are maintained to industry standards for public safety. The curling rink is operated through a lease partnership.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.1.5.j Sport Fields and Dry Pads	Provision of maintained dry pad and natural turf fields dedicated to recreation and sport activities.	<p>Outdoor Sport Fields and dry pads are offered based on the Hours of Operations in the Okotoks Open Spaces and Recreation Facilities Bylaw and the Joint Use Agreement. Spring natural turf field opening occurs when turf is suitable for sporting activity.</p> <p>Indoor sport fields and dry pads are offered for scheduled and spontaneous use, or a combination based on a balance of community and operational need, per facility hours.</p> <p>Outdoor Sport Fields are offered for spontaneous use, booked use or a combination based on a balance of community and operational need. Specific sports fields are operated through partnership agreement.</p> <p>Seaman and Tourmaline Stadiums are managed and maintained through partnership agreements. Town maintains infrastructure.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>
		A.1.5.k Indoor and Outdoor Sports Courts	Provision of dedicated maintained indoor and outdoor sport courts, dedicated to recreation and sport activities such as Pickleball, tennis, basketball, and beach volleyball.	<p>Outdoor Sports courts are offered based on the Hours of Operations in the Okotoks Open Spaces and Recreation Facilities Bylaw.</p> <p>Indoor Sports courts are available based on the hours of operations for Okotoks Recreation Centre as outlined below.</p> <p>Sport courts are offered for spontaneous use, booked use or a combination based on a balance of community and operational need.</p> <p>Specific sports courts are operated through partnership agreements with provision for public drop in. Operational guidelines as per agreements. Hours of service provision as per agreements.</p> <p>Compliance with the Okotoks Fees, Rates and Charges Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.1.5.l Other Sport Amenities	A purpose-built recreational environment dedicated to recreation and sports activities.	<p>Outdoor Skate Park, Toboggan Hills, Cross Country Ski trails, and Natural Ice Rinks are offered for spontaneous use.</p> <p>BMX Bike Track is leased to third party to manage and maintain infrastructure with a provision for some public hours.</p> <p>Temporary seating and garbage receptacle provided at outdoor skate park and ski trail locations. Outdoor natural ice rinks and Skate Park are inspected weekly. Toboggan hills are inspected for hazards prior to snow fall and monthly thereafter.</p> <p>Amenities are offered based on the Hours of Operation in the Okotoks Open Spaces and Recreation Facilities Bylaw. Outdoor amenities are available seasonally as weather permits.</p>
		A.1.5.m Multi-purpose Spaces	Multi-purpose spaces used for a variety of programming and booked use. Includes various sites such as Foothills Centennial Centre, and Okotoks Recreation Centre.	<p>Multipurpose space offered for booked use.</p> <p>On-site staffing and amenities vary based on scheduled booking.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>
		A.1.5.n Off Leash Areas	Provision of designated parks or open space, or portion thereof, for dog off leash activities.	<p>Dogs are permitted off leash at designed off leash areas only.</p> <p>Designated Off Leash Areas:</p> <p>1. 229 Don Seaman Way - 38 Acres fully fenced including two parking lots (1 at 229 Don Seaman Way, the other at 132 Drake Landing Loop), one toilet building, garbage receptacles, seating, natural surface trails, and rules for use signage.</p> <p>Off leash area(s) may or may not be fenced and have supporting amenities such as parking lot, toilet building, seating, shade areas, pathways, garbage receptacles, dog bag dispensers, dog training areas/equipment, and water stations. Compliance with Okotoks Responsible Pet Ownership and Open Spaces and Recreation Facilities Bylaws.</p>

Services	Description	Sub-Services	Description	Level of Service
A.1.6 Management of Facility and Amenity Partnerships	Provision of management services related to facility and/or amenity partnerships.	A.1.6.a Facilities and Amenities Partnerships	Develop and manage commercial and non-commercial space opportunities through agreements between the Town and external organizations for Town owned and operated amenities and Town owned partner operated amenities.	Partner agreements with non-profit organizations and community groups are developed within six months prior to the agreement's expiry date or as needs are identified. Community group's capital project inquiries related to capital applications, project statements, or business cases. The signing of capital development/funding agreements with non-profit organizations and community groups is developed and facilitated prior to the execution phase of a project.
		A.1.6.b Joint Use and Planning Agreement	Agreement management between Town of Okotoks and Okotoks school divisions for collaborative use of Town recreation facilities and school facilities.	Requirements are fulfilled within the parameters of the Joint Use and Planning Agreement.
Sub - Programs				
A.2 User Experience				
A.2.1 Client Services	Provision of assistance, advice, resources and transactional support to users of municipal services.	A.2.1.a Front-Line Information and Referrals	First point of contact, responding to general inquiries and directing clients to the appropriate resource from the Municipal Centre.	Provide access by phone, email, or in-person based on Municipal Centre hours as below. All clients are directed to the appropriate resource within one business day as required. Main phone line after hours and on the weekends - emergency contact information is provided through automated response. Emergency numbers are also listed on the Town website.
		A.2.1.b Social Media Inquiries	First point of contact, responding to general inquiries and directing clients to the appropriate resource.	Social media monitored 8:30 a.m. to 4 p.m. Inquiries acknowledged within one business day. All requests are directed to the appropriate resource within one business day as required.
		A.2.1.c Inquiries, Issues and Service Requests	Respond to inquiries, issues and service requests.	Depending on the service, inquiries, issues and service requests may be submitted by phone, email, in-person and where possible, online.

Services	Description	Sub-Services	Description	Level of Service
		A.2.1.d Bookings and Sales	Provide transactional support to the community for purchases, bookings, reservations, program registrations, and access to recreation facilities, community facilities and parks.	<p>Bookings and sales are available in person, phone, email and if possible, online.</p> <p>All Okotoks Recreation Centre Facility passes include admission for drop-in arena, pool & gymnasium activities. The pass also includes membership to Natural High Fitness centre and all dryland and aquatic fitness classes.</p> <p>A daily, monthly or annual All Facility Pass for recreation is available.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw.</p>
		A.2.1.f Regional Bookings and Sales, Payments and Collection	Provide transactional support to Diamond Valley for access to the swimming pool.	As per contract.
		A.2.1.g Facility Service Assistance	Provision of assistance, advice and resources to visitors and users at municipally owned, community and recreation facilities.	On site staffing and services vary based on the site.
		A.2.1.h File Search and Environmental Site Assessment Information (non FOIP)	Provide documentation or copies of documentation for external use only such as a Letter of Zoning, Real Property Report, Property Tax Information to Lending Institutions, GIS and mapping etc.	<p>Requests may be submitted by phone, email, in-person and where possible, online.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw and all other related provincial and federal regulatory/legislative standards.</p>
		A.2.1.i Freedom of Information and Protection of Privacy (FOIP) Requests	Processing formal requests to access records based on the FOIP Act.	Request service levels are managed in accordance with the Freedom of Information and Protection of Privacy Act (FOIP).

Services	Description	Sub-Services	Description	Level of Service
		A.2.1.j Payment and Collection: Non-Tax Revenues	Excluding Utilities, provide billing and collection for non-tax revenues and payments of goods and services for Town services, fees and fines including vendor payments and coordination of cash collection.	Depending on the goods, service and or the facility, payments can be made online (online banking or through Okotoks online services) or in person by cash, cheque, debit or credit.
		A.2.1.k Visitor Information	Provision of comprehensive information on tourist attractions in and around the Town of Okotoks.	Act as a visitor information provider. Services are provided following Alberta Visitor Services Provider guidelines as applicable.
		A.2.1.m Responsible Animal Ownership	Services provided to residents related to purchase and renewal of animal licences for over limit dogs and a one-time inspection fee for urban hens.	<p>Over limit dogs' renewal invoices are mailed out in December (for the upcoming year) and payment for the licence is due by the end of January of each year.</p> <p>A one-time inspection fee is charged upon an application for urban hens.</p> <p>Compliance with the Okotoks Fees, Rates and Charges Bylaw and Responsible Pet Owner Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.2.1.n Utility Account Management	Management of utility accounts for water, wastewater, stormwater and solid waste (garbage, organics and recycling).	<p>Utility accounts are set up with confirmed notification of change.</p> <p>Accounts are set up and closed within five business days. Service is provided in-person, by phone and online.</p> <p>Bills are processed and issued bi-monthly (every two months). Paper and electronic options are available.</p> <p>When closing accounts, final bills are processed pending completed Property Change of Ownership form or Land Title.</p> <p>Payment must be received by the Town on or before the payment due date to avoid late fees.</p> <p>Pay Utilities: Payments are collected through pre-authorized withdrawals, or through a bank or credit union. By cheque, money through the mail or in our 24-Hour Drop Off Box at the Municipal Centre. By debit card at the Municipal Centre as per hours below Utilities cannot be paid by credit card or e-transfer. Payment must be received by the Town on or before the payment due date to avoid late fees, and transfers to property tax accounts.</p>
		A.2.1.o Tax Payment and Collections	Provide access to payment systems and conduct collections for tax accounts.	<p>Tax Installment Payment Plan (TIPP) accounts are administered semi-monthly, on an as-required basis.</p> <p>Pay taxes: Monthly by automatic bank withdrawals or post-dated cheques using TIPP. By cheque, money through the mail or in our 24-Hour Drop Off Box at the Municipal Centre. By debit card at the Municipal Centre as per hours below or through a bank or credit union. Taxes cannot be paid by credit card or e-transfer. Payment must be received by the Town on or before the payment due date to avoid late fees.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.2.1.p Accounts Payable	Provision of accurate, timely processing of all vendor invoices and staff expense claims while ensuring policies and procedures are followed.	Acknowledge response to vendor inquiries within two business days. Provide cheque runs once a month, Electronic Funds Transfer (EFT) runs bi-weekly.
A.2.2 Provision of Commercial and Retail Services	Provision of food, beverage, professional and retail services in Town facilities, amenities and spaces to enhance the customer experience at Town sites.	A.2.2.a Food and Beverage Services	Services provided to the public within Town owned facilities to enhance the client/visitor experience.	Direct and third-party provision of food and beverage services at select cultural and recreation facilities and amenities. Compliance with Okotoks Fees, Rates and Charges Bylaw, all related Okotoks Bylaws and Policies and provincial and federal regulatory/legislative standards.
		A.2.2.b Retail and Professional Services	Provision of retail and professional services at select Town sites.	Service is provided through third party operation and Town staff. Operational guidelines as per agreements. Hours of service provision as per agreements and facility hours. Compliance with Okotoks Fees, Rates and Charges Bylaw.
Sub - Programs				
A.3 Recreation Development				
A.3.1 Recreation Programming	The provision of recreation programming for registered and drop-in participants at parks, open spaces and recreation facilities.	A.3.1.a Aquatics Programming	The direct provision of aquatics registered and drop-in programs.	All programs are open for registration for Town of Okotoks and Foothills County residents are eligible to register 7 days prior to open registration. Programs offered in alignment with the Lifesaving Society Alberta and Northwest Territories Policies and Procedures, Red Cross Program Standards and/or Fitness Alberta. Compliance with Okotoks Fees, Rates and Charges Bylaw.

Services	Description	Sub-Services	Description	Level of Service
		A.3.1.b Fitness Programming	The direct provision of fitness registered and drop-in programs.	All programs are open for registration for Town of Okotoks and Foothills County residents seven days prior to open registration. Programs offered in alignment with Lifesaving Society of Alberta Policy and Procedures. Compliance with Okotoks Fees, Rates and Charges Bylaw.
		A.3.1.c Recreation Programming	The direct provision of recreation registered and drop-in programs.	All programs are open for registration for Town of Okotoks and Foothills County residents seven days prior to open registration. Programs offered in alignment with Lifesaving Society of Alberta Policy and Procedures. Compliance with Okotoks Fees, Rates and Charges Bylaw.
		A.3.1.d Regional Aquatic Programming	The direct provision of aquatics registered and drop-in programs for Dr. Lander Memorial Pool in Diamond Valley.	As per the contract.
Sub - Programs				
A.4 Cultural Development				
A.4.1 Cultural Programming	The provision of cultural programming for participants.	A.4.1.a Community Cultural Programming	Access to cultural experiences, artistic development and performance opportunities. A range of diverse and relevant arts is provided to the community.	Activities hosted throughout the Town annually to support, connect and cultivate artists and creative industries. Programming selection is based on demand and community needs. Programs are available for all age groups at the levels of ability. Classes are provided by internal and external experts. Classes are eligible for fee assistance through Okotoks Recreation Fee Assistance Policy. Compliance with Okotoks Fees, Rates and Charges Bylaw.
		A.4.1.b Art Collection Displays	Display Town of Okotoks Public Art Collection.	Artworks are displayed at Town owned properties in accessible and visible public spaces as well as offices on a rotating basis.

Services	Description	Sub-Services	Description	Level of Service
A.4.2 Municipal Heritage Designation	Support for the preservation and maintenance of privately-owned, municipally designated Heritage resources. Eligible rehabilitation work must conform to the Standards and Guidelines for the Conservation of Historic Places in Canada.	N/A	N/A	Assist with inquiries and facilitate contact with the Province of Alberta toward designation. Municipally designated properties are eligible for provincial funding to assist in the maintenance of the property. Municipally Designated Properties are protected by a Municipal Bylaw.
Sub - Programs				
A.5 Community Organizations and Groups Support				
A.5.1 Community Organization Supports	Facilitation and support to non-profit organizations and community groups to provide advice, educate, communicate, inform and build capacity and support to program delivery in the community.	A.5.1.a Leadership Development	Support community groups to create and maintain healthy, self-sustaining community groups that effectively meet identified goals and objectives.	Facilitate networking opportunities for nonprofit organizations and community groups with similar service objectives to connect regularly (at least once a year) Networking groups such as the Foothills Region Interagency and Volunteer Managers Partnership.
A.5.2 Housing Investment and Development Facilitation	Liaise between external housing providers and the municipality to help expedite and simplify development within the Town of Okotoks to meet community needs.	A.5.2.a Housing Application Supports	Assist housing providers with navigating the Town's regulatory processes, including facilitation of meetings, problem solving, and interpretation of statutory documents and Town guidelines. Provide supporting documents to support grant applications from external funders.	Host or facilitate requests or meetings between internal Town staff and prospective housing developers as required.

Services	Description	Sub-Services	Description	Level of Service
		A.5.2.b Housing Networking and Partnerships	Foster a housing ecosystem in the Town of Okotoks that helps create opportunities for additional housing including creation of partnerships; and identifying and working to remove housing barriers.	Create or host opportunities for networking and partnerships. Facilitate ad hoc meetings with housing providers to understand community needs. Celebrate housing success stories throughout the year.
Sub - Programs				
A.6. Social Development				
A.6.1 Individual and Family Support Services	Assist individuals and families with resources, support and individualized services.	A.6.1.a Licenced Child Care	The direct provision of licenced childcare for school aged children - kindergarten to grade six.	Registered out of school care programming providing before and after school care to school age children in addition to full day care to kindergarten children on days that they are not scheduled to attend school. Schools serviced are those that are within walking distance of the Okotoks Recreation Centre and include Percy Pegler, Dr. Morris Gibson and Good Shepherd. Services include activities and programs supervised by trained staff. A walking bus keeps children active. Children interact with nature on the way to and from school and participate in a variety of weekly crafts, sports, and games.
		A.6.1.b Community Resource Support	Assist individuals and families with information, referrals, help with forms and/or connections to other supports.	This service is provided to residents from Okotoks and surrounding areas, including Diamond Valley and Foothills County. Hours of operation of the Okotoks Family Resource Centre as outlined below.

Services	Description	Sub-Services	Description	Level of Service
A.6.2 Community Capacity Building	The development of skills and competencies to enable all Town residents to achieve their greatest potential and strengthen the community. Promote positive social and neighbourhood connections.	A.6.2.a Enhance Community Well-Being	Town residents are supported through community led initiatives to enhance neighbour to neighbour connections aimed at positive social interactions.	Initiatives are reviewed annually and updated to meet community needs.
		A.6.2.b Education and Training	Social programs that are preventative in nature that promote and enhance well-being among individuals, families, and communities. Examples include mental health and/or suicide intervention.	Annually host or partner presentations facilitate workshops on social based topics relevant to the community to educate and support residents. Initiatives are reviewed annually and updated to meet community needs.
		A.6.2.c Volunteer Services	Service offered to the community to sign up for volunteer opportunities with the Town of Okotoks.	Recruit, hire, develop policies, place applicants in appropriate volunteer positions and track volunteer hours to support Town volunteer activities.
Sub - Programs				
A.7 Grants, Loans, Incentives and Support				
A.7.1 Civic Grants and Loans	Provision of loans, funding or in-kind support to eligible applicants in the areas of special events, sport and culture development, environmental initiatives, renovations, operational funding and capital renovations and development.	A.7.1.a Affordable Housing Incentives	Provide financial incentives to support non-profit organizations in their efforts to construct, redevelop or purchase affordable rental, supportive or transitional housing in Okotoks.	Offers financial incentives in the form of building permit fee rebates and capital grants for projects that have been approved by a federal or provincial affordability focused program. Compliance with Okotoks Affordable Housing Incentives Policy.
		A.7.1.b Secondary Suite and Accessory Dwelling Unit Grant	Provide funds for the development of secondary suites or accessory dwelling units that meet Safety Codes requirements.	Offers grants on a first-come first-served basis, subject to funding availability. Applications will be accepted at the beginning of each calendar year, with funds for eligible expenses payable upon successful completion of the project in the same calendar year. Available grant funding is determined annually through the Council budget. Compliance with Okotoks Secondary Suites and Accessory Dwelling Unit Grant Program Policy.

Services	Description	Sub-Services	Description	Level of Service
		A.7.1.c Arts Activation Grant	Provide funds for the creation of new artistic events in Okotoks.	Compliance with Okotoks Arts Activation Grant Policy.
		A.7.1.d Water Conservation Rebate	An incentive / rebate program for residential and commercial water efficiency upgrades.	Accepts applications between March and December each year on a first-come, first-served basis or until the fund is fully depleted.
		A.7.1.e LEED® Building Incentive	An incentive / rebate program for the construction of environmentally sustainable commercial and institutional buildings.	Incentive programs that provide a percentage return to project's building permit fee when specific levels of LEED® Certification (Leadership in Energy and Environmental Design) are achieved.
		A.7.1.f Clean Energy Improvement Program (CEIP)	Provision of loans and grant support to approved eligible residential property owners for implementation of energy efficiency projects.	Project approval timelines with CEIP program administrator from Alberta Municipalities (ABmunis). Complete development of agreements for property owners within three days of approval from ABmunis. Provide annual reporting to Federal Canadian Municipalities (FCM). Compliance with Okotoks Clean Energy Improvement Tax Bylaw.
		A.7.1.g Targeted Industrial Tax Incentive	A property tax incentive program to incentivize the development of new industrial buildings in Okotoks.	Compliance with Okotoks Targeted Industrial Tax Incentive Policy.
		A.7.1.h Sports Tourism Grant	Supports events that contribute to the local economy outside of the normal sporting activities of the community. The grant provides a stimulus to assist with extraordinary sporting events that have economic spin-offs.	Compliance with the Okotoks Sport Tourism Grant Policy.

Services	Description	Sub-Services	Description	Level of Service
		A.7.1.i Ancillary Facility Fee Waiver	Supports non-profit, not-for-profit charitable organization events serving Okotoks residents when renting a Town primary facility such as an ice surface.	Provide an annual report to Council on use. Compliance with Okotoks Fee Waiver Policy.
		A.7.1.j Youth Services Recreation Access	Offer fun, free ways to learn and experience the activities available at the Okotoks Recreation Centre.	Free Okotoks Recreation Centre access pass for Grade 5 and Grade 8 students. A Grade 5 Gets Active or Active8 pass holder can participate in all drop-in public swims, skate and gym times.
A.7.2 Individual and Family Support Services	Financial support or subsidy programs for eligible applicants.	A.7.2.a Recreation Fee Assistance	Recreation fee assistance supports provided for low-income individuals and families to participate in the Town's recreation programs and facilities.	Fee Assistance applications are accepted year-round and subsidy is valid for one year from date of approval. Compliance with the Okotoks Recreation Fee Assistance Policy.
		A.7.2.b Subsidized Transportation	A subsidized taxi and volunteer driver programs to provide transportation for eligible participants.	Provided to Okotoks residents who are seniors or persons with permanent disabilities are able to remain active participants in the community. Subsidized Taxi Program: A subsidy is provided to a contracted taxi company for each trip taken and provides users with a reduced taxi fare. Volunteer Driver Program: Provide free transportation to medical appointments outside of Okotoks through a pool of volunteer drivers. Compensation paid to volunteer drivers at established rates. Compliance with the Okotoks Subsidized Transportation Policy.
		A.7.2.c Emergency Funds	Provide emergency financial assistance to Individuals or families.	This service is provided to residents from Okotoks and surrounding areas, including Diamond Valley and Foothills County. Hours of operation of the Okotoks Family Resource Centre as outlined below. Emergency financial support from donated funds/grants.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
A.8 Funding Partnerships				
A.8.1 Management of Partnerships for Delivery of Social Services	Provision of funding to deliver preventive social services in the community.	A.8.1.a Community Program Funding	Provide a framework for the delivery of funding to eligible community organizations for the provision of preventive social programs.	Annually identify funding support through United Way and Family and Community Support Services requirements. Provide support to potential applicants and funded agencies.
A.8.2 Institutional Partnerships	Provision of funding or in-kind support to provincially regulated organizations to provide services to the community.	A.8.2.a Town of Okotoks Public Library	Ensuring adherence and implementation of lease. Municipal support is provided as required by Marigold Library System that provides progressive library services to Okotoks.	The appointed Member of Council and the dedicated Library Liaison attend monthly meetings and provide community updates as required. Provide year-round support for library programs and initiatives.
Sub - Programs				
A.9 Truth and Reconciliation				
A.9.1 Calls to Action Implementation	Management and oversight of Calls to Action efforts.	N/A	N/A	To Be Determined.
Sub - Programs				
A.10 Public Education				
A.10.2 Indigenous Awareness	Review and identify resources, awareness information, and learning opportunities to share with the community.	A.10.2.a Indigenous Ceremonies and Annual Days of Recognition	Provide Indigenous ceremonies and annual days of recognition. Includes collaboration with Indigenous peoples, Administration and Council. Including but not limited to Missing and Murdered Indigenous Women Day, National Indigenous Peoples Day, National Day for Truth and Reconciliation, Métis Week, etc.	To Be Determined.

Services	Description	Sub-Services	Description	Level of Service
		A.10.2.b Indigenous Culture and Educational Opportunities	Provide opportunities to learn about Indigenous Culture through events created for the Okotoks community. Further the community's understanding of the Truths of the land they now live on. Including but not limited to: Tipi Camp, Indigenous Artisan Market, Dream Catcher and Hand Drum Workshops, School presentations, etc.	To Be Determined.
		A.10.2.c Painted Lodge (Tipi)	Set up and provide access to Mayor Thorn's Tipi.	Weather permitting, Mayor Thorn's Tipi will be raised at a minimum of four events per year including, but not limited to: Tipi transfer anniversary, first Saturday in June, Missing and Murdered Indigenous Women Day, National Indigenous Day, Truth and Reconciliation Day.
Compliance with the Okotoks Tipi Administrative Guidelines.				
Sub - Programs				
A.11 Public Safety				
A.11.1 Fire and Rescue Response	Response to all types of emergency events including fire, rescue, medical first response, service calls, dangerous goods releases, motor vehicle accidents and ice/water rescue.	A.11.1.a Public Hydrant Inspection & Maintenance	Maintain public hydrants to provide a readily accessible and pressurized source of water for firefighting purposes.	Inspection and maintenance completed as per industry standards.
		A.11.1.b Fire and Rescue Dispatch	Receive and evaluate calls for fire/rescue response.	Compliance with provincial and federal regulatory/legislative requirements.
				Third party contracted service available 24/7/365.

Services	Description	Sub-Services	Description	Level of Service
		A.11.1.c Alarm Investigation	Investigation to determine cause of alarm and paperwork is issued to require a repair thereby assuring public reliance on the alarm system.	<p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks, arrive on scene within 10 minutes, 90% of the time - (Alberta Building Codes).</p> <p>Service availability 24/7/365.</p> <p>Investigations are started immediately. Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.1.d Fire Suppression	Respond to reported fire, explosion, smoke or activated alarms in structures, vehicles, or wildland areas. Removing people from the affected area to prevent loss of life or additional injury. Determining origin, suppressing fire to extinguishment, and limiting spread to adjacent property. Activities to prevent or mitigate loss of value to property from water or smoke. Firefighters and public safety are the number one priority.	<p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks, arrive on scene within 10 minutes, 90% of the time - (Alberta Building Codes).</p> <p>Service availability 24/7/365. Shelters are set up if required.</p> <p>Fire-caused investigation is initiated immediately. Property is released within 48 hours, with more complex fires requiring more time. Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.1.e Medical First Response	Provide medical care to ill and injured person(s) within Town of Okotoks Boundaries until EMS arrival, and to augment EMS crews during treatment and transport for life threatening emergencies.	<p>Inside the municipal boundaries of Okotoks, arrive on scene within 10 minutes, 90% of the time for delta/echo severity.</p> <p>Service availability 24/7/365.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.1.f Confined Space Rescue	Response to person(s) trapped in enclosed areas with limited access and egress, and potentially hazardous atmospheres. Utilizes specialized equipment to access, assess, treat, package, and remove patients safely.	<p>Perform basic techniques in uncomplicated confined spaces. Limited atmospheric monitoring.</p> <p>Follow Alberta occupational health and safety provincial firefighting guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks arrive on scene within 10 minutes, 90% of the time.</p> <p>Service availability 24/7/365.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.1.g Dangerous Goods	On-scene environmental risk assessment and management in addition to dangerous goods incident response and recovery of hazardous materials.	<p>Clean up is determined according to complexity and severity of the spill and/or release. Service availability 24/7/365.</p> <p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks, arrive on scene within 10 minutes, 90% of the time.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.1.h Low Angle/Elevated Rescue	Response to person(s) entrapped on buildings, towers, pylons, antennas, or cliffs. Utilizes specialized techniques to access, assess, package, treat and remove patients safely.	<p>Access simple terrain and perform basic extrication techniques. Service availability 24/7/365</p> <p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks arrive on scene within 10 minutes, 90% of the time..</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.1.i Urban Rescue	Response to person(s) entrapped in structurally unstable buildings and collapsed or unstable excavations. Utilizes specialized techniques and equipment to access, assess, package, treat and remove patients safely.	<p>Access simple terrain and perform basic extrication techniques.</p> <p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks arrive on scene within 10 minutes, 90% of the time. Service availability 24/7/365.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.1.j Water/Ice Rescue	Response to person(s) in distress who are located near, or on a body of water. Utilizes specialized techniques and equipment to access, assess, package, treat and remove safely.	<p>Follow Alberta Occupational Health and Safety Provincial Firefighting Guidelines (2019).</p> <p>Inside the municipal boundaries of Okotoks arrive on scene within 10 minutes, 90% of the time.</p> <p>Service availability 24/7/365.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
A.11.2 Mutual Aid	<p>Negotiate and maintain contracted partnerships with partner municipalities to provide and receive emergency services where and when required.</p> <p>Two types of partnership agreements:</p> <ul style="list-style-type: none"> - Contract - Fire services are provided by a contractor within a defined service area. - Mutual aid - Fire service apparatus may be provided, upon request, if resources are available. 	N/A	N/A	<p>The Town's mutual aid partnership agreements are renewed as required.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
A.11.3 Fire Prevention	As an accredited municipality under the Safety Code Act, Okotoks Fire Services assesses risk and provides services oriented to minimizing fire and explosion risk and addressing injury prevention.	A.11.3.a Fire Investigation	All fires with damaged or destroyed property, and injury, or fatality, are investigated for cause, origin, and circumstances.	<p>All fires with any dollar amount of loss are investigated and reported to the Province of Alberta.</p> <p>Investigations are conducted by certified Fire Investigators through the Safety Codes Council of Alberta.</p> <p>Compliance with Okotoks Fire Services Bylaw.</p>
		A.11.3.b Fire Prevention and Risk Education	Provide fire prevention and risk education and information to the public using a variety of channels (social media, website, in person etc.) on request.	<p>Respond to requests for information and education within two business days.</p> <p>By Appointment only:</p> <ul style="list-style-type: none"> Business and Home Fire Risk Assessments School safety presentations. Fire truck tours at both fire stations. Car Seat Check. <p>Compliance with Okotoks Fire Services Bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.3.c Fire Inspection and Compliance	Provide industrial, commercial and institutional fire safety inspections. Occupancies are inspected for compliance with Fire Code requirements on a risk assigned basis for type of occupancy and frequency of inspections. As required by the Town of Okotoks Fire and Rescue Quality Management Plan, all occupancies are inspected based on their assigned frequency of inspections using certified and qualified personnel. Inspections may also be carried out upon request or complaint on any property as permitted by the Safety Codes Act.	<p>Frequency is based upon the potential risk of the property use and function and as per Okotoks Fire Quality Management Plan as filed with Municipal Affairs Safety Code Council.</p> <p>Required inspections are completed on a risk based rotation Low < every three years, medium, every two years and high risks, every year, also as part of business licensing or prior to final occupancy approval. Home inspection on request.</p> <p>Compliance with related provincial regulatory/legislative standards.</p>
		A.11.3.d Burn Permit	Provide a permit to have large fires such as bonfires, thawing fires, or fires required for other reasons on rural property in annexed areas of the Town of Okotoks.	<p>Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial legislation and requirements.</p> <p>The Town may ban all fires if conditions become dry enough.</p>
		A.11.3.e Community Relations - Fire & Rescue	Foster a culture of safety and collaboration through active participation with the community.	Participation at community events such as the Santa's Christmas Eve Parade and school spray downs.
A.11.4 Building Permit Application Review and Compliance	Review and processing of applications for approval and compliance with Safety Codes Act.	A.11.4.a Building Permits Issuance	Issuance of Building, Electrical, Plumbing, HVAC and Gas permits in accordance with the Alberta Safety Codes Act. This includes the review of drawings and documents before every building permit application is made to ensure compliance.	<p>Time required to fulfill the request will be based on the scope and detail of the work required.</p> <p>Compliance with the Town of Okotoks Safety Codes Council Quality Management Plan and Safety Codes Municipal accreditation. Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative requirements.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.4.b Building Inspections	Inspection of buildings to ensure compliance with the Alberta Safety Codes Act. Re-inspections may be required based on outcomes.	Requests for inspections are scheduled upon receiving request. Time required to fulfill the request will be based on the scope and detail of the work required. Compliance with the Town of Okotoks Safety Codes Council Quality Management Plan and Safety Codes Municipal accreditation. Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative requirements.
		A.11.4.c Technical Advice	Provision of technical advice related to the Alberta Safety Codes Act in the following disciplines: Building, Electrical, Plumbing, HVAC and Gas.	Time required to fulfill the request will be based on the scope and detail of the work required. Compliance with Town of Okotoks Safety Codes Council Quality Management Plan - Building Permits, Safety Codes Municipal accreditation, Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative requirements.
A.11.5 Emergency Management	Provincial legislation and regulation require the Town of Okotoks to maintain Emergency Management plans and programs. This service addresses preparation, approval, maintenance and coordination of local authority emergency plans and programs required by the province.	A.11.5.a Incident Command Post (ICP)	Coordinate effective response and recovery outside of normal operations. Emergency Management legislation identifies training requirements needed for staff to participate in the ICP.	Once it is determined that the ICP is needed, the setup begins within an hour. Compliance with provincial Emergency Management legislation and regulations.

Services	Description	Sub-Services	Description	Level of Service
		A.11.5.b Emergency Management Planning	The Town of Okotoks municipal Community Emergency Management Program (CEMP) provides a framework for how the Town conducts its comprehensive Emergency Management program. Planning involves: Hazard, Risk and Vulnerability Assessment; Incident Command Post Plan; Training and Exercise Plans; Emergency Social Services Plan; Emergency Preparedness Plans; Crisis Communication Plan; and Flood Action Plan etc.	The Town of Okotoks' CEMP is reviewed and approved annually or after activations to ensure compliance with provincial Emergency Management legislation and regulations.
		A.11.5.c Emergency Management Public Education and Preparedness	Education and awareness are provided to residents for both preparing for and recovering from a disaster.	Online resources and information sessions on Emergency Preparedness and recovery are provided for residents before and after disasters. Once a year an Emergency Preparedness Open House is provided.
A.11.6 Policing	Response by RCMP and Municipal Enforcement as an integrated policing service with a model that focuses on public safety, community relationships and community wellness.	A.11.6.a Municipal Enforcement Dispatch	Receive and evaluate calls for bylaw and traffic safety.	Third party contracted service available 24/7/365.

Services	Description	Sub-Services	Description	Level of Service
		A.11.6.b Policing Support	Services provided to the public such as responding to general inquiries, filing reports, Criminal record and Vulnerable Sector checks, collision reporting, fine payments, parking ticket processing/inquiries.	<p>Inquiries and requests received in-person, phone, or by email. The Municipal complaint line is a contracted call-in service provided 24/7/365.</p> <p>Criminal Record and Vulnerable Sector checks for local residents (Okotoks and De Winton).</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw, Municipal Police Services Agreement between the Town Okotoks and Public Safety Canada and provincial and federal regulatory/legislative standards.</p>
		A.11.6.c Bylaw Compliance	Responding to public complaints and enforcing Municipal Bylaws including but not limited to community standards and animal safety. Also provide call response and enforcement of select Provincial Statutes including but not limited to Traffic Safety Act, Trespass to Premises Act, Dangerous Dog, etc.	<p>Hours of Service Mon - Thursday: 7 a.m. to 10 a.m. Friday - Saturday: 9 a.m. to Midnight Sunday: 9 a.m. to 9 p.m.</p> <p>Calls for service are prioritized as available resources allow.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative standards.</p>
		A.11.6.d Community Peace Officer - Traffic Safety Services	Community Peace Officers provide traffic enforcement including but not limited to speeding, distracted driving, and seatbelt offenses and sections of the Alberta Gaming, Liquor and Cannabis Act.	<p>Hours of Service Mon - Thursday: 7 a.m. to 10 a.m. Friday - Saturday: 9 a.m. to Midnight Sunday: 9 a.m. to 9 p.m.</p> <p>Calls for service are prioritized as available resources allow.</p> <p>Compliance with provincial and federal regulatory/legislative standards.</p>
		A.11.6.e Youth Centre Supports	Support a safe and active recreation centre.	<p>One dedicated officer during Okotoks Recreation Centre weekend hours as outlined below.</p> <p>Compliance with Okotoks Open Spaces and Rec Facilities bylaw.</p>

Services	Description	Sub-Services	Description	Level of Service
		A.11.6.f Community Relations - Municipal Enforcement	Foster a culture of safety and collaboration through active participation with the community.	Participation at community events such as the Okotoks Soap Box Derby, positive ticketing and charity check stop.
		A.11.6.g RCMP Police Services	As per the Municipal Police Service Agreement (MPSA), the RCMP provides services necessary to preserve the peace, protect life and property, prevent crime and offences against the laws of Canada and Alberta. The RCMP determines appropriate policing responses in accordance with the MPSA. Various RCMP units are included in this service such as community policing and victim services, crime reduction, general duty policing, traffic enforcement, and general investigation.	Ad hoc issues management with the Foothills school division on school safety initiatives. Availability 24/7/365.
A.11.7 Law Enforcement Training	Services to support people starting a career in law enforcement.	A.11.7.a Physical Ability Requirement Evaluation (PARE) Testing	Provide PARE testing to meet the physical demands of law enforcement promoting a culture of fitness and wellness within law enforcement agencies.	Testing is provided monthly. Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial standards.
		A.11.7.b Municipal Enforcement Practicum Students	Municipal Enforcement provides students with the opportunity to apply learnings from the Criminal Justice Degree program to municipal bylaws and build experience towards a career in law enforcement.	During the four-month practicum, students work alongside peace officers to educate and enforce bylaws, preserve and maintain public peace and support community safety activities.

Services	Description	Sub-Services	Description	Level of Service
A.11.8 Traffic Management	Review traffic concerns, perform inspections, set up and evaluate traffic count data, determine eligibility and produce options. Includes management of traffic signals and systems, traffic signs and markings to support safe and efficient integrated transportation.	N/A	N/A	Concerns received through Engineering, Okotoks Municipal Enforcement and Transportation are reviewed and addressed on a priority basis. Emergency issues are the top priority for public safety. Compliance with Okotoks Fees, Rates and Charges Bylaw.
Sub - Programs				
A.12 Community Events				
A.12.1 Town Delivered Events	The coordination and delivery of events to the community.	A.12.1.a Town Delivered Events - Street Activation & Community Building	Designed and hosted to provide maximum access for local businesses, service providers, residents, and visitors depending on the event. Events include Okotoks Parade, Children's Festival, Spring into Summerfest, Canada Day, Taste of Okotoks, Summer Roundup, Alberta Culture Days, Light Up Okotoks.	Participation is supported by the Town of Okotoks for low cost - no cost. Compliance with Okotoks Fees, Rates and Charges Bylaw.
A.12.2 Community Event Support	Advice and support provided to community groups hosting public events.	A.12.2.a Events Liaison	Support to third party organizers with event administration/application. Advise event organizers regarding available civic support and requirements. Annual Events such as Show and Shine, Pride, the Rolling Barrage, etc.	Formal approval is granted to the event organizer through the Special Permit application process. Support and service is dependent on location and availability of Town support, taking into consideration other competing priorities. Provide event organizers with the opportunity to list events on various Town communication mediums.

Services	Description	Sub-Services	Description	Level of Service
		A.12.2.b Event Supports	Provision of logistical support and resources to community organized events. Provide support as required for event locations and layouts, road closures, emergency management plan development, ticketing, access to town resources, etc.	Support and service is dependent on location and availability of Town support, taking into consideration other competing priorities.
Programs				
B. Sustainable Okotoks				
Sub - Programs				
B.1 Environmental Protection				
B.1.1 Tree Planting and Maintenance	Maintenance of tree canopy, including tree planting, maintenance and inspections.	B.1.1.a Tree Planting	Plant trees to ensure the health of the urban forest.	Use design standards for planting including planting practices and acceptable species. Maintain the Tree Canopy at 6%.
		B.1.1.b Tree Care and Maintenance (Urban Forest)	Routine maintenance to ensure the health of the urban forest.	Parks, open spaces and boulevard trees are inspected and pruned for tree health and encroachments blocking signage and sidewalks for safety. Tree inspections are conducted cyclically based on priorities as per Okotoks Asset Management Policy.
		B.1.1.c Tree Care and Maintenance (Natural Areas)	Routine maintenance to ensure the health of the natural forest.	Trees in natural and naturalized areas are not pruned for structure or pest and disease management. Clearance for trail system and open space is maintained with public safety being the primary concern. Wildlife trees are retained where practical. Tree inspections are conducted cyclically based on priorities as per Okotoks Asset Management Policy.

Services	Description	Sub-Services	Description	Level of Service
B.1.2 Vegetation and Pest Control	Maintenance of healthy turf and urban forests and public safety.	N/A	N/A	<p>Remove or control of vegetation and pests as governed by legislation and as outlined in the Town's Integrated Pest Management Plan and Traditional Knowledge and Land Use Assessment Report.</p> <p>Compliance with provincial and federal legislative/regulatory standards. Note: The Town has the right, but not the obligation, to control additional invasive species not required for control by the Alberta Weed Control Act & Regulation.</p> <p>Thresholds for Broadleaf Weed Control: Parks, Pathways and Roadways - 15% - Mowed park areas, parkways, pathway connectors, boulevards and medians, except within 15m of playgrounds.</p> <p>Sports Fields - 5% - Includes irrigated and non-irrigated ball diamonds and rectangular fields.</p> <p>Commercial Sites - 5% - Town owned and operated building sites not associated with designated parks.</p> <p>School Grounds - 15% - The Town may contribute to integrated pest management measures on School Reserve (SR) and Municipal School Reserve (MSR).</p> <p>Industrial Areas - 15% - Town owned parking lots and storage compounds.</p> <p>Undeveloped - 15% - Lands that may come under Town ownership.</p> <p>Non-manicured areas - Control noxious and prohibited noxious weeds - Roadsides, boulevards, medians, and some steep slopes that don't receive regular mowing.</p> <p>Natural Areas - Control noxious and prohibited noxious weeds - Riverbanks, gullies, escarpments, islands, and wetlands that don't receive regular mowing.</p>

Services	Description	Sub-Services	Description	Level of Service
B.1.3 Decommissioned Site Management	Post closure care of decommissioned sites that includes monitoring and addressing any regulatory or environmental issues that may arise. This service manages decommissioned sites such as landfills and brownfields.	N/A	N/A	Compliance with Alberta Environmental Protection and Enhancement Act and all related provincial and federal legislation and requirements.
B.1.4 Release Reporting and Response	Direct release or spill response, support and reporting and maintenance of the spills and release database. The service includes corporate wide environmental risk and opportunities assessment and management in addition to on-scene spill response and mitigation of hazardous materials.	B.1.4.a Release Reporting	Reporting all environmental releases to the provincial regulatory authorities.	All releases and spills are reported and documented immediately upon discovery. Report all releases as required by the Environmental Protection and Enhancement Act (2000). Comply with any additional reporting requirements that may be requested by the province.
		B.1.4.b Release Response Management	Activities required to respond to an environmental release. Collaborate with Fire Services or Utilities depending on nature of release. Procure third-party contractor(s) should the release response require specialized materials or support.	Immediately respond to environmental releases upon notification or discovery and engage Town supports or Contractor depending on the nature of the release. Compliance with Alberta Environmental Protection and Enhancement Act and all related provincial and federal legislation and requirements.
Sub - Programs				
B.2 Environmental Stewardship				
B.2.1 Environmental Awareness	Provision of public education campaigns and programs to support conservation of environment.	B.2.1.a Environmental Activities	Annual activities and events designed to encourage community involvement in environmental protection and conservation.	Deliver or support activities and events encouraging community involvement including Repair Cafes four times a year, Okotoks Clean Up annually and several swap events to support the circular economy.

Services	Description	Sub-Services	Description	Level of Service
		B.2.1.b Education and Outreach	Environmental resources, information, and learning opportunities shared with the public. Attend events to provide information about and promotion of waste and recycling services and other areas including water, biodiversity, energy.	<p>Deliver or support activities and programs that encourage community involvement. Examples include - Nature Friday and school programs. Presentations and tours of the Eco Centre are provided to schools, residents and interest groups on enhanced waste management practices.</p> <p>Special emphasis is given each summer to water conservation and helping the community reduce water consumption to stay within outdoor water use targets set by the Town.</p> <p>Attendance at Town delivered events such as a bike valet available at: Okotoks Parade, Spring into Summer, Canada Day, Taste of Okotoks, Summer Round Up.</p>
		B.1.1.c Environmental Resources	Environmental resources shared with the public.	Do-It-Yourself Home Energy Audit Kits and radon monitors are loaned out for one week to Okotoks Residents and Businesses. Various publications are produced and provided on a yearly basis to educate and encourage community involvement.
		B.1.1.d Presentations/ Speaking Engagements	Provide presentations to external organizations to share information about Okotoks' successes in environmental initiatives and programs.	Provided upon request.
B.2.2 Environmental Strategy, Planning and Policies	The curation of environmental data and consultation to help inform the development of strategies, plans, and policies related to environmental stewardship.	B.2.2.a Environmental Data	Curation and provision of environmental data for decision-making.	Data is updated annually or as needed and shared annually through a Council report.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs B.3 Waste Management				
B.3.1 Solid Waste Collection	Collection, processing and disposal of garbage, organic waste and recyclable material for residents and Town facilities.	B.3.1.a Curbside Garbage Collection & Disposal	Curbside collection and disposal of landfill material for Okotoks residents and Town facilities.	<p>Residents are provided with one Town-owned waste cart 240L. An official Town excess garbage bag is available for any occasional excess.</p> <p>Additional garbage carts may be requested by multi-family residential and households with legal secondary suites.</p> <p>Garbage Carts are picked up bi-weekly.</p> <p>Compliance with Okotoks Waste Management Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.</p>
		B.3.1.b Curbside Organic Collection & Processing	Collection and processing of organic waste for residents and Town facilities.	<p>Residents are provided with one Town-owned organic cart.</p> <p>Collection of organic carts:</p> <ul style="list-style-type: none"> • April to October - weekly • November to March - every two weeks <p>Compliance with Okotoks Waste Management Bylaw, Okotoks Utility Policy, Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative requirements.</p>
		B.3.1.c Recycling Collection	Collection of recyclable material for residents, and Town facilities.	<p>Residents are provided with one Town-owned 240L recycling cart.</p> <p>Carts are picked up weekly from residences and Town facilities. Multi-family buildings pick-up available at some locations (service level in development).</p> <p>Compliance with Okotoks Waste Management Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.</p>

Services	Description	Sub-Services	Description	Level of Service
		B.3.1.d Recycling Depot	A centralized site where residents can bring recycling, hazardous waste and electronics for proper disposal.	The Eco Centre is a staffed depot. Hours of Operation as outlined below. Compliance with Okotoks Waste Management Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.
		B.3.1.e General Waste Collection	Collection of waste from manicured parks and open spaces (including civic buildings and boulevards), and sport fields.	Manicured parks and open spaces - Litter picking and single stream waste bins collected up to 18 times per year. Sports Fields: single stream waste bin collected up to 27 times per year. Beverage recycling bins provided in select locations.
				Organized two months a year; spring and fall for residents to pick up for household use.
B.3.2 Solid Waste Programming	Targeted annual or seasonal community events designed to encourage appropriate disposal of solid waste.	B.3.2.a Compost Giveaway	Compost distributed to residents for household use.	
		B.3.2.b Christmas Tree Drop Off	Real Christmas tree drop-off for use at the landfill as amendment in their composting process.	Provide drop-off locations for real Christmas trees and chip at drop-off sites annually.
		B.3.2.c Reduction of Solid Waste Generation	Provide an environment to improve waste diversion efforts.	Audit of waste carts regularly scheduled. Compliance with Okotoks Waste Management Bylaw and provincial and federal regulatory/legislative requirements.
B.3.3 Regional Solid Waste Collection	Collection, processing and disposal of garbage, organic waste and recyclable material for residents and Town facilities.	B.3.3.a Regional Curbside Garbage Collection & Disposal	Curbside collection, processing and disposal of landfill material for Diamond Valley.	As per contract. Compliance with provincial and federal regulatory/legislative requirements.
		B.3.3.b Curbside Organic Collection	Collection, processing and disposal of organic waste for Diamond Valley.	As per contract. Compliance with provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
		B.3.3.c Curbside Recycling Collection	Collection and disposal of recyclable material for Diamond Valley.	As per contract. Compliance with provincial and federal regulatory/legislative requirements.
Sub - Programs B.4 Water Services				
B.4.1 Meter Operations	Operation and maintenance of Town utility water meters.	N/A	N/A	<p>Standard meter readings are done automatically through a 'remote reading device' and reflect real-time water consumption. Residents can access their consumption information through the online customer water portal. Upon request, a manual meter reading service is provided.</p> <p>New customer meters are installed upon request.</p> <p>Compliance with Okotoks Water Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy and provincial and federal regulatory/legislative requirements.</p>
B.4.2 Utility Locates	Location and marking of underground Water, Sanitary and Storm Utilities.	N/A	N/A	<p>Marking locations of underground Town-owned utility infrastructure as requested through the Alberta One Call system and requirements.</p> <p>Emergency locate requests are given priority.</p>
B.4.3 Water Supply, Treatment and Distribution	Supply, operation and maintenance of the treatment and distribution of drinking water within the Town of Okotoks.	B.4.3.a Potable Water	Provide safe and reliable access to potable water to all residents and businesses connected to the water distribution system.	<p>Annual water usage report to Council including seasonal and annual trends.</p> <p>Potable water is provided 24/7/365 for essential use to all residents and businesses who are connected to a Town water service.</p> <p>Potable water is provided for non-essential use in accordance with water conservation stages as outlined in the Okotoks Water Bylaw.</p> <p>Compliance with Okotoks Water Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.</p>

Services	Description	Sub-Services	Description	Level of Service
		B.4.3.b Non-potable Bulk Water	Supply, operation and maintenance of non-potable bulk water stations to commercial and industrial customers for non-potable irrigation & construction needs.	Non-Potable bulk water is provided to account holders. New account holders must be Industrial or Commercial users within Town limits. Compliance with Okotoks Water Bylaw, Fees, Rates and Charges Bylaw, Okotoks Utility Policy, Okotoks and provincial and federal regulatory/legislative requirements.
		B.4.3.c Potable Water Treatment	Treatment of water to remove impurities and make the water safe for human consumption before being distributed to the client.	Testing of water completed as mandated through Alberta Environment & Protected Areas (AEPA). 7,156 water quality tests are completed annually as per AEPA approval to operate. Compliance with Okotoks Water Management Bylaw, Okotoks Utility Policy, Okotoks and provincial and federal regulatory/legislative requirements.
B.4.4 Stormwater Drainage Service	Stormwater Drainage manages the flow of rainfall, snowfall and surface water runoff from properties and roadways through the Town of Okotoks to mitigate the possibility of flooding, erosion, property damage and other unintended impacts.	B.4.4.a Stormwater Diversion	Respond to and mitigate the impact of stormwater after a weather event.	Provide service to customers connected to the stormwater drainage system 24/7/365. Compliance with Okotoks Storm Drainage Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.
B.4.5 Wastewater Collection and Treatment	Wastewater Collection and Treatment provides safe and effective collection, treatment and disposal of wastewater from all properties within the Town of Okotoks that are connected to the municipal wastewater system.	B.4.5.a Wastewater Collection	Provide a reliable wastewater conveyance service through the operation and maintenance of underground collection systems.	Provide 24/7/365 service to customers connected to the wastewater collection system. Compliance with Okotoks Sanitary Sewer Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
		B.4.5.b Wastewater Treatment	Treatment of wastewater collected before being discharged to the receiving environment.	<p>Testing of wastewater completed as mandated through Alberta Environment & Protected Areas (AEPA). 2,454 wastewater quality tests are completed annually as per AEPA approval to operate.</p> <p>Compliance with Okotoks Sanitary Sewer Bylaw, Okotoks Utility Policy, and provincial and federal regulatory/legislative requirements.</p>
Sub - Programs				
B.5 Land Use Planning and Development				
B.5.1 Current Planning - Application Processing	Processing and coordination of the approval of statutory plans and amendments, and development, subdivision and condominium applications.	B.5.1.a Development Permit Application Review	The review and processing of development applications as per the Alberta Municipal Government Act (MGA).	<p>Respond to applicants within 20 days to verify the completeness of the application or with agreed upon extensions as per the MGA.</p> <p>Applications processing time is 40 days following the formal acceptance of the application or with agreed upon extensions as per the MGA.</p> <p>Compliance with Okotoks Land Use Bylaw, the Alberta Municipal Government Act and all other related provincial and federal regulatory/legislative standards.</p>
		B.5.1.b Compliance Certificate Applications	The review and processing of compliance certificate applications.	Compliance with the Okotoks Fees, Rates and Charges, and Land Use Bylaws, Okotoks Encroachment Policy and all other related provincial and federal regulatory/legislative standards.
		B.5.1.c Subdivision Applications	The review and processing of subdivision applications as per the Alberta Municipal Government Act (MGA).	<p>Respond to applicants within 20 days to verify the completeness of the application or with agreed upon extensions as per the MGA.</p> <p>A decision on a subdivision is made within 60 days or with agreed upon extensions as per the MGA.</p> <p>Compliance with the Okotoks Fees, Rates and Charges, and Land Use Bylaws and the Alberta Municipal Government Act and all other related provincial and federal regulatory/legislative standards.</p>

Services	Description	Sub-Services	Description	Level of Service
		B.5.1.d Condominium Certificates	The review and processing of condominium certificate applications as per the Alberta Municipal Government Act (MGA).	Compliance with the Okotoks Fees, Rates and Charges, and Land Use Bylaws, the MGA and Condominium Property Act and all other related provincial and federal regulatory/legislative standards.
		B.5.1.e Land Use Bylaw Amendments	The review and processing of applications for changes to the Land Use Bylaw.	Compliance with the Okotoks Land Use Bylaw, Okotoks statutory plans and the Alberta Municipal Government Act and all other related provincial and federal regulatory/legislative standards.
		B.5.1.f Statutory Plan Amendments	The review and processing of applications for changes to Statutory Plans including Area Structure Plans and Neighbourhood Area Structure Plans, and the Municipal Development Plan.	Compliance with Okotoks statutory plans, Calgary Region Metropolitan Board (CMRB) Regional Growth Plan and the Alberta Municipal Government Act and all other related provincial and federal regulatory/legislative standards.
		B.5.1.g Telecommunication Towers - reviewing and issuing concurrence and non-concurrence	Provide a letter of concurrence and non-concurrence based on the application process that is required by Okotoks Telecommunication Antenna Structures Siting Protocols.	Compliance with Okotoks Telecommunication Antenna Structures Siting Protocols and the Innovation, Science and Economic Development (ISED) Canada under the Radio Communication Act.
		B.5.1.h Permanent Road Closure	Review and process applications for permanent road closures.	Compliance with Okotoks Disposal of Roadway, PUL Lots and Walkways Policy, and the Municipal Government Act and all related regulations.
		B.5.1.i Reserve Land Disposal	Review and process applications for disposal of municipal, school or community reserves, or a combination of.	Compliance with Municipal Government Act and all related regulations.

Services	Description	Sub-Services	Description	Level of Service
		B.5.1.j Assignment and Changes to Addressing	Assignment of addresses for properties in Okotoks.	<p>A property owner can apply to have their address changed. If the Town determines the change can be accommodated without violating sequence or parity, the change is permitted.</p> <p>Compliance with Okotoks Naming of Roadways, Parks, Neighbourhoods and Facilities Policy, Okotoks Assigning or Revising Addresses for Parcels and Structures Policy, Okotoks Addressing Bylaw and the Municipal Government Act and all related regulations.</p>
		B.5.1.k Technical Reviews	Review drawings of related infrastructure required to service lands in subdivisions.	Review and provide comments back to the applicant within six to eight weeks subject to complexity and volume of requests.
		B.5.1.l Development and Site Servicing Plans	Processing and coordination of Development Site Servicing Plans and supporting technical information.	Review and provide comments back to the applicant within four to six weeks subject to complexity and volume of requests.
		B.5.1.m On-Street Construction Applications	Review and provide approval of on-street construction and associated traffic accommodation plans.	Review and provide comments back to the applicant within one to two weeks subject to complexity and volume of requests.
		B.5.1.n Water Allocation System	Manage the water allocation system including issuing of the Water Verification and Assignment Process Certificates.	Compliance with the Okotoks Water Allocation Policy and Administrative Guidelines and the Okotoks Fees, Rates and Charges Bylaw.
		B.5.1.o Shallow Utility Line Assignment	Review and approve applications for installation of shallow utilities.	Review and provide comments back to the applicant within four weeks subject to complexity and volume of requests.
B.5.2 Development Permit Inspections	Review and inspect developer infrastructure as per approved Development Agreements and engineering standards.	N/A	N/A	An inspection will be scheduled upon request subject to the terms of the Development Agreement.

Services	Description	Sub-Services	Description	Level of Service
B.5.3 Lot Grading Certificates	Review and approval of lot grading certificates.	N/A	N/A	Compliance with Grading and Landscaping Bylaw.
B.5.4 Long Range Land Use Planning	Management of long-range land use plans such as the Municipal Development Plan (MDP), statutory and regulatory planning.	B.5.4.a Development, Management and Implementation of Long-Range Statutory Plans	Planning for future municipal growth. This work includes long range planning, statutory and regulatory planning, creation and management of guidelines and procedures, infill planning, etc.	Plans, policies and strategies are reviewed as set out in each plan, policy or strategy or as required. Compliance with provincial and federal regulatory/legislative standards.
B.5.5 Business Licensing	Processing of business licence applications and provision of industry specific requirements and regulations for businesses looking to operate in Okotoks.	B.5.5.a Business Licence Issuance	Inform applicants of the required municipal approvals for a business to legally operate. This includes informing and assisting businesses in applying for required permits and licences, directing them to other resources/services when applicable, processing applications/renewals and issuing business licences.	January 1, 2025 – Acknowledge submission of business licence application in one business day. Compliance with Okotoks Business Licensing Bylaw. Further service levels are under review with the new process implementation in 2025.
		B.5.5.b Business Licensing Bylaw Stewardship	Research and monitor new industry trends and business innovations. Recommend bylaw/policy updates to address new issues arising from new trends/innovations. Inform relevant parties of new bylaw/policy updates.	Bylaw reviewed as required.
B.5.6 Compliance and Complaint Investigations	Respond to, investigate, and follow up with complaints regarding activity that does not comply with the Business Licence and Land Use Bylaws.	B.5.6.a Business Licensing Compliance	Respond to, investigate, and follow up with complaints regarding business activity that does not comply with the Business Licence Bylaw.	Determine response and escalate as required. Compliance with Okotoks Business Licensing Bylaw.

Services	Description	Sub-Services	Description	Level of Service
		B.5.6.b Land Use Bylaw Compliance	Respond to, investigate, and follow up with complaints regarding activity that does not comply with the Land Use Bylaw.	Determine response and escalate as required. Compliance with Okotoks Land Use Bylaw.
B.5.7 Intermunicipal and Regional Relations	Consultation, coordination, and collaboration with regional partners.	B.5.7.a Intermunicipal and Regional Planning	Regular coordination, collaboration, and consultation with the Calgary Metropolitan Region Board (CMRB) related to regional economic development and planning initiatives.	Attend CMRB Meetings including working groups. Participation as required within the timelines provided. Review and respond to regional Intermunicipal circulations within the required timelines. Provide updates and information to Council as required. Complete required studies and planning documents in alignment with CMRB Growth Plan deadlines such as joint area planning. Compliance with the CMRB Growth Plan.
Sub - Programs				
B.5 Infrastructure Planning				
B.6.1 Off-Site Levy Program	Administration of off-site levy policy on all development and planning applications including calculation of levies.	B.6.1.a Off-site Levy Program Administration	Administration of off-site levy bylaw on all development and planning applications including calculation of levies and providing an annual report.	Compliance with Okotoks Off-Site Levy Bylaw.
		B.6.1.b Off-site Levy Bylaw Update	Updates to the Offsite Levy Bylaw such as calculation of new levies and any changes to off-site levy requirements.	Update frequency as required by the Okotoks Off-Site Levy Bylaw.
Programs				
C. Economic Development				
Sub - Programs				
C.1 Economic Development				

Services	Description	Sub-Services	Description	Level of Service
C.1.1 Economic and Market Data	Curation and provision of local economic and market data for business decision-making.	N/A	N/A	Data is shared regularly on the Town website, through the business newsletter, in public presentations, and directly with businesses.
Sub - Programs				
C.2 Business Retention and Expansion				
C.2.1 Business Support Programs	<p>Offer programs that support business growth, provide business revitalization within key business districts such as the downtown and recognize Okotoks business achievements.</p> <p>This includes encouraging and driving local business tourism efforts through the creation of local shopping campaigns and providing a reliable source of information to visitors and residents.</p>	N/A	N/A	<p>Shop local marketing campaigns are conducted annually.</p> <p>Okotoks Visitor Guide and Destination Okotoks website updated as required.</p> <p>Advertise throughout the year through various mediums, (newspaper, external tourism websites and publications)</p>

Services	Description	Sub-Services	Description	Level of Service
C.2.2 One on One Business Support	<p>Provide direct contact to help businesses navigate challenges that come with starting a new business, relocating or expanding their business in Okotoks.</p> <p>Develop, manage and maintain relationships with local businesses through formal and informal liaising opportunities.</p>	N/A	N/A	Response times may vary due to the complexity of the request or the volume of requests.
C.2.3 Business Education and Information Sharing	Offer timely and valuable information and learning opportunities that strengthen and support the growth of local businesses such as referrals and connections.	N/A	N/A	Offer a monthly newsletter to the business community.
C.2.4 Business Supports	Offer timely and valuable information and learning opportunities that strengthen and support the growth of local businesses such as referrals and connections.	N/A	N/A	Offer a monthly newsletter to the business community.
Sub - Programs				
C.3 Investment and Attraction				
C.3.1 Economic Opportunities	Provide assistance to external economic opportunities to promote the Town of Okotoks and local business.	C.3.1.a Film Permitting	Facilitation of film permits for filming in Town streets, recreational and cultural spaces.	Response and level of support are dependent on the type of request, complexity of work and requested timelines.

Services	Description	Sub-Services	Description	Level of Service
		C.3.1.b Government Referred Economic Opportunities	Review viability of government referred economic opportunities with potential private partners and internal business areas and complete an application if required.	Respond to opportunities within required timelines.
		C.3.1.c Investment Opportunities	Liaison between developers, realtors, investors and other interested parties to identify new opportunities.	Represent the Town at regular association meetings such as the Okotoks Chamber of Commerce, and public events such as Small Business Month. Attend trade shows or conferences as deemed necessary. Response times may vary due to the complexity of the opportunity.
C.3.2 Investment and Attraction Facilitation	Assist new businesses, developers, and investors in navigating the Town's regulatory processes, including facilitation of meetings, problem solving, and interpretation of statutory documents and Town guidelines.	N/A	N/A	Doing Business in Okotoks publication available online and print copies available throughout the community and the Municipal Centre. Host or facilitate meetings between internal Town staff and prospective businesses/developers as required.

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

Programs
D. Integrated and Accessible Transportation

Sub – Programs
D.1 Public Transportation

Services	Description	Sub-Services	Description	Level of Service
D.1.1 Transit	Provision of convenient, affordable and effective public transit services within Okotoks	D.1.1.a On-Demand Transit	Direct door-to-door pick up and drop off service to all destinations within Okotoks.	<p>Vehicles owned by the Town, Service provided by a contracted third party.</p> <p>Only available within the developed Okotoks boundary. Operating Hours: Monday - Friday 5:30 am - 11:30 pm, Saturday, Sunday & holidays 6:00 am - 11:30 pm. Cashless system. Riders can create accounts, book trips, bike racks and purchase bulk ride credits in advance using the Okotoks Transit application. All owned vehicles are wheelchair accessible.</p> <p>Books of ten paper tickets are available at the following locations only: Okotoks Municipal & Recreation Centres, Medicine Shoppe, Save-On-Foods, Safeway and Sobeys using cash, debit, or credit cards. Domestic animals are permitted on vehicles either on-leash or in a travel kennel and must be under the care and control of the owner.</p> <p>Compliance with Okotoks Fees, Rates and Charges Bylaw and provincial and federal regulatory/legislative standards.</p>
		D.1.1.b Public Transit Inquiries and Assistance	Providing information and resources related to transit including general inquiries and lost and found.	Contracted service through a third party. Operating Hours: Monday - Friday 5:30 am - 11:30 pm, Saturday, Sunday & holidays 6:00 am - 11:30 pm.
D.1.2 Shared Micromobility - E-scooters	Provision of convenient, affordable and effective e-scooters within Okotoks to encourage people to walk more often and reduce impact on the environment. They bridge gaps in travel that personal vehicles, transit, or infrastructure may not cover.	N/A	N/A	<p>Contracted service through a third party available within the developed Okotoks boundary.</p> <p>A typical e-Scooter season runs from April to October, weather permitting. Cashless system. Riders can create accounts and book trips.</p>

Sub – Programs

D.2. Snow Clearing and Ice Control

Services	Description	Sub-Services	Description	Level of Service
D.2.1 Snow Clearing and Ice Control	Snow clearing and ice control of Town priority one pedestrian crossings, parking lots, roads, pathways and sidewalks. Except for emergency conditions, snow and ice control operations may be modified or adjusted when the daily high temperature including wind chill factor is lower than minus thirty-five degrees Celsius (35°C). When storms are continuous or follow closely one after the other, operations will be repeated or continued on the highest priority until completed before moving on to the next priority route. The snow and ice control program will “reset” when continuous snow events are experienced.	D.2.1.a Priority 1: Arterial Roads and Downtown	<p>Snow and ice control of major roadways that expedite the movement of vehicles between communities and major destinations, carries the highest traffic volume, and serves as essential to providing access to neighbourhood entrances.</p> <p>Downtown includes Elizabeth Street, McRae Street, and North Railway Street between Northridge Drive and Lineham Avenue and Veterans Way between South Railway Street and Mountain Street. See the Okotoks Snow Clearing Routes map on the Town Website for details.</p>	<p>Sanding operations shall commence within four (4) hours when snowfall accumulation under approximately 4cm has occurred.</p> <p>Snow clearing will commence within four (4) hours when approximately 4cm or more has accumulated.</p> <p>Snow removal may be initiated when compacted snow on the road is sufficient to impede the flow of traffic, causes drainage concerns, or when windrows along the side of the road become excessive as determined by the Chief Administrative Officer.</p> <p>Once snow clearing / plowing of Priority 1 routes commences, all routes within this category within twenty-four (24) hours after the snow event has ceased shall be cleared of snow and ice generally from the edge of road to edge of road (curb to curb) or around parked vehicles and other objects to ensure that the largest extent of the road has been reasonably cleared.</p> <p>Additional snow clearing (widening) along these routes may occur once all other priority and secondary routes have received an initial snow clearing response.</p> <p>This service level and associated Snow Clearing Routes map located on the Town website are reviewed annually.</p>

Services	Description	Sub-Services	Description	Level of Service
		D.2.1.b Priority 2: Collector Roads	Snow and ice control on roadways that connect local streets to arterial roads; carry moderate volumes of traffic; this type of roadway carries vehicles between arterial and residential roadways. See the Okotoks Snow Clearing Routes map on the Town Website for details.	<p>Sanding operations shall commence within twenty-four (24) hours when snowfall accumulation under approximately 4cm has occurred.</p> <p>Snow clearing will commence within twenty-four (24) hours when approximately 4cm or more has accumulated.</p> <p>Snow removal may be initiated when compacted snow on the road is sufficient to impede the flow of traffic, causes drainage concerns, or when windrows along the side of the road become excessive as determined by the Chief Administrative Officer.</p> <p>Once snow clearing / plowing of Priority 2 routes commences, all routes within this category within forty-eight (48) hours after the snow event has ceased shall be cleared of snow and ice generally from the edge of road to edge of road (curb to curb) or around parked vehicles and other objects to ensure that the largest extent of the road is reasonably cleared.</p> <p>This service level and associated Snow Clearing Routes map located on the Town website are reviewed annually.</p>
		D.2.1.c Priority 3: Residential Roads and Alleys	Snow and ice control of undivided roadways that provide direct access and collect traffic from abutting residential properties and distributes this traffic to collector roads. Alleys are a narrow road rights-of-way also referred to as a lane that provide access to the rear of buildings and parcels of land. See the Okotoks Snow Clearing Routes map on the Town Website for details.	<p>Snow and ice control operations are activated when the road is rendered impassable, extenuating circumstances exist, or as required.</p> <p>Routes in this category are sanded and bladed flat to minimize rutting when identified but snowpack of varying depths may be left in accordance with what is required to minimize driving difficulty and when extenuating circumstances exist.</p> <p>Snow removal and / or snow storage operations may be implemented when the road is rendered impassable, poses significant safety concerns, drainage is impacted, other extenuating circumstances as determined, or when compacted snow exceeds 25cm.</p> <p>This service level and associated Snow Clearing Routes map located on the Town website are reviewed annually.</p>

Services	Description	Sub-Services	Description	Level of Service
		D.2.1.d Sidewalk and Primary Pathway	Snow clearing on asphalt pathway or concrete walk located on or adjacent to public lands that is interconnected to the greater pathway/sidewalk system and is typically 2.5-4m in width. See Okotoks Snow Clearing Pathways & Sidewalks map for details.	<p>To facilitate active transportation, primary pathways and sidewalks are cleared once snowfall accumulation of approximately 2cm or greater has occurred and is completed within twenty-four (24) hours after the snow event has ceased.</p> <p>Pathway and sidewalk snow clearing commences as a 7-day service from November 1 through March 31, except December 25, 26 and January 1.</p> <p>Pathway sanding operations commence on an as-needed basis after snow-clearing activities are completed on normal operational weekdays.</p> <p>This service level and associated Snow Clearing Pathways & Sidewalks map located on the Town website are reviewed annually.</p>
		D.2.1.e Pedestrian Crossings	Snow clearing on concrete or asphalt sloped ramps, which enables a safe and accessible transition for pedestrians and pathway vehicles between sidewalks/pathways and a roadway.	<p>To facilitate active transportation, pedestrian crossings are cleared once snowfall accumulation of approximately 4cm or greater has occurred and is completed within twenty-four (24) hours of the completion of Priority 1: Arterial Roads and Downtown.</p> <p>Priority 1 Pedestrian Crossings snow clearing commences as a 5-day service on normal operational weekdays from November 1 through to March 31.</p> <p>Priority 1 Pedestrian Crossings will be cleared of snow to a sufficient width to accommodate crossing by people with accessibility needs (e.g., wheelchair or stroller).</p> <p>This service level and associated Priority 1 Pedestrian Crossings map located on the Town website are reviewed annually.</p>
D.2.2 Street Cleaning	Street cleaning to all paved roadways and town parking lots.	N/A	N/A	Street Cleaning to all paved roadways and town parking lots once annually to a swept standard. Higher priority locations cleaned first, in spring with additional summer and fall debris cleaning as required.

Services	Description	Sub-Services	Description	Level of Service
Programs				
E. Business and Financial Management				
Sub – Programs				
E.1 Asset Management				
E.1.1 Recreation Asset Management and Maintenance	Maintenance of the Town's recreation assets including indoor and outdoor facilities and amenities.	E.1.1.a Recreation Facility and Amenities Maintenance	Maintenance and asset renewal of recreation facilities and amenities to ensure safe, well-maintained, well-functioning facilities for residents' enjoyment.	<p>Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.</p> <p>Compliance with provincial and federal legislative/regulatory standards.</p>
E.1.2 Parks Asset Management and Maintenance	Maintenance of the Town's Park assets including healthy turf.	E.1.2.a Maintenance of Cemetery Grounds, Sport Fields, Parks and Manicured Areas	Grass cutting, fertilizing, aerating, sweeping, sports fields, parks and manicured Areas.	<p>Firebreak strips provided adjacent private property line where topography permits.</p> <p>Mowing strips along primary pathways.</p> <p>Cemetery grounds, manicured parks and open spaces (including civic buildings and boulevards adjacent public parcels) - includes regular mowing/trimming up to eighteen times per year.</p> <p>Sports Fields: Regular mowing/trimming up to twenty-seven times per year. Cutting levels at 2 1/2" length. Spring sweeping and fertilizing. Aerating, sod replacement, over seeding, verti-cutting, topdressing as needed. Standard and Premier fields are irrigated.</p>
		E.1.2.b Park Facility and Amenities Maintenance	Maintenance and upgrade asset renewal of park facilities and amenities to ensure safe, well-maintained, well-functioning facilities for residents' enjoyment.	<p>Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.</p> <p>Compliance with provincial and federal legislative/regulatory standards.</p>
E.1.3 Building Asset Management and Maintenance	Maintenance of the Town's building assets.	E.1.3.a Emergent Building Repair	Emergent repairs to provide environmentally responsible, safe and efficient building sites for client enjoyment.	<p>Emergent repairs to maintain minimum industry standards.</p> <p>Compliance with provincial and federal legislation/regulatory standards.</p>

Services	Description	Sub-Services	Description	Level of Service
		E.1.3.b Building Maintenance	Planning, budgeting and scheduling appropriate preservation and maintenance activities to meet service levels and standards. Actual materials and processes are dependent on asset type and "need".	<p>Maintenance according to manufacturer's specifications and industry standards, within approved budgets.</p> <p>Compliance with provincial and federal legislation/regulatory standards, codes & best practices.</p>
E.1.4 Transportation Network Asset Management and Maintenance	Management and stewardship of the Town's Transportation Network. This includes the establishment of strategic asset management plans, and the operational processes required to maintain existing assets.	E.1.4.a Emergent Sidewalk Repair and Maintenance	<p>Emergent repairs to provide safe surfaces for pedestrian travel.</p> <p>Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.</p>	<p>The sidewalk network is evaluated on a three-year cycle. Repair on a priority basis in accordance with Town standards, within an approved annual operating budget.</p> <p>Compliance with provincial and federal regulatory/legislative requirements.</p>
		E.1.4.b Maintenance of Bridge Structures	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	<p>Bridge structures inspections are scheduled and evaluated as per Alberta Transportation Regulations and Standards. Maintenance work is prioritized based on evaluation results.</p> <p>Compliance with provincial and federal regulatory/legislative requirements.</p>
		E.1.4.c Maintenance of Roadways	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	<p>Condition Assessment of Priority roadways is assessed on a four-year basis and an overall condition index is assigned.</p> <p>Maintenance activities are scheduled to maintain road condition and extend service life based upon priority of roadway, condition and visual inspection within the approved maintenance budget.</p>

Services	Description	Sub-Services	Description	Level of Service
		E.1.4.d Maintenance of Traffic Signs, Traffic Signals and Road Markings for Road Safety	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Annual formal inspection and repair of all traffic signals including all lights and push buttons. Ongoing condition review of traffic signs and signals for repair or replacement. Road markings are repainted on an annual basis, as required. Emergent repairs and maintenance on an as required basis.
E.1.5 Public and Permanent Art Collection	Facilitate procurement and maintenance of the Town's public and permanent art collection.	E.1.5.a Management of Public and Permanent Art Collection	Plan, commission, project manage, record, inspect, assess and maintain the Town of Okotoks public and permanent art collection.	Provide service in accordance with Alberta Museums Association and CARFAC (Canadian Artists Representation) standards.
E.1.6 Transit Fixed Asset Management and Maintenance	Maintenance and upgrade of transit fixed assets to ensure safe, well-maintained, well-functioning assets for residents' enjoyment.	N/A	N/A	Preventative maintenance and repairs as required.
E.1.7 Water Distribution System Asset Management	Management and stewardship of the Town's water supply, treatment and distribution assets.	E.1.7.a Water Source & Transmission Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of water source and transmission assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.
		E.1.7.b Water Treatment Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of water treatment assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
		E.1.7.c Water Distribution Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of water distribution assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.
E.1.8 Wastewater Collection and Treatment Asset Management	Management and stewardship of the Town's wastewater collection and treatment assets.	E.1.8.a Wastewater Collection Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of water source and transmission assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.
		E.1.8.b Wastewater Treatment Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of wastewater treatment assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.
E.1.9 Stormwater Drainage Assets	Management and stewardship of the Town's stormwater drainage assets.	E.1.9.a Stormwater Drainage Assets	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and 'need'.	Condition review completed based on asset type and criticality. Ongoing condition review of stormwater drainage assets for repair or replacement. Compliance with provincial and federal regulatory/legislative requirements.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
E.2 Business Development				
E.2.1 Fund Development	Raising funds to support the delivery of Town of Okotoks services to the community.	E.2.1.a Advertising Opportunities	Provide businesses with advertising opportunities through agreements for Town of Okotoks physical spaces.	Inventory varies based on availability and market demand and promotes the purchaser's brand, product or service. Terms and conditions are as identified in the Town of Okotoks Sponsorship and Naming Rights Policy.
		E.2.1.b Sponsorship Opportunities	Provide businesses with sponsorship opportunities through agreements for Town of Okotoks naming rights, physical spaces, programs, services and events.	Partnerships will be ongoing continuation of funds or in-kind. Inventory varies based on availability and market demand and provides opportunities for activation with specific use of branding/advertising. Opportunities will leverage the commercial benefit of a program, service, performance, event or facility. Sponsorship opportunities are available for various events. Terms and conditions are as identified in the Town of Okotoks Sponsorship and Naming Rights Policy.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
E.3 Strategic and Business Planning				
E.3.1 Corporate Alignment and Business Planning	Align the Town's short, medium and long-term efforts to the Town's Strategic Plan and Municipal Development Plan.	E.3.1.a Strategic Planning	<p>Town of Okotoks Strategic Plan is the primary directional plan that establishes Council's strategic priorities and expected outcomes. The Plan guides Town administration's corporate, business and financial planning activities.</p> <p>The Okotoks Council Strategic Plan priorities will be informed by the Town's Vision, Mission, Values, Municipal Development Plan, Long-Range Strategies, Council's knowledge of the community and community consultation through various community engagement methods.</p>	<p>Council develops the Town's four-year Strategic Plan within 13 to 15 months following the municipal election. (Example Election October 2025 the Strategy is developed January to March 2027).</p> <p>Council meets every two years to formally review progress towards the achievement of expected strategic outcomes (priorities), to discuss emergent items and re-prioritize outcomes if required.</p>
E.3.1 Corporate Alignment and Business Planning	Align the Town's short, medium and long-term efforts to the Town's Strategic Plan and Municipal Development Plan.	E.3.1.b Corporate Business Plan	Development and monitoring of a four-year plan that contains the priority initiatives the organization is working on from the Council's Strategic Plan, the Municipal Development Plan, internal long term and medium plans, and organizational improvement initiatives.	<p>The Corporate Business Plan is a rolling four-year plan that is updated annually or as required.</p> <p>It is posted on the Town website within one week of Council approval.</p>

Services	Description	Sub-Services	Description	Level of Service
		E.3.1.c Non-Statutory Plans	Development, management and implementation of medium and long-range plans such as master plans, technical service plans, strategies, frameworks and Business Centre Plans. This includes development of studies as needed. Examples include the Sanitary Servicing Master Plan, Environmental Master Plan and the Recreation, Parks and Leisure Master Plan.	Plans, strategies and frameworks are reviewed as required. Where applicable progress reporting is completed through the Corporate Progress Report biannually.
E.3.2 Inter-governmental Relations and Advocacy	Administrative liaise with other orders of government, other municipalities, and municipal partners to promote and progress the Town's advocacy strategy and priorities.	N/A	N/A	Items are addressed on a priority and impact basis. Quarterly Okotoks/Foothills County Intermunicipal committee meetings with representatives from Town of Okotoks and Foothills County. Attendance at Alberta Municipalities and other municipal partnership committees as required. Compliance with Okotoks Mayor and Deputy Mayor's Roles Policy GP-B-2.1.
Sub - Programs				
E.5 Community, Business and Financial Reporting				
E.5.1 Corporate Budgeting and Reporting	Provide transparency and accountability through corporate budgeting and reporting to Council and the community. It also helps monitor and report on results against plans, including strategic plans, long-term plans, business centre plans and budgets.	E.5.1.a Town's Annual Report	An Annual Business and Financial Report that includes progress towards the City's Strategic Plan and the City's Audited Financials, in accordance with the Government Finance Officer Association (GFOA) criteria and timelines.	Audited financial statements are provided annually by an external auditor. The Town's Annual Report is available online by June 30th of each year. Compliance with GFOA criteria and timelines.

Services	Description	Sub-Services	Description	Level of Service
		E.5.1.b Corporate Progress Report	Provide progress and organizational performance reporting on initiatives listed in the Corporate Business Plan.	Reports are provided to Council twice a year to meet the needs for regular and formal communication. The Corporate Progress Report is posted on the Town website within one week of presenting to Council.
		E.5.1.c Town Budget	Okotoks Proposed Budget is the coordination of the operating and capital budgets and forecasts. This provides information on the Strategic Plan and MDP of the Corporation and proposed budget for the upcoming year. The report is used by Council when approving the budget.	Four-year budget with amendments annually or as required. Operating and Capital budget amendments are processed as required. Proposed budget for the next year provided in October-November to be deliberated and approved by Council by end of November. The Budget document is updated with Council's approved budget by the second week of January of the following year.
		E.5.1.d Quarterly Variance Reports	Financial Reports outline the Town's financial performance for a quarter. Corporate reports are provided to Council and Strategic Leadership Team on a quarterly basis to meet the needs of regular and formal communication.	Reports are provided within two months of the quarter being completed to Council.
Sub - Programs				
E.7 Communications				
E.7.1 External Communications and Marketing	Distribution of information externally with the intent to inform and educate the public or to promote and encourage the public to take certain action.	E.7.1.a Marketing	Create and distribute material with the intent to promote and encourage the public to purchase memberships; sign up for classes; buy tickets to shows; visit amenities; attend events; and promote the town as a place to invest, shop, live and visit.	Information will be provided through various channels including: <ul style="list-style-type: none">• Website• Social media• Publications• Advertising and Promotion• Video, Photography and Multimedia

Services	Description	Sub-Services	Description	Level of Service
		E.7.1.b Communications and Public Relations	Create and distribute information externally with the intent to inform and educate the public on various matters related to the Town's and Council's business, programs, services, projects, and amenities.	Information will be provided through various channels including: <ul style="list-style-type: none">• Website• Social Media• Publications• Advertising and Promotion• Video, Photography and Multimedia Newspaper ads - biweekly full-page Town Page ad plus business centre ads.
		E.7.1.c Media Relations	All media relations activities are arranged including management of media relations, contacts and interviews, preparation of key messages, monitoring Town related media coverage, preparation and distribution of news releases, public service announcements and media advisories and media training. Also includes acting as a media liaison of the mayor, and upon request for Council.	Media services are available 24/7/365. Provide notice to the media at least 24 hours prior to an event. For an emergent event, notice is immediate. Media inquiries are acknowledged within two hours whenever possible and always within one business day from the time of contact. Town responds to media inquiries and/or accommodates interview requests within requested or negotiated timelines. News releases are posted on the Town website and emailed to each media outlet.
Programs				
F. Local and Regional Governance				
Sub - Programs				
F.1 Local Governance				
F.1.1 Council Representation	Provide governance and financial oversight through legislated activities of Council including setting policy and priorities, and by determining appropriate service levels provided by the Town of Okotoks.	N/A	N/A	Compliance with Municipal Government Act, Okotoks Governing Principles Policy GP-A-1.0 and Okotoks Council's Roles and Responsibilities Policy GP-B-2.0.

Services	Description	Sub-Services	Description	Level of Service
Sub - Programs				
F.2 Municipal Elections and Democratic Processes				
F.2.1 Administrative Tribunals	Provision of advice regarding legislative and procedural processes and processing of required information for Subdivision and Development Appeal Board (SDAB) and Assessment Review Boards (ARB).	F.2.1.a Assessment Review Boards (Local, Composite and Preliminary)	Statutorily mandated administrative tribunals to hear appeals of tax and assessment matters.	<p>Appeals are received, and hearings are scheduled within legislated timelines. One provincially trained Legislative Affairs Officer attends all ARB hearings to facilitate the orderly flow of the hearing and provide procedural advice.</p> <p>Local appeals must be submitted 21 days (complainant), seven days (assessor), and three days (complainant) prior to the hearing. Composite appeals must be submitted 42 days (complainant), 14 days (assessor) and seven days (complainant) prior to the hearing. All proceedings are recorded. Decisions must be written and distributed within 30 days.</p>
		F.2.1.b Subdivision and Development Appeal Board	Statutorily mandated administrative tribunals to hear appeals of subdivision and development decisions of Planning and Development.	<p>Appeals are received, and hearings are scheduled within 30 days of receipt of the appeal. Applicants, appellants, business centres and Board members receive notices and agendas at least five days prior to the hearing.</p> <p>All proceedings are recorded. One provincially trained Legislative Affairs Officer attends all appeal hearings to facilitate the orderly flow of appeals and provide procedural advice.</p> <p>Decisions are provided to the parties of the appeal within 15 days of the hearing.</p>
F.2.2 Council Committees	Provision of advice regarding legislative and procedural processes for various Council committees.	F.2.2.a Governance Committees	Provision of support for the Committees as listed in the Okotoks Governance Committees of council Bylaw. Committee support includes procedural advice and other support as required.	Compliance with the Okotoks Governance Committees of Council Bylaw.
		F.2.2.b Committee Administrative Liaison	Provide administrative support to Family and Community Support Services Committee and United Way/Okotoks Partnership Committees.	Compliance with Okotoks Governance Committees of Council Bylaw.

Services	Description	Sub-Services	Description	Level of Service
		F.2.2.c Council Member(s) Appointments	The appointment of Council members to committees/boards is at the mayor's discretion.	Done annually at the organizational meeting.
		F.2.2.d Council Member(s) Appointments	The appointment of Council members to committees/boards is at the mayor's discretion.	Done annually at the organizational meeting.
		F.2.2.e Recruitment of Public Members	Council committee Nomination Panel review applications and makes recommendations to Council on who to who to who to appoint.	Advertising for the recruitment of public members is done annually or when vacancies occur. Postings are advertised for three weeks or as required. Selected candidates are interviewed and recommended to Council at a regular meeting. Letters are sent to successful and unsuccessful applicants to inform them of the decision after the Council meeting.
F.2.3 Council Meetings	Management of Council Meetings including development of agendas, drafting minutes, and circulating agenda packages, and other services as required.	F.2.3.a Council Meeting Streaming	The online streaming of all public Council and Council Committee meetings.	All Town Council meetings will be streamed live. One Legislative Officer manages this service during each meeting.
		F.2.3.b Council Meeting Management	Management of Council Meetings including development of agendas, drafting minutes, and circulating agenda packages, assignment of action items after the Council meeting, and other Services as required.	Two Legislative Affairs Officers attend all Council meetings (one for streaming of meeting management). The agenda is published the Thursday before a regular Council meeting. Provision of advice regarding legislative and procedural processes as required.
F.2.4 Municipal Elections	Organization, coordination and delivery of municipal elections.	F.2.4.a Election Voting Opportunities	Facilitate the process of collecting and counting ballots cast by eligible voting residents to determine which candidates are elected to serve as councilors or school trustees.	The general election is organized and conducted every four years as per legislation. Compliance with the Alberta Local Authorities Election Act, Municipal Government Act, School Act and Okotoks Election Procedures Bylaw.

Services	Description	Sub-Services	Description	Level of Service
		F.2.4.b Election Candidates Nominations	Management of established election standards and processes to election candidates.	<p>The general election is organized and conducted every four years as per legislation.</p> <p>Compliance with the Alberta Local Authorities Election Act, Municipal Government Act, School Act.</p> <p>Additional services provided include a candidate's information handbook, education session, daily candidate Q & A's and posting of the same to the Town website.</p>
F.2.5 Public Notices and Advertisements	Notices are developed and advertised to inform the public of hearings, meetings and workshops.	N/A	N/A	Compliance with the Alberta Municipal Government Act.
F.2.6 Municipal Census	Organization and coordination of municipal census.	N/A	N/A	<p>The Census is open for at least six weeks to allow residents time to provide information.</p> <p>Census information can be completed in person (at the door) or online. Census results are submitted to the provincial government by September 1 in the year the census was conducted.</p>
F.2.7 Community Engagement	Planning, development of methods, coordination and guidance based on the Community Engagement Strategy and Toolkit. Lead the corporate level community engagement process related to informing; gauging; and increasing awareness of residents' and business' perceptions and opinions of the community, Council priorities, Town services and budget.	F.2.7.a Community Engagement Stewardship	Stewardship of the Town's Community Engagement Practice to ensure the Town's Community Engagement Policy meets the Municipal Government Act requirements and follows the practice established by the International Association for Public Participation.	Compliance with the Okotoks' Community Engagement Policy, and Administrative Guidelines.
		F.2.7.b Budget Consultation	Community engagement conducted to inform Town budget decision-making.	<p>Provide decision-making information to create the approved budget as required.</p> <p>Results are shared with Council and available to the public within 14 days following the presentation to Council.</p>

Services	Description	Sub-Services	Description	Level of Service
		F.2.7.c Community Survey	Opportunity for households/businesses to provide their opinion, perceptions and levels of satisfaction with services, quality of life and governance tax strategies.	<p>A community survey is conducted every four years. Survey is offered online or by phone with a target of a minimum of 400 households.</p> <p>Results are shared with Council and available to the public within 14 days following the presentation to Council.</p>
		F.2.7.d Shape Our Town Okotoks	An online platform provides residents with an opportunity to inform various Town issues, projects, initiatives and plans from across the organization. A range of engagement activities is provided, such as discussion forums, idea-generation boards, polls and surveys.	Content monitoring occurs 24/7/365 to address any challenges/issues that arise through a third-party provider.
		F.2.7.e MGA Community Engagement Opportunities	Provide opportunities for residents to provide input into various community opportunities as required by the Alberta Municipal Government Act (MGA).	<p>Compliance with the Municipal Government Act.</p> <p>Community engagement activities are developed to adhere to principles within Okotoks Community Engagement Policy and Administrative Guidelines.</p> <p>The Town provides at least one week's notice prior to community engagement activity taking place.</p> <p>Formal reports on community engagement input are shared with the public.</p>
		F.2.7.f Other Community Engagement Opportunities	Town offers opportunities for residents to provide input into community design, capital projects, customer client satisfaction and other items that have an impact on the community.	<p>Community engagement activities are developed to adhere to principles within Okotoks Community Engagement Policy and Administrative Guidelines.</p> <p>The Town provides at least one week's notice prior to community engagement activity taking place.</p> <p>Formal reports on community engagement input are shared with the public.</p>

Town Facility Operating Hours

Okotoks Eco Centre

Tuesday to Saturday 9:00am - 5:00pm

Okotoks Recreation Centre

Monday to Friday 5:30 a.m. – 10:00 p.m.
Saturday 5:30 a.m. – 10:00 p.m.
Sunday 8:00 a.m. – 6:00 p.m.

Please see www.activeokotoks.ca for daily schedules

Okotoks Family Resource Centre

Monday – Friday
9:00 am - 12:00 p.m., 1p.m. - 4:00p.m. closed holidays

Okotoks Museum and Archives

Monday – Saturday 10:00 am - 5:00 pm

Okotoks Arts Gallery

Monday - Saturday 10:00 am - 5:00 pm

Okotoks Municipal Centre

Monday - Friday
8:30am - 4:00p.m. closed holidays

Okotoks Southridge Centre

Monday - Friday: 8:00 am - 4:00p.m. closed holidays

Environmental Education Centre

Friday: 9:00 am - 4:00 pm and/or prebooked programs

Appendix B – Managing the Organization - Internal Service Inventory

Services	Description
Programs	
A. Community Life	
Sub – Programs	
A.1 Client Services	
A.1.10 Administrative Support Services	Support the municipality through clerical, organizational, and operational tasks that assist in the effective and efficient functioning of an organization. Includes duties such as data entry, scheduling, filing, handling correspondence, managing office supplies, and providing support to Council, executives, business centres or teams.
Programs	
B. Sustainable Okotoks	
Sub - Programs	
B.1 Environmental Protection	
B.1.3 Decommissioned Site Management	Post closure care of decommissioned sites that includes monitoring and addressing any regulatory or environmental issues that may arise. This service manages decommissioned sites such as landfills and brownfields.
Sub - Programs	
B.2 Environmental Stewardship	
B.2.2 Environmental Strategy, Planning and Policies	Support the municipality through the curation of environmental data and consultation to help inform the development of strategies, plans, and policies related to environmental stewardship.
Programs	
E. Business and Financial Management	
Sub – Programs	
E.1 Asset Management	
E.1.10 Tangible Capital Assets (TCA)	Management and stewardship of the Town's asset management program. This includes the establishment of the corporate asset management framework and the operational processes required to maintain existing assets. Additionally, asset stewards work to maintain Town assets to Town standards. All aspects of asset maintenance, risk, depreciation, and field observations are incorporated into asset management practices to ensure a consistent forecasting approach is maintained throughout the Town of Okotoks.
E.1.11 Corporate Property Administration	Manage the purchase, sale or lease of municipally owned buildings, land and land rights/interests.

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

Services	Description
E.4.5 Government Grant Management	Support the municipality by managing applications and reporting for Town grants from provincial and federal funding sources.
E.4.6 Year End and Audit	Conduct year end activities and work through a financial audit with a third party.
E.4.7 Risk Management	Provide support to the Corporation through risk management including the management of insurance policies and claims.
E.4.8 Corporate Budget Planning and Consolidation	Develop transparent, strategic, and legislatively compliant budgets that align financial planning with municipal priorities, long-term asset management goals, and accountability to citizens and council.
Sub – Programs	
E.6 Municipal Assessment and Taxation	
E.6.1 Property Assessment	Delivery of accurate and equitable property assessments that are essential for the distribution of the annual tax levy.
E.6.2 Tax Account Management	Administration of the annual and supplementary tax levy, pre-authorized payment system, school support declarations, property tax collection process and land title changes.
Sub – Programs	
E.7 Communications	
E.7.2 Brand Management	Oversee and preserve integrity of the brand internally and externally (logo, typeface, messaging and tone). Application includes advertising, printed and digital materials, signage, and social media to ensure the brand is consistently applied and protected.
E.7.3 Digital Communications and Publications	Develop, advise, and oversee standards for corporate external and internal websites, electronic communications, including advertisements and social media presence. Develop and maintain digital assets such as video and images and website content.
E.7.4 Special Communication Events	Provide planning, support and implementation of special communication events such as park and facility renaming and funding announcements.
E.7.5 Internal Communications	Provide access to relevant and timely information for employees to promote workplace culture and engagement.
E.7.6 Strategic Communications Planning and Consulting	Work with business centre representatives to develop strategies and plans for sharing information.
E.7.7 Issue Communications	Distribution of information in response to emergent municipal communication needs.

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

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