



2026 Council Connect Plan:

Building Trust Through Relationships

Purpose

The 2026 Council Connect Plan outlines how Council will build trust, familiarity and understanding with the community through visible, relationship-based connections in year one of their term. The Plan reflects Council's shared priority of strengthening relationships first, with knowledge-sharing and decision-informing activities supporting that goal.

This Plan focuses on how Council shows up in the community rather than on structured consultation or formal feedback collection. It supports Council's governance role by helping residents understand Council's role, feel comfortable approaching elected officials, and see Council as accessible and approachable in everyday community spaces.

The Council Connect Plan prioritizes relationship-building, not structured consultation. Formal engagement, structured feedback collection, and analysis remain the responsibility of Administration and will be designed, delivered and reported separately in alignment with established engagement frameworks.

Scope & Intent

The Council Connect approach presented to Council at GPC is grounded in purpose-driven opportunities organized around a four-year, phased framework that reflects how trust, familiarity and understanding are built over a Council term.

While this broader phased approach provides important context, this Council Connect Plan applies to Year One only (2026).

The 2026 Council Connect Plan establishes the foundation for future years by focusing on visibility, accessibility and relationship-building. The opportunities and activities outlined in this Plan are intentionally broad, inclusive and relationship-focused, recognizing that trust must be established before deeper or more targeted conversations can occur.

The four-year phased approach is intended to guide how Council's relationship-building evolves over the course of the term:

- **Year One (2026): Strengthen Relationships**

Focus on re-establishing visibility, approachability and familiarity. Council shows up consistently in everyday community spaces, prioritizing informal, relationship-based connection supported by light knowledge-sharing.

- **Year Two: Enhance Relationships**

Build on the trust and familiarity established in Year One and move into deeper, more intentional conversations with key audiences. Opportunities may include deeper listening with organizations that experience issues first-hand; targeted conversations where Council decisions directly affect specific groups such as the business community, commercial realtors, the investment community and the development industry; and continued presence with audiences where relationships were established in Year One.

- **Year Three: Maintain Relationships**

Sustain relationships and maintain visibility without expanding scope or workload. Engagement becomes more selective and balanced, supporting Council's governance role while preserving capacity.

- **Year Four: Sustain Trust and Continuity**

Maintain trust, reinforce clarity about how Council works, and provide continuity during a period of transition. In an election year, activities are intentionally lighter, focused on stability, transparency and connection rather than expansion.

Future year plans will be brought forward separately for Council consideration and refinement based on relationships built, community context, strategic priorities and Council capacity.

Although priority audiences help focus effort in 2026, the Council Connect Plan is not intended to limit who Council connects with. Instead, it provides a structured yet flexible framework that ensures residents across the general community continue to see themselves reflected and included through everyday, shared community experiences.

The audiences identified help guide relationship-building priorities, but they are not static or exclusive. They will evolve over time as relationships deepen, new issues emerge, and community needs shift.

Guiding Principles

The 2026 Council Connect Plan is guided by the following principles:

- **Relationships first:** Trust is built through familiarity, consistency and presence over time.
- **Visibility matters:** Council connection happens where the community already is.
- **Inclusive by design:** Opportunities are open, welcoming and accessible, even when priority audiences are identified.
- **Shared responsibility:** Council Connect activities are distributed across Council to balance workload and increase reach.
- **Clear roles:** Council focuses on relationship-building. Administration leads formal engagement and reporting.

Primary Audiences for 2026

- General Community
- Older Adult Residents
- Youth
- Business community
- Community Organizations, Associations and Non-Profits
- New Residents
- ESL and Marginalized Communities
- Commercial Realtors, Development and Investment Community

These audiences will guide relationship-building priorities, but they are not static or exclusive. They will evolve over time as relationships deepen, new issues emerge, and community needs shift.

How Connection Happens in 2026

Year One focuses on re-establishing visibility, accessibility and familiarity. The goal is for residents to experience Council as approachable, present and willing to listen. Knowledge-sharing activities support this goal by helping residents better understand how Council works and how to connect, without competing for capacity or creating engagement fatigue.

In 2026, Council Connect opportunities will primarily occur through:

- Council presence at existing community events and gatherings
- Informal conversations in familiar spaces such as markets, recreation facilities, cultural events and festivals

- Embedded participation in partner-led events (e.g. Rotary Club Meeting) rather than Town-hosted sessions
- Relationship-based interactions, rather than structured feedback collection

This approach supports visibility for new Council members and provides meaningful opportunities for re-elected Council members to share knowledge, model and reinforce effective relationship-building practices.

Roles and Responsibilities

Role of Council

- Participate in Council Connect activities as available
- Share responsibility across Council to ensure balanced involvement
- Focus on listening, visibility and relationship-building

Role of Administration

Community Engagement and Communications

- Promote Council Connect activities
- Prepare key messages to support Council interactions
- Prepare print materials and engagement boards to support Council Connect activities

Council Administrator / Legislative Services

- Coordinate all Council Connect activities
- Confirm scheduling and Council participation
- Ensure engagement remains intentional, balanced and sustainable
- Collaborate with the Senior Communications Advisor and Community Engagement Manager

Measuring Success in Year One (2026)

Because the primary goal of the 2026 Council Connect Plan is relationship-building, success is measured through signals of trust, familiarity and understanding rather than volume of activities.

What Council Is Looking For in 2026

- Residents and community partners experience Council as visible, approachable and trustworthy.
- Residents feel more comfortable engaging with Council.
- Community organizations feel recognized and respected, even when decisions do not align with their preferences.
- Conversations increasingly reflect understanding of Council's role rather than confusion or frustration.

How Success Will Be Measured

Success in Year One will be measured through a brief, structured questionnaire completed by Councillors at year-end.

The questionnaire is intended to support reflection on whether early Council Connect efforts are strengthening relationships, improving understanding, and generating useful community insight.

1. **Strength of Council-Community Relationships**

- a) At year end, Council members will assess whether relationships with identified primary audiences feel stronger, the same or weaker than at the beginning of the term.

2. **Community Understanding and Confidence**

- a) By the end of Year 1, Councillors observe fewer foundational questions about who makes decisions, how to access services, or where responsibilities lie, indicating improved clarity and understanding.
- b) By the end of Year 1, Councillors observe that fewer community conversations begin from confusion or frustration about Council's role or intent, reflecting improved baseline understanding and familiarity.

3. **Meaningful Community Insight**

- a) At year-end, Council can identify clear examples where informal community insight helped shape understanding, context or discussion, even if it did not change an outcome.

These measures align with the intent of Year One: building a foundation of trust and approachability that enables deeper, more intentional engagement in future years.

Sample Questionnaire

1. Compared to the beginning of the term, how do Council–community relationships currently feel with each of the following priority audiences?

For each audience, select one:

	Stronger than at the start of the term	About the same	Weaker than at the start of the term	Unsure/limited interaction
General Community				
Older Adult Residents				
Youth				
Business Community				
Community Organizations, Associations and Non-Profits				
New Residents				
ESL and Marginalized Communities				
Commercial Realtors, Development and Investment Community				

2. Compared to the beginning of the term, how often do community conversations now begin with basic questions about Council’s role (e.g., who decides what, how to access services, or where responsibilities lie)?

Response options: Much less often / Somewhat less often / About the same / More often / Unsure or not enough exposure

3. Rate the starting tone of conversations compared to the start of the term.

Response options: Mostly confused / Mixed / Generally informed

4. Identify clear examples where informal community insight helped shape understanding, context or discussion, even if it did not change an outcome.

Appendix A

2026 Council Connect Schedule of Activities

The proposed schedule of activities is attached as Appendix A and serves as a flexible planning tool for Year One.

- Activities are optional and capacity-based, with opportunities intended to be shared equitably across Council members
- Participation is coordinated through the Council Administrator
- The schedule will be adjusted throughout the year to remain responsive and sustainable

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
General Community	Jan 15	Mayor's Town Update	Formal presentation, followed by Q & A	<p>Council Visibility</p> <p>Build shared understanding and trust</p> <p>Humanize Council & Administration</p> <p>Position the Mayor's Town Update as a trusted, shared reference point for community conversations</p> <p>Strengthen confidence in the future</p>	<p>Strengthen Relationships</p> <p>Share knowledge</p>	<p>Mayor to provide speech</p> <p><i>All Council in attendance</i></p>
Business Community	Feb 10	Chamber Event	Presentation, followed by Q & A	<p>Build trust and credibility with business community</p> <p>Improve understanding of roles and decision making</p> <p>Reinforce confidence in the Town as a place to invest, grow and operate</p>	<p>Strengthen Relationships</p> <p>Share Knowledge</p>	<p>Mayor to provide speech</p> <p><i>Opportunity for other Councillors to attend</i></p>
Youth	Feb 13	Roller Skating Party at Youth Centre	<p>Council participation at event</p> <p>Casual conversations with youth</p>	<p>Council visibility</p> <p>Connect with youth in familiar environments</p>	<p>Strengthen Relationships</p>	<p>Councillors to confirm attendance</p>

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
Service Group (Rotary) <i>Consider booking similar opportunities for other service groups (e.g. Kin Club)</i>	Feb 18	Service Group Meeting	Presentation, followed by Q & A and networking	Position Council as a trusted partner to service clubs Create space for Council to better understand what Rotary (and other service clubs) are seeing on the ground (community needs, gaps or trends) Establish a foundation for ongoing collaboration	Strengthen Relationships Share Knowledge	Mayor to provide speech <i>Opportunity for other Councillors to attend</i>
ESL & Marginalized Communities	Mar 21	International Day for the Elimination of Racial Discrimination Event	Speech, followed by networking	Build trust through presence and recognition Make Council feel more human, accessible and approachable Lay the groundwork for continued, low-barrier connection between Council and communities that are underrepresented in traditional engagement	Strengthen Relationships	Mayor to provide speech <i>Opportunity for other Councillors to attend</i>
Youth Business Community	April 22	Lemonade Day – Kickoff session for participants & mentors	Speech about importance of business partnerships & local entrepreneurs	Build early trust by showing youth that local leaders value their ideas, creativity and initiative Normalize relationships between Council, youth and business mentors in a supportive, low-pressure setting Plant confidence and civic connection by helping youth see themselves as future contributors to Okotoks' economy and community	Strengthen Relationships	Councillor Hallmark to provide speech <i>Opportunity for other Councillors to attend</i>
General Community	April 25 & 26	Chamber Trade & Lifestyle Show	Council Corner with Dot Matrix to understand how residents	Council Visibility Strengthen trust by interacting with residents and businesses in a shared, informal setting where	Strengthen Relationships	<i>All Councillors attending various shifts</i>

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
Business Community			would like to engage with Council Casual Conversations Opportunity to connect with attending local businesses	conversation feels easy and accessible. Show support for local economy Break down perceived barriers by positioning Council as part of everyday community life, not just formal decision-making spaces		
Volunteers, Non-profits, Service Groups	Apr 30	Volunteer Appreciation Event	Formal Speech Casual conversations	Strengthen relationships with residents who often serve as connectors, advocates and community leaders Build trust by recognizing volunteers as essential contributors to community wellbeing Learn from those delivering services on the ground	Strengthen Relationships	Mayor to provide speech <i>Opportunity for other Councillors to attend</i>
General Community Indigenous Community	May 5	Ceremony for National Day of MMIWG	Casual Conversations	Demonstrate respect and solidarity by showing up with humility, listening and presence Build trust through acknowledgment of lived experience, loss and resilience within Indigenous communities and families. Reinforce Council's commitment to reconciliation by honouring remembrance, awareness and ongoing relationship-building.	Strengthen Relationships	Councillors to confirm attendance
General Community	May 9	Community Clean Up	Casual Conversations	Build trust and relatability by working alongside residents in a shared,	Strengthen Relationships	Councillors to confirm attendance

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
				<p>hands-on community effort</p> <p>Reinforce a sense of shared responsibility and pride in Okotoks as a place everyone helps care for</p> <p>Create easy, informal connection that makes future conversations with Council feel natural and approachable</p>		
<p>General Community</p> <p>Indigenous Community</p>	May 29-31	Tipi Camp & Indigenous Market	Casual Conversations	<p>Demonstrate respect and commitment by participating in Indigenous-led cultural spaces</p> <p>Build trust through learning, listening and acknowledging Indigenous culture, history and lived experience in a shared community setting</p> <p>Strengthen relationships that support reconciliation by moving beyond ceremony toward ongoing, everyday connection</p>	Strengthen Relationships	Councillors to confirm attendance
Older Adults	Jun 1	Seniors Week Breakfast	Presentation Casual conversations	<p>Build trust by showing appreciation for older adults and acknowledging their long-standing contributions to community life</p> <p>Strengthen relationships through relaxed, face-to-face connection in a familiar and welcoming setting</p> <p>Create space for informal listening that helps Council better understand lived experience, priorities and</p>	Strengthen Relationships	<p>Mayor to provide speech</p> <p><i>Opportunity for other Councillors to attend</i></p>

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
				wellbeing of older residents		
General Community	June 9	Dawgs Game "We Love This Town"	Council Corner with Dot Matrix to understand how residents would like to engage with Council Casual Conversations	Large-scale Council visibility Build shared pride and connection by celebrating what residents love about Okotoks alongside the community Strengthen approachability by engaging with residents in a fun, relaxed setting where conversation feels natural and unforced Reinforce Council as part of everyday community life	Strengthen Relationships	Councillors to confirm attendance
General Community Youth	Jun 20	Okotoks Parade & Children's Festival	Casual Conversations	Large-scale Council visibility Build shared joy and connection by celebrating families, children and community traditions alongside residents. Strengthen approachability by engaging with families in a fun, informal setting Reinforce Council's role as part of everyday community life by showing up where neighbors gather and celebrate together	Strengthen Relationships	Councillors to confirm attendance
Older Adults	Jun 30	Age-Friendly Speaker Series	Presentation followed by Q & A and casual conversations	Build trust by meeting older adults in a familiar, respectful learning space that values their experience and perspectives Strengthen relationships by creating dialogue that feels approachable and	Strengthen Relationships Share Knowledge	Mayor <i>Opportunity for Councillors to co-present</i>

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
				<p>relevant rather than formal or transactional</p> <p>Enhance mutual understanding by connecting age-friendly priorities to real, lived experience in the community</p>		
<p>General Community</p> <p>ESL & Marginalized Communities</p> <p>New Residents</p>	July 1	<p>Canada Day Celebration</p> <p>Hosted in partnership with Foothills Local Immigration Partnership (FLIP)</p>	<p>Council Corner with Dot Matrix to understand how residents would like to engage with Council</p> <p>Casual Conversations</p>	<p>Council Visibility</p> <p>Strengthen belonging by celebrating Canada Day as a shared community moment that reflects diverse cultures, stories and experiences</p> <p>Build trust with newcomer and immigrant communities by showing up as visible partners in welcoming, inclusive civic celebrations</p> <p>Reinforce a shared sense of pride and connection to Okotoks as a place where everyone can see themselves as part of the community</p>	Strengthen Relationships	<p>Mayor to Give speech</p> <p>Councillors to confirm attendance</p>
<p>General Community</p>	July 4	<p>Stampede Breakfast and Foothills Family Expo & Market</p>	Casual Conversations	<p>Council Visibility</p> <p>Build shared pride and approachability by celebrating local traditions alongside residents in a relaxed, familiar setting</p> <p>Strengthen informal connections with families, volunteers and community groups through casual, face-to-face interaction</p> <p>Reinforce Council as part of everyday community life by showing up where</p>	Strengthen Relationships	Councillors to confirm attendance

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
				people gather to connect and celebrate		
General Community	July 18	Taste of Okotoks	Council Corner with Dot Matrix to understand how residents would like to engage with Council Casual Conversations	Council Visibility Strengthen connection by celebrating local food, talent and entrepreneurship alongside residents in a vibrant community setting Build trust and approachability through informal conversations with residents and local businesses in a relaxed, social environment Reinforce Council's role as part of everyday community life	Strengthen Relationships	Councillors to confirm attendance
General Community	Aug 22	Chili Cookoff	Council Corner Casual Conversations	Council Visibility Strengthen community connection by celebrating local talent, traditions and togetherness alongside residents in a casual environment Build approachability and trust through easy, informal conversations with families, volunteers and local businesses Reinforce Council as part of everyday community life by showing up to share in experiences residents value	Strengthen Relationships	Councillors to confirm attendance
General Community Indigenous Community	Sept 30	National Day for Truth & Reconciliation Event	Casual Conversations	Demonstrate respect and accountability by showing up to listen, reflect and honour residential school survivors and their families	Strengthen Relationships	Councillors to confirm attendance

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
				<p>Build trust through visible, consistent commitment to reconciliation</p> <p>Strengthen relationships by acknowledging shared responsibility for learning, remembering and advancing reconciliation together</p>		
General Community	Nov 11	Remembrance Day Services	Casual Conversations	<p>Demonstrate respect and gratitude by standing with the community to honour those who served and sacrificed</p> <p>Strengthen trust through quiet, visible presence that reflects humility and collective remembrance</p> <p>Reinforce shared values of service, reflection and civic responsibility that unite the community across generations</p>	Strengthen Relationships	Councillors to confirm attendance
Older Adults	Oct 28	Age-Friendly Speaker Series	Presentation followed by Q & A and casual conversations	<p>Build trust by meeting older adults in a familiar, respectful learning space that values their experience and perspectives</p> <p>Strengthen relationships by creating dialogue that feels approachable and relevant rather than formal or transactional</p> <p>Enhance mutual understanding by connecting age-friendly priorities to real, lived experience in the community</p>	Strengthen Relationships Share Knowledge	Mayor <i>Opportunity for Councillors to co-present</i>

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
General Community	Nov 20	Light Up Okotoks	Remarks from the stage + sing carols. Casual Conversations	Large-scale Council visibility Build approachability and trust by engaging with residents in a festive, informal setting where civic leadership feels human and accessible Enhance goodwill by supporting community giving and collective care through visible participation in charitable elements of the event	Strengthen Relationships	Councillors to confirm attendance – ideally all Councillors
Commercial Realtors, Development & Investment Community	TBD <i>Once per year</i>	Informal, invitation based gathering at a neutral, professional setting (e.g. library board room).	Industry Roundtable Council participation focused on listening and learning. Light facilitation by Administration to support flow & clarity	Strengthen relationships and familiarity between Council & industry leaders Improve shared understanding of market realities and perspectives Reduce future tension by building trust early in the term Establish Council as approachable, informed and open to dialogue	Strengthen relationships	Councillors to confirm attendance
Non-Profits & Agencies <i>Regional representatives from agencies, organizations, and businesses that provide services to individuals and families</i>	TBD – group meets monthly <i>Attend one annually</i>	Foothills Regional Interagency Group	Council presentation added to meeting agenda, followed by Q & A	Build trust and credibility by engaging openly with frontline organizations that support individuals and families across the region Strengthen relationships through two-way dialogue that values interagency expertise and lived, on-the-ground insight Create shared understanding of pressures and trends by connecting Council	Strengthen Relationship Share Knowledge	Councillors to confirm attendance

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
				priorities with regional service-delivery realities		
General Community	TBD	Parent & Tot drop-in at 10Fold Regional Field House, Mon-Thurs, 9-12	Casual Conversations	<p>Council visibility</p> <p>Build trust and relatability by meeting parents and caregivers in everyday spaces that reflect real family life in Okotoks</p> <p>Strengthen early connections with young families by engaging in informal, low-barrier settings</p> <p>Increase familiarity with Council among new and growing households</p>	Strengthen Relationships	Councillors to confirm attendance
Older Adults Marginalized Communities Newcomers	TBD <i>weekly, choose 1 per quarter</i>	Pop Up Cafes	Casual Conversations	<p>Foster inclusion</p> <p>Strengthen relationships by creating low-pressure opportunities for residents to share experiences, questions and concerns directly with Council</p> <p>Increase accessibility and inclusion by bringing Council into community spaces that reach people who may not engage through formal channels</p>	Strengthen Relationships	Councillors to confirm attendance
New Residents ESL & Marginalized Communities	TBD Annually	Settlement Agencies (Foothills Community Immigrant Services - FCIS) & Cultural Organizations	Work with FCIS to organize a "Welcome to Okotoks" Council presentation followed by Q & A and connection	<p>Build early trust by introducing Council in a welcoming way that helps newcomers understand who represents them and why it matters.</p> <p>Increase confidence and comfort by explaining what Council does, how decisions are made, and what Council's role is (and isn't)</p>	Strengthen Relationships Share knowledge	Councillors to confirm attendance

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
Youth	TBD	Council Chamber	Mock Council	Youth experience how decisions are made in a hand-on way Reinforces that their voices matter.	Strengthen Relationships Share Knowledge	Mayor & Council
Business Community	TBD	Individual Businesses (rotating sectors)	Council "On Location" Visits Short site visits with owners/ operators and staff	Build trust and credibility by meeting business owners in their workplaces and listening to their real-world experiences Strengthen relationships through direct, two-way conversations that help Council better understand day-to-day business realities Create shared understanding by connecting Council decisions and priorities to the impacts felt by local businesses on the ground	Strengthen Relationships	Councillors to confirm attendance
Business Community	TBD	Chamber / Business Events	Embedded Council Participation Councillors attend existing business gatherings	Build trust and familiarity by engaging with business owners as peers in spaces they already gather and network Strengthen relationships through informal, unscripted conversations that encourage openness and ongoing dialogue Improve mutual understanding by observing local business dynamics firsthand rather than relying solely on formal presentations or feedback channels	Strengthen Relationships	Councillors to confirm attendance
ESL & Marginalized Communities	TBD	Events hosted by FCIS &	Council attends existing gatherings	Council Visibility Build trust by showing up in culturally led spaces,	Strengthen Relationships	Councillors to confirm attendance

Audience	Date	Where Connection Happens	Activity / Method	Purpose	Engagement Triangle Position	Who
		other cultural organizations	(E.g. weekly English class at library)	<p>signaling that Council values learning and listening</p> <p>Strengthen relationships by connecting informally with residents in settings where cultural identity and belonging are centred</p> <p>Increase inclusion and confidence by demonstrating Council's commitment to being present and accessible beyond formal civic spaces</p>		
Associations (Sport & Arts/Culture)	TBD	<p>Annual General Meetings</p> <p>*each Councillor commits to one per quarter</p>	<p>Council Presence + Listening</p> <p>Councillors attend existing meetings (not Town-hosted) as an agenda item for brief updates and open conversation</p>	<p>Strengthen relationships by pairing information-sharing with listening to member priorities, challenges and successes</p> <p>Build trust and transparency by sharing a concise Council update in governance spaces where accountability and stewardship matter</p> <p>Improve shared understanding by connecting Council decisions and plans to the practical realities faced by volunteer-led sport, arts and culture organizations</p>	<p>Strengthen Relationships</p> <p>Share Knowledge</p>	<p>Councillors to confirm attendance / rotate between associations</p>

Appendix B

2027 Council Connect Schedule of Activities (Examples)

Potential Year 2 opportunities – Focus on enhancing relationships.

Building on the trust established in Year 1, Year 2 shifts toward deeper, more intentional conversations with key audiences. The examples below illustrate what this next phase could look like. Opportunities will be further refined and brought forward as part of the 2027 Council Connect Plan.

Audience	Where Connection Happens	Activity / Method	Prompts / Key Listening	Purpose	Engagement Triangle Position	Who
Non-Profit & Associations (e.g. Hospice, Food Bank, Minor Sports & Art Councils)	Board Meeting <i>Recommend Council members to alternate attending 1 meeting annually for each organization.</i>	Included in meeting agenda for informal listening and discovery session	What pressures are you seeing right now? What's working well in the community? Where are your clients/members struggling most? What support would make the biggest difference?	Strengthen trust and partnerships Learn about emerging community needs, service gaps, and pressures before issues escalate to Council	Strengthen Relationships Inform decisions	Councillors to confirm attendance / rotate between nonprofits
Social Service Agencies & Nonprofits	Council site visits	Short site visits/tours followed by 15-20 minute conversation with staff	Agency-specific prompts: What are you seeing change most on the front lines right now? Where are gaps showing up for the people you serve, even when programs are working as intended? What decisions or assumptions made at a municipal level most affect your ability to do this work?	Strengthen trust and partnerships by meeting agencies in their own spaces Deepen Council's understanding of community pressures by hearing directly from frontline staff about emerging needs, gaps and trends	Strengthen Relationships Inform decisions	Councillors to confirm attendance / rotate between agencies

Audience	Where Connection Happens	Activity / Method	Prompts / Key Listening	Purpose	Engagement Triangle Position	Who
Older Adults	Supportive Living Facilities	Short, informal visits with residents and staff	<p>What's hard right now?</p> <p>What is the Town doing well for seniors?</p> <p>What could we do better?</p>	<p>Build trust and connection by showing up in residents' homes, demonstrating care, dignity and respect for older adults' lived experience</p> <p>Strengthen Council's understanding of aging-in-place realities by listening to residents and staff about daily life, access and wellbeing</p>	<p>Strengthen Relationships</p> <p>Inform Decisions</p>	Councillors to confirm attendance / rotate between facilities
Older Adults	Seniors Centre	<p>Coffee Circles (small table conversations)</p> <p>Facilitated conversations supported by comment cards</p>	<p>What helps you feel comfortable, safe and supported living in Okotoks as you age?</p> <p>Where do everyday things start to feel harder than they should, such as getting around, accessing services, staying connected?</p> <p>If Council could better understand one thing about your experience in the community, what would you want us to know?</p>	<p>Strengthen relationships by creating space for older adults to share lived experience in a respectful, small-group setting</p> <p>Build trust and confidence by demonstrating that Council values everyday experience</p> <p>Capture lived experience related to safety, accessibility, affordability, mobility, and overall</p>	<p>Strengthen relationships</p> <p>Inform Decisions</p>	Councillors to confirm attendance

Audience	Where Connection Happens	Activity / Method	Prompts / Key Listening	Purpose	Engagement Triangle Position	Who
				community wellbeing		
Youth	Facilitated Youth Roundtable at Youth Night	Small group sessions on specific topics (mental health, recreation, transportation, inclusion)	<p>What issues are showing up most for youth?</p> <p>What helps you feel included or connected?</p> <p>What makes it harder to participate in youth sports or clubs?</p> <p>If you could improve one thing for youth in Okotoks, what would it be?</p>	<p>Build trust and familiarity by showing youth that Council is present, approachable and genuinely interested in their experiences</p> <p>Strengthen relationships by engaging youth in a safe, facilitated space where their views are respected and taken seriously</p> <p>Gather deeper insight on priority issues impacting youth</p>	<p>Strengthen Relationships</p> <p>Inform decisions</p>	Councillors to confirm attendance
Business Community	Downtown, Industrial Areas & Business Districts	<p>Quarterly Business Walkabouts</p> <p>2 Councillors + Economic Development staff visit 3–5 businesses per walkabout; 10–15 minutes per stop</p>	<p>What’s going well for your business right now?</p> <p>What barriers are you experiencing (permits, staffing, infrastructure, costs)?</p> <p>What would help your business grow or stabilize?</p> <p>One thing the Town could improve?</p>	Identify regulatory or operational friction points early and strengthen direct relationships with local businesses	<p>Strengthen Relationships</p> <p>Inform Decisions</p>	Councillors to confirm attendance / rotate between areas.
Youth	Youth-serving organizations	Youth listening sessions	What issues are showing up most for youth?	Build trust and familiarity by showing youth	Strengthen Relationships	Councillors to confirm attendance

Audience	Where Connection Happens	Activity / Method	Prompts / Key Listening	Purpose	Engagement Triangle Position	Who
		Structured conversations led by administration, with Councillor participation	<p>What helps you feel included or connected?</p> <p>What makes it harder to participate in youth sports or clubs?</p> <p>If you could improve one thing for youth in Okotoks, what would it be?</p>	<p>that Council is present, approachable and genuinely interested in their experiences</p> <p>Strengthen relationships by engaging youth in a safe, familiar space where their views are respected and taken seriously</p> <p>Gather deeper insight on priority issues impacting youth</p>	Inform Decisions	
New Residents	Women's Newcomers Group (quarterly)	Facilitated Listening Circles Small group conversations supported by interpreters or cultural connectors as needed	<p>What brought you to Okotoks?</p> <p>What's been easy so far?</p> <p>What's been confusing or hard?</p> <p>Tell us one thing that would help you feel more connected?</p>	<p>Council visibility</p> <p>Build trust and belonging by engaging women newcomers in a supported, culturally safe environment led by trusted community partners</p> <p>Strengthen relationships by listening to lived experience related to settlement, access to services, and</p>	Strengthen Relationships Inform Decisions	Councillors to confirm attendance

Audience	Where Connection Happens	Activity / Method	Prompts / Key Listening	Purpose	Engagement Triangle Position	Who
				community inclusion Gain insight into systemic barriers and everyday challenges faced by newcomer women		