
Okotoks
Growth Strategy
Okotoks

Contents

Support Reports

Figures

Land Acknowledgement

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

1.0

Introduction

What is the Growth Strategy?

Growth is complex and constantly evolving, requiring thoughtful planning to ensure it continues to reflect the community's distinct identity. To guide growth in a way that is sustainable, community-focused, and reflective of Okotoks' core values, the Town of Okotoks has developed a Growth Strategy.

The Growth Strategy supports the implementation of the Municipal Development Plan considering implications of growth, including how, when and where growth occurs. Through the exploration of trade-offs, the Growth Strategy supports decision-making that considers multiple perspectives - ensuring we grow in a way that enhances quality of life for current and future residents.

The Growth Strategy is a practical tool to help Council and Administration make informed choices, from day-to-day decisions to long-term planning of our lands. As our community evolves, this strategy will be updated as needed to keep our growth aligned with who we are and where we want to go.

Connection to Okotoks Municipal Development Plan

The Municipal Development Plan (MDP) is a statutory plan that is the overarching visioning and policy document outlining land-use planning and development. The primary function of the MDP is to provide guidance on the long-range planning and physical growth of the Town. It also addresses the social, economic, cultural, historical, physical and environmental health of the community.

The MDP envisions growth that is sustainable, and which supports a high quality of life for residents. Through a Managed Growth philosophy, the MDP aims to harness growth and development for improved livability, opportunity, sustainable development, and community resilience. It promotes the creation of complete, compact communities offering diverse housing and services so all people can live, work, play and thrive in their neighbourhood. While the MDP develops the vision for a growing Okotoks, this Growth Strategy provides the roadmap, targets, and tools required to realize that growth over the next 25-years.

Okotoks at a Glance

Located along the Sheep River, at the junction of the Foothills Parkland and Foothills Fescue natural subregions, the Town of Okotoks is a vibrant community recognized for its distinctive character, strong sense of identity, and long-standing commitment to environmental sustainability. Situated within a unique convergence of urban and rural influences, the area holds deep cultural and historical significance for the Blackfoot, Stoney Nakoda, and Tsuut'ina Nations, who have lived on and stewarded this land for over 10,000 years. In recent decades, Okotoks has experienced consistent population growth and continued urban development. Understanding past trends in population, employment, housing, and demographics is essential to guiding responsible growth and ensuring the community is well positioned to meet future needs.

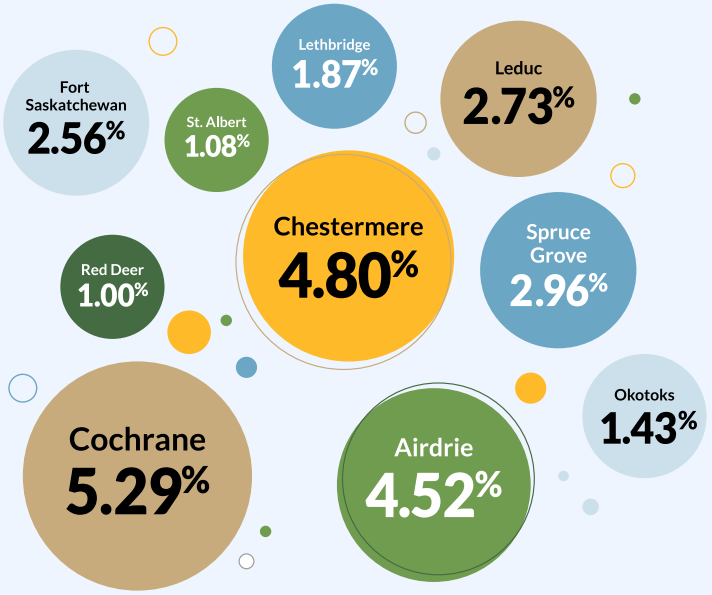
POPULATION

Today, the Town of Okotoks is home to approximately 33,100 residents (2025) and has historically been one of the fastest growing communities in Alberta, experiencing several decades of rapid growth since the 1980s, and surpassing growth trends experienced in Calgary, and across Alberta. Between 1997 to 2007, Okotoks grew at an startling annual average rate of 7.4% per year and peaked at 10% in 2008.

The rate of growth slowed after 2011 due to water capacity issues and the introduction of a Water Allocation Policy in 2010, which restricted growth based on available water license capacity. Nearby communities like Airdrie and Cochrane, which did not implement similar policies, experienced faster growth compared to Okotoks. Over the past decade (2015-2024) Okotoks has grown at an average rate of 1.4%, significantly lower than other mid-sized communities in the Calgary region.

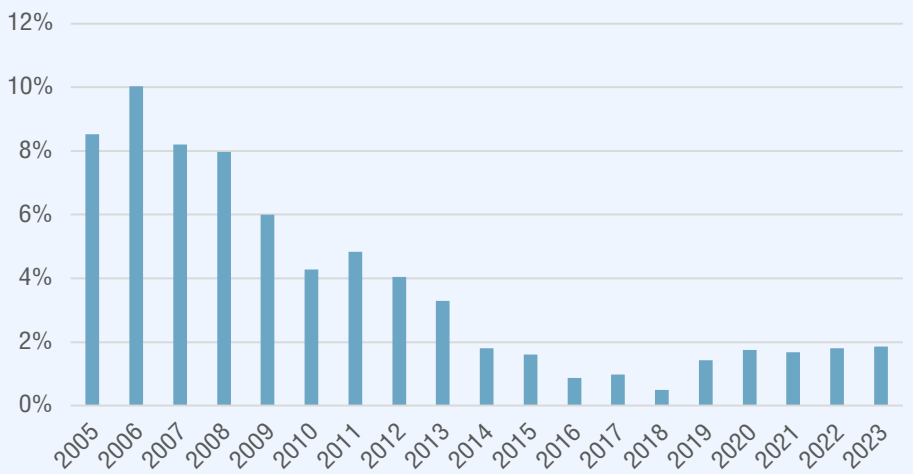
Despite long-standing growth limitations imposed by water supply constraints, the Foothills-Okotoks Regional Water Project, expected to be operational in 2026, will bolster the community's water resources and allow for new growth opportunities in Okotoks. While this project will enable the Town to accommodate growth, it does not signal unrestrained expansion. Rather, it supports a responsibly managed, identity-driven approach to planning—ensuring that any new development aligns with the community's values, vision, and financial capacity.

Figure 1. Population Growth Rates for Select Municipalities (2015-2024)



SOURCE: OFFICE OF STATISTICS AND INFORMATION, ALBERTA TREASURY BOARD AND FINANCE

Figure 2. Average Annual Growth Rate



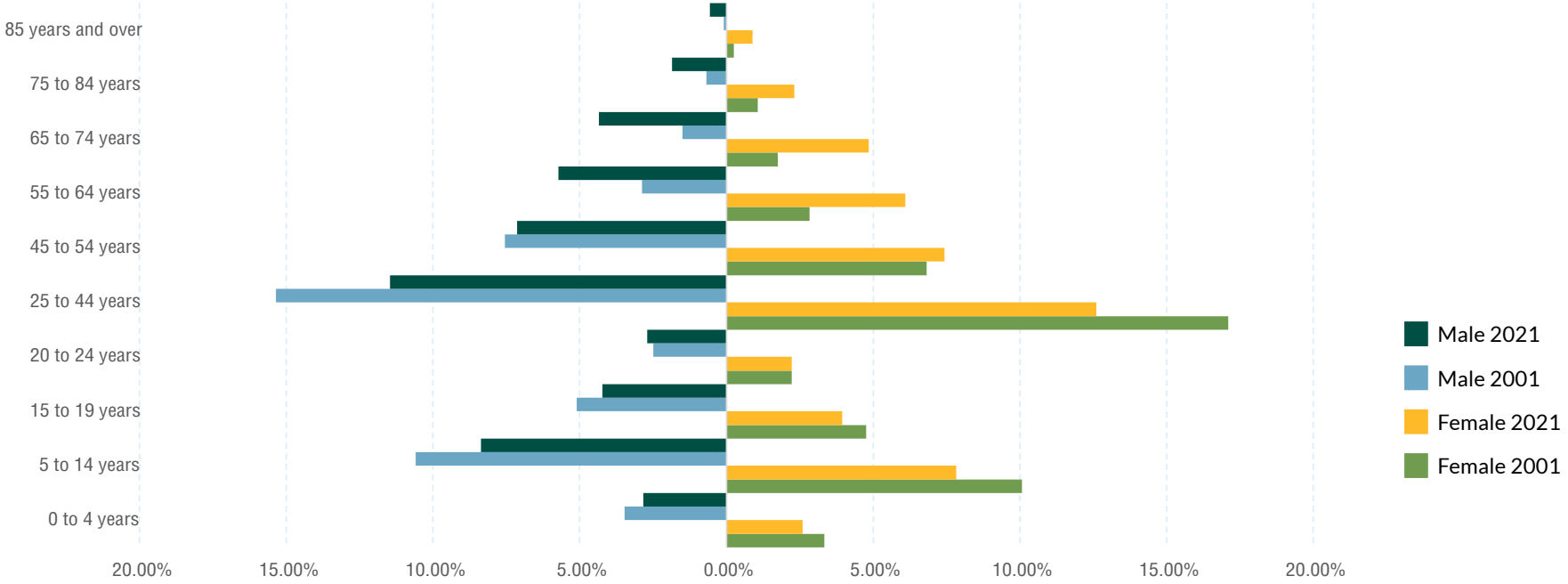
SOURCE: OFFICE OF STATISTICS AND INFORMATION, ALBERTA TREASURY BOARD AND FINANCE

DEMOGRAPHICS

In Okotoks, the working age population (25-64) continued to grow from 2001 to 2021, though it saw a slight proportional decline as a share of the total population. Meanwhile, the senior population (65+) increased more than sevenfold within the same timeframe, representing a change from 5% to 15% of the population. This reflects a clear ageing trend in Okotoks, further supported by the rise in median age from 32.3 to 39.2.

In this time, Okotoks saw changes in the local workforce – such as employment shifts toward professional/technical services and retail trade – as well as household sizes, including increases in one and two-person households which all point to an altering socio-economic profile in the town.

Figure 3. Okotoks Age Pyramid



SOURCE: STATISTICS CANADA, CENSUS OF POPULATION, 2001 AND 2021

HOUSING

As of 2024 there were approximately 11,385 housing units in Okotoks. Low-density housing is most prominent, with single-detached representing 77% of housing in Okotoks, followed by semi-detached and row house units at 14% of the total housing stock, collectively. The demand for higher-density housing is expected to increase due to factors such as affordability concerns and the needs of an ageing population seeking alternative housing solutions.

Figure 4. Housing Type by Structure 2024

Single-Detached: 8,706

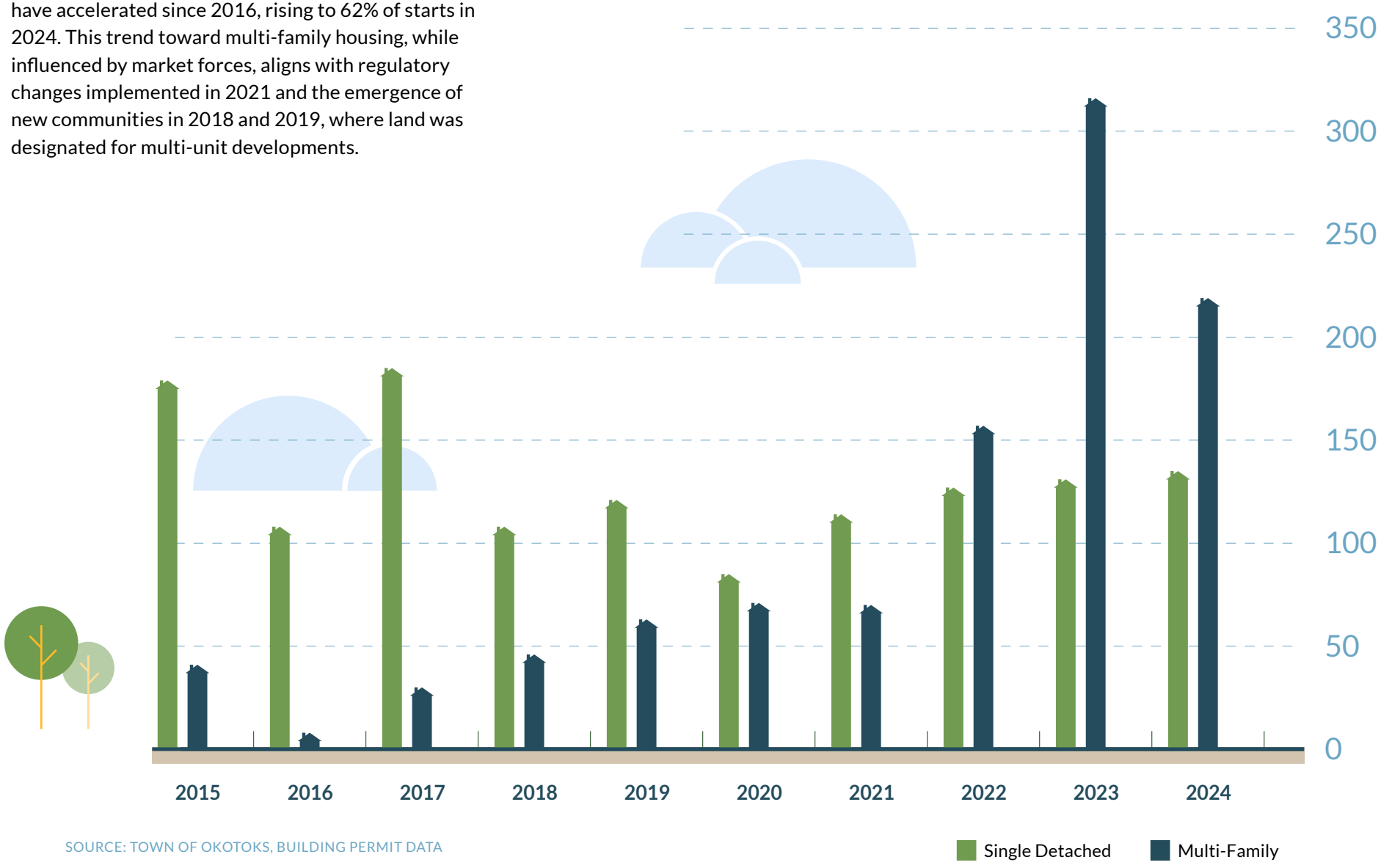
Semi-Detached & Row Houses	1,600
Apartments	1,041
Other	38
Multi-Residential:	2,679*
	11,385

**From a tracking perspective, the Town considers all non-single-detached housing (i.e., semi-detached, row housing, and apartments) as multi-residential units.*

SOURCE: GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

Over the past decade, there has been an average of 231 housing starts per year, with 354 starts in 2024. Multi-unit housing starts as a proportion of total starts have accelerated since 2016, rising to 62% of starts in 2024. This trend toward multi-family housing, while influenced by market forces, aligns with regulatory changes implemented in 2021 and the emergence of new communities in 2018 and 2019, where land was designated for multi-unit developments.

Figure 5. Housing Starts (2015-2024)

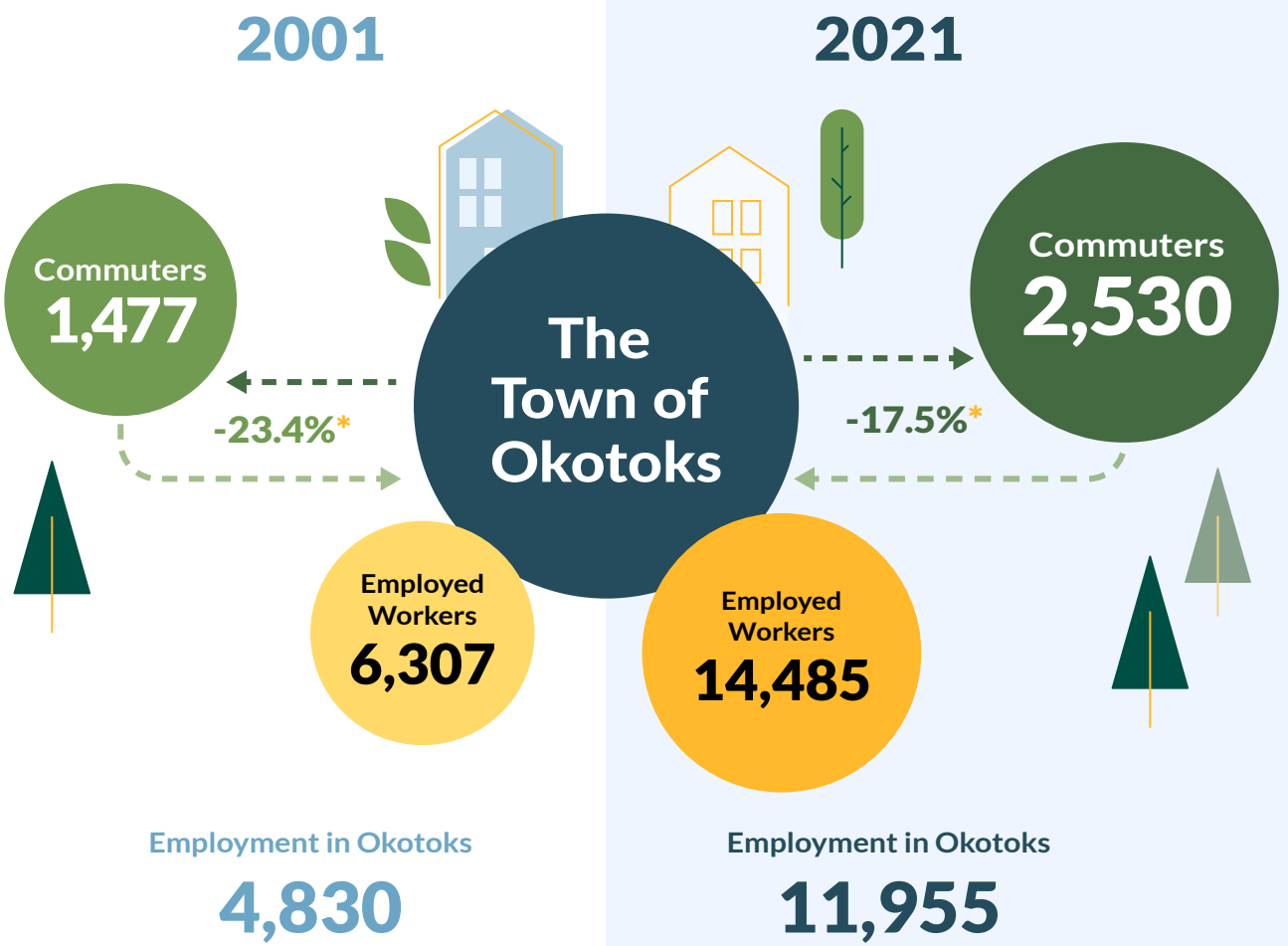


SOURCE: TOWN OF OKOTOKS, BUILDING PERMIT DATA

EMPLOYMENT

Okotoks' employment base grew from 6,307 in 2001 to 14,485 in 2021, resulting in an increase of over 129%. Despite this growth, the employment rate declined from 74.60% to 61.77%, while the unemployment rate rose from 3.80% to 9.21%. Although the number of jobs in Okotoks more than doubled, job creation has not kept pace with overall population and labour force growth. As a result, the number of commuters has remained relatively constant between 2001 and 2021, with nearly one in five employed residents traveling outside the community for work.

Figure 6. Employment Snapshot

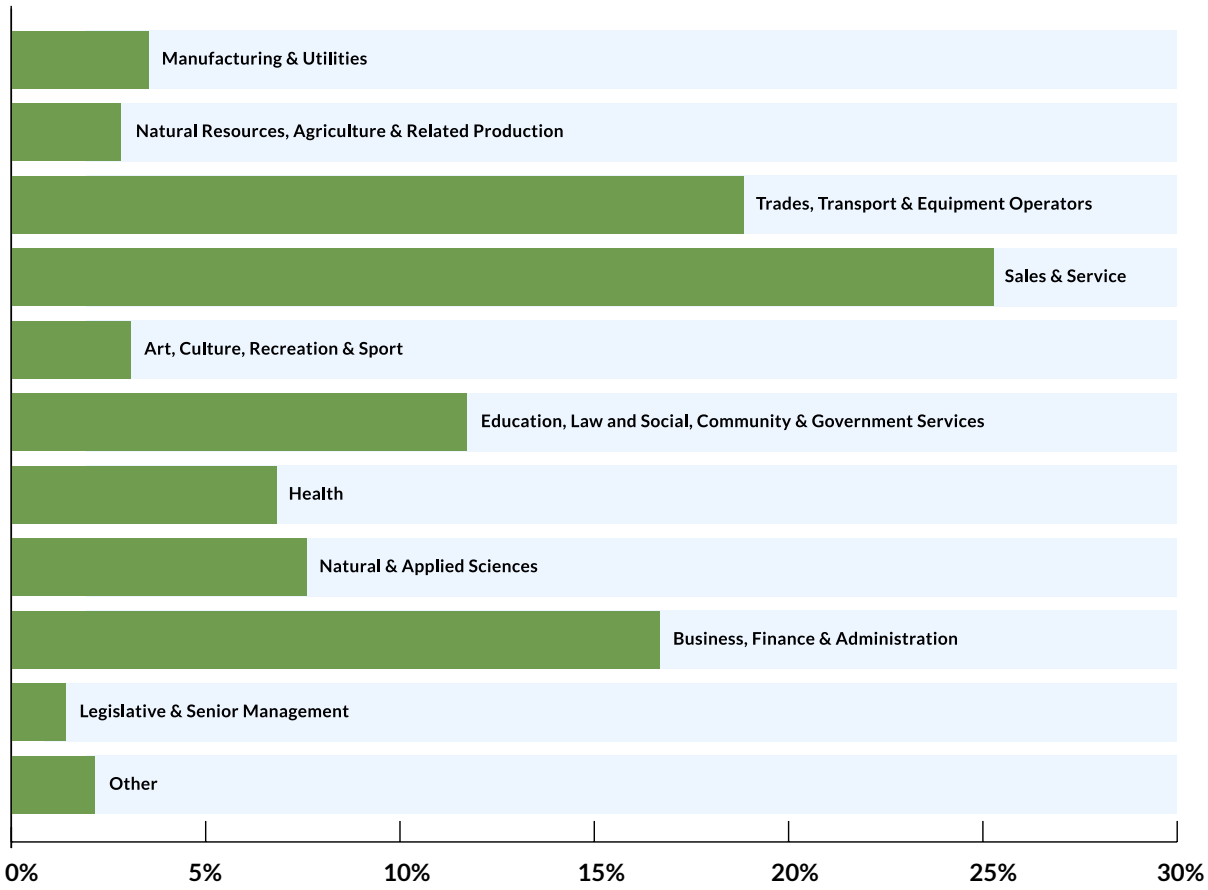


* Commuters Relative to Employed Workers

SOURCE: GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

Okotoks employment base is dominated by 5 major industry sectors, with sales and service occupations (25.28%) and trades, transport and equipment operators (18.86%) representing the largest shares. These are followed by business, finance and administration (16.70%), education and social services (11.72%), and natural and applied sciences (7.61%). Over the past two decades, sales and service jobs have consistently employed the greatest number of Okotokians; while education and social services has seen the most notable growth, nearly doubling its share since 2001.

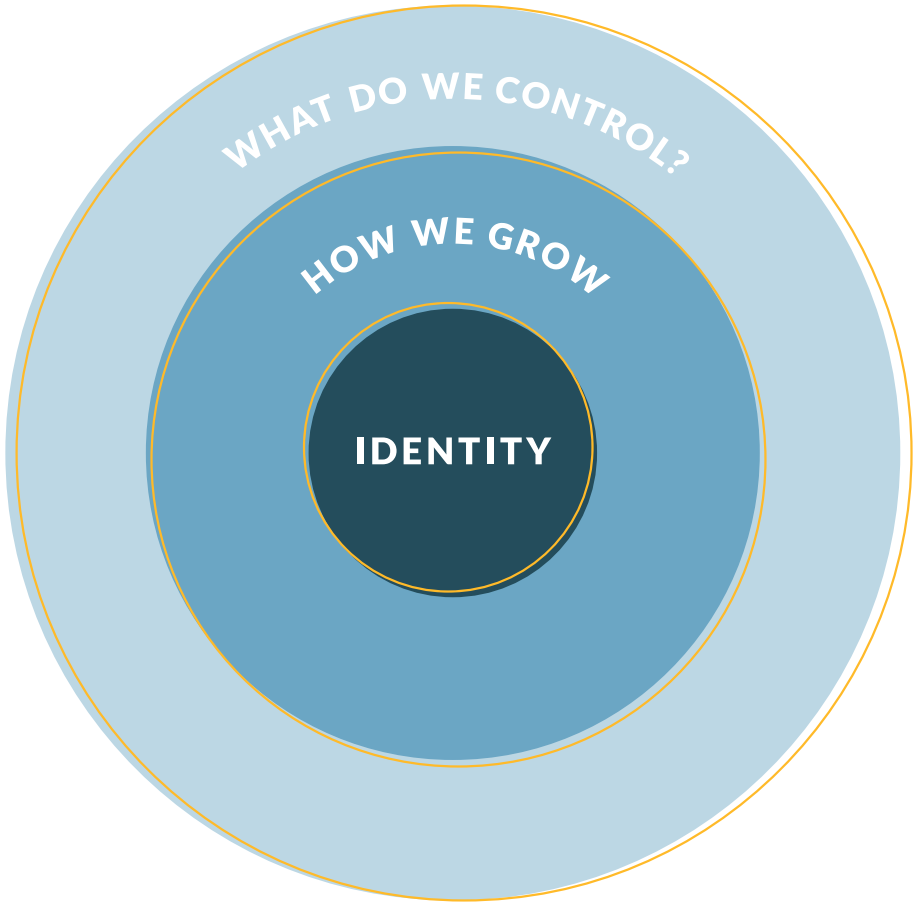
Figure 7. Okotoks Labour Force by Occupation



SOURCE: STATISTICS CANADA, LABOUR FORCE BY OCCUPATION 2021

2.0

Identity Driven Growth

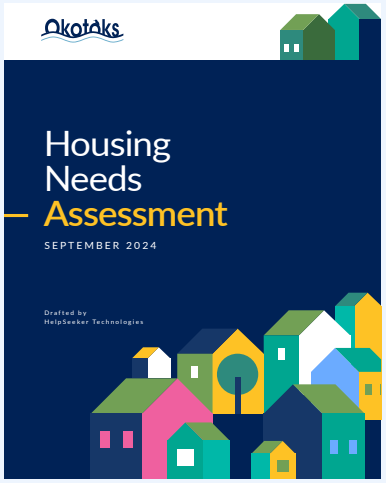


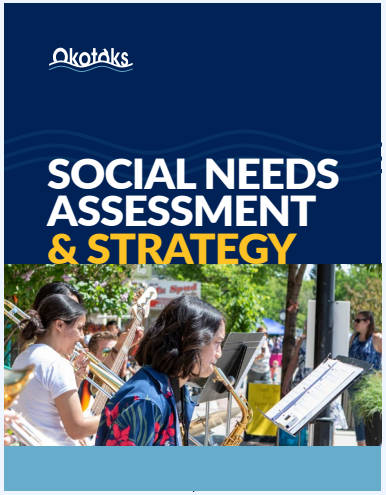
Identity Driven Growth

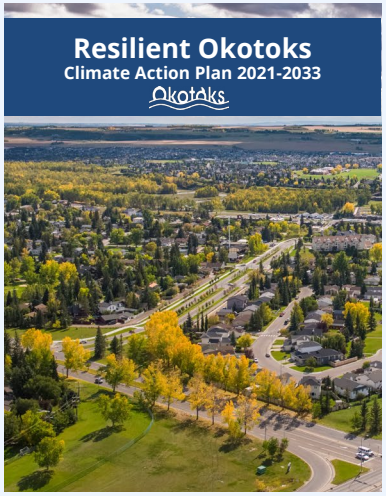
Identity-driven growth refers to an approach that emphasizes building upon and enhancing the unique character, values, and vision of a community as it grows. For Okotoks, this means growth needs to achieve multiple outcomes. Adopting a quadruple bottom line approach that considers Purpose, People, Planet and Profit ensures growth continues to contribute to the Town's identity.

As the community evolves, Okotoks aims to guide future growth in a way that aligns with the aspirations of its residents, ensuring that development not only accommodates population and economic shifts but also strengthens community attachment, local opportunity, and quality of life.

The community identity and supportive growth principles have been defined through various initiatives, strategies, and plans undertaken by the Town, including the Okotoks Strategic Plan; Social Needs Assessment; Climate Action Plan; and MDP. The growth principles support a framework for decision-making and are intended to guide actions and tools utiltized by the Town to their vision. This may show up in small, incremental decisions or large fundament shifts.



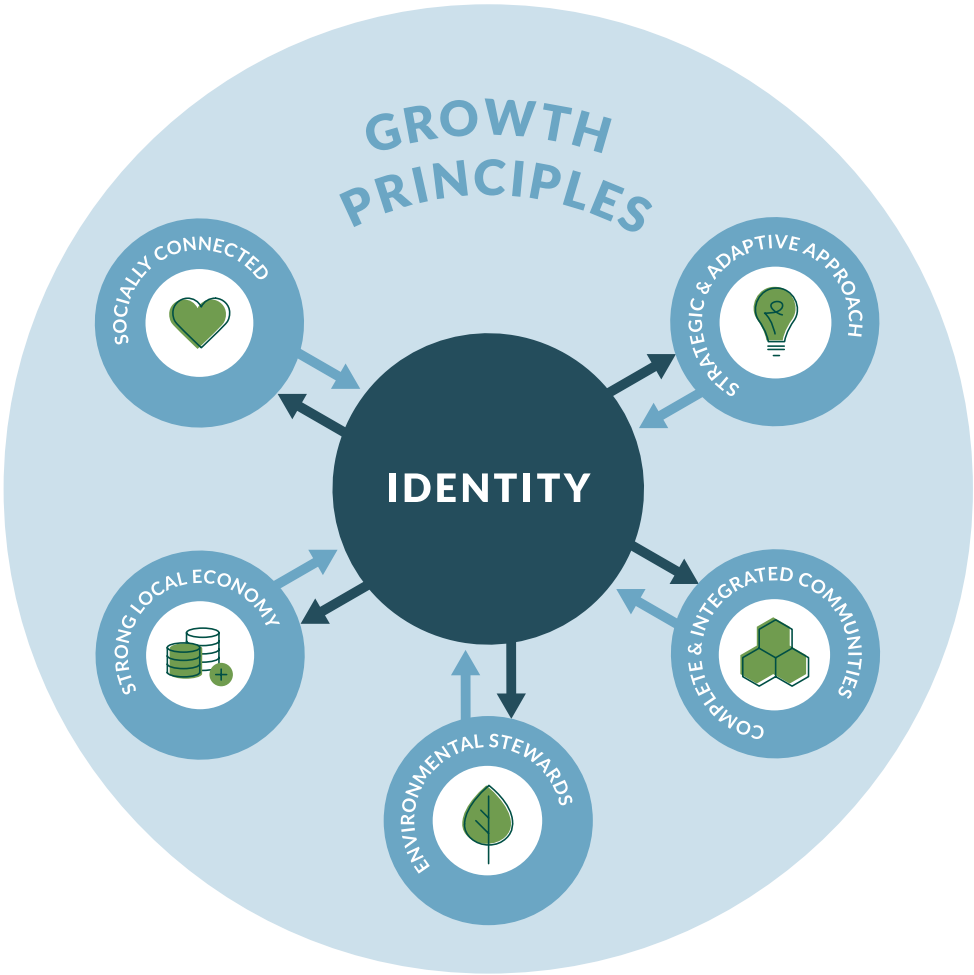




Okotoks Growth Principles

Growth principles and identity work together to guide decision making that shapes a strong, connected community as the Town expands. When growth is guided by values like sustainability, inclusivity, and local character, it reinforces what makes Okotoks unique. In turn, a clear identity helps set priorities for growth, ensuring development enhances quality of life and reflects the community's shared vision. This creates a cycle where identity shapes growth, and growth strengthens identity.

Guided by our community identity and growth principles —along with their corresponding targets and success measures—the growth principles inform and shape the tools available and the decision-making for managing future growth.



AS WE GROW, WE...

Are Socially Connected

Being socially connected means having meaningful relationships, a sense of belonging, and regular engagement with others. It involves communication, mutual support, and active participation in community life.

Retain & Nurture a Strong Local Economy

Okotoks is an emerging economic hub that supports business growth and job creation through strategic land use planning and collaboration. Its strong partnerships and diverse housing options help attract and retain both employers and a skilled workforce.

Are Environmental Stewards

Okotoks is an environmentally conscious community that integrates innovative solutions to reduce its impact. By conserving resources, lowering emissions, and incorporating natural assets into urban design, the Town supports long-term environmental stewardship.

Have Complete & Integrated Communities

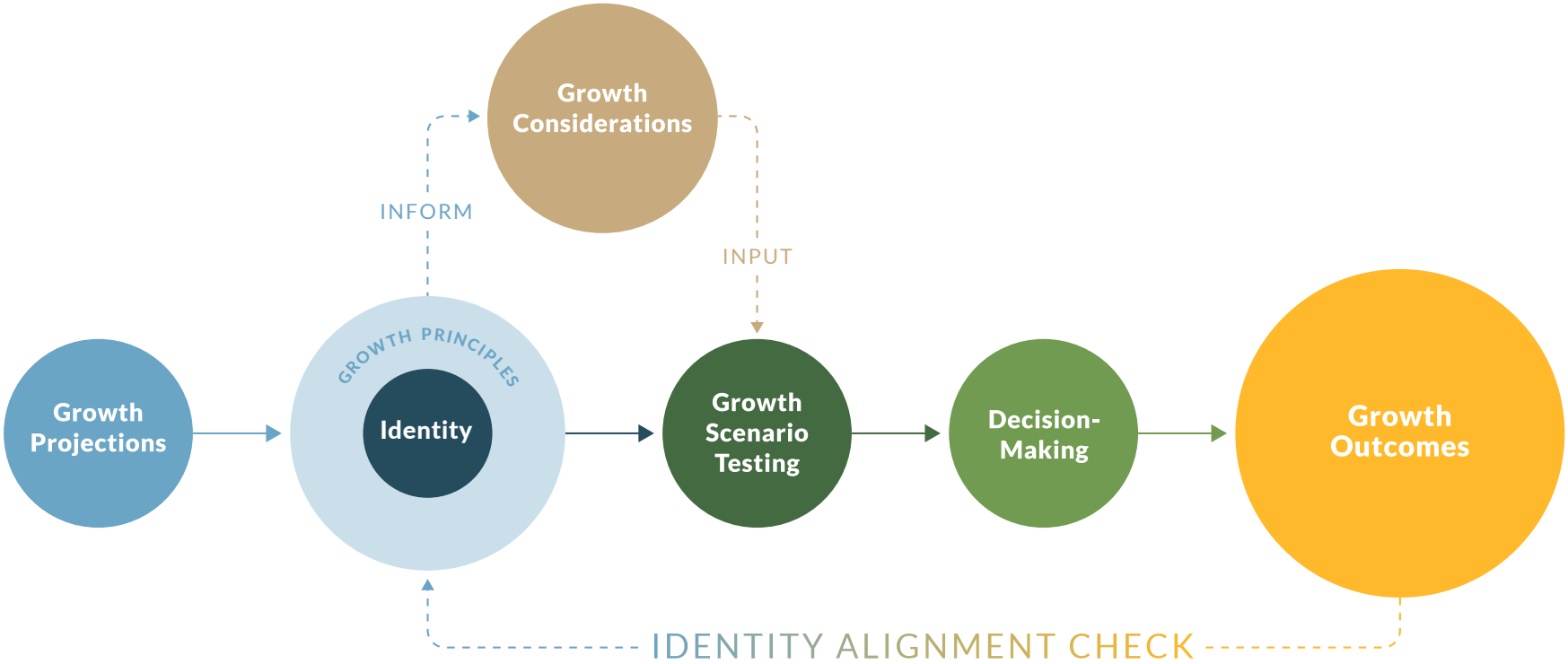
Okotoks is a complete, well-connected community that balances housing and employment while supporting daily needs through accessible, multi-modal design. Integrated green spaces enhance recreation, livability, and overall well-being.

Are Strategic & Adaptive in Our Approach

Okotoks is a fiscally responsible community that aligns growth with long-term infrastructure needs and ensures new development supports established growth principles. Growth is regularly monitored, managed, and supported by a range of funding tools to achieve the Town's desired outcomes.

Growth Strategy Elements

There are many moving elements that inform a growth strategy, which require it to be an adaptable, living document. Given the dynamic nature of growth, these elements must undergo testing, adjustment, refinement, and be updated as the community evolves to ensure informed decision making, that considers growth impacts arising from changing economic, political and demographic circumstances, and that remains aligned with the community's vision.



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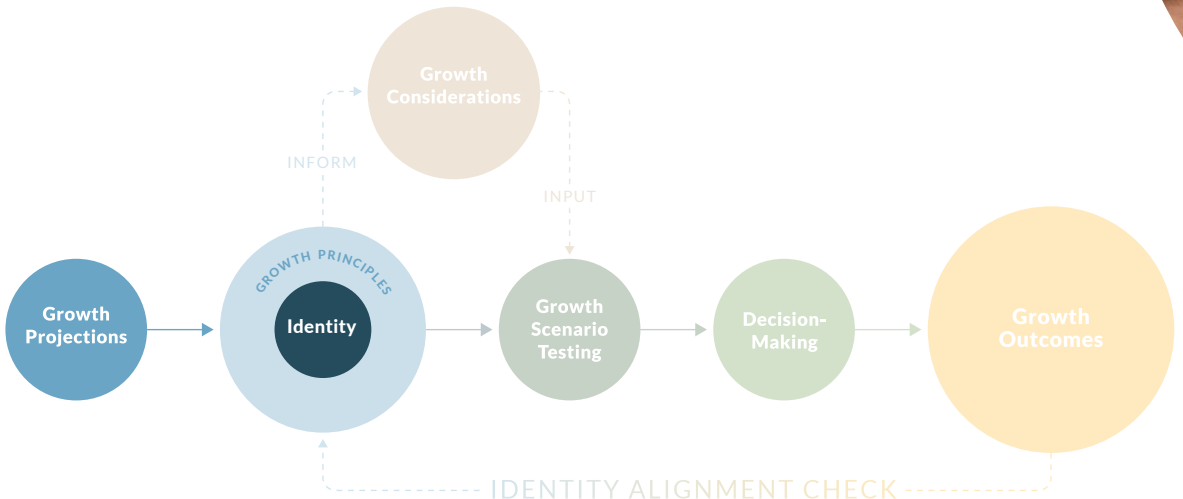
Growth Projections & Land Needs



A variety of regional, economic, and demographic factors are expected to shape population, housing, and employment growth in Okotoks over the next 25 years. These factors will influence the Town's decisions regarding which types of growth to enable and where, and will also determine the types and amounts of residential and employment lands needed to support the needs of a changing population and workforce. These factors include:

Economic cycles, and Alberta's ever-changing economy and employment landscape.

Rising housing costs in major urban centres and satellite communities, including Okotoks, leading to increased migration to smaller, more affordable communities.

Immigration and interprovincial migration patterns.

Environmental limitations, particularly long-term water availability and the impacts of climate change.

A changing demographic profile, including an aging population and workforce.

Technology and innovation influences on economic development opportunities.

Okotoks' high quality of life, unique charm, social connection, and proximity to the City of Calgary.

What is Land Need?

Land need refers to the amount of land that is projected to be needed to support future residential and employment growth. The anticipated land needs of Okotoks will need to be accommodated in both existing and new neighbourhoods throughout the community.

By projecting future population and demographic trends, while considering the Town's desired financial outcomes, local job-creation goals, and current policies and regulations (such as density and residential mix), the Town can forecast how much residential and employment land is needed to accommodate desired growth. This assists the Town to strategically plan towards a preferred vision for growth that aligns with the community's identity.

Why do we model 4 growth projections?

The Town will likely undergo phases of slower and faster growth over the next 25 years. To better understand the potential impacts of different growth scenarios, and to support difficult yet informed decision-making, four population and employment projections have been modeled. These four projections will highlight the consequences of key decisions on the community's identity and long-term goals, and will allow the Town to:

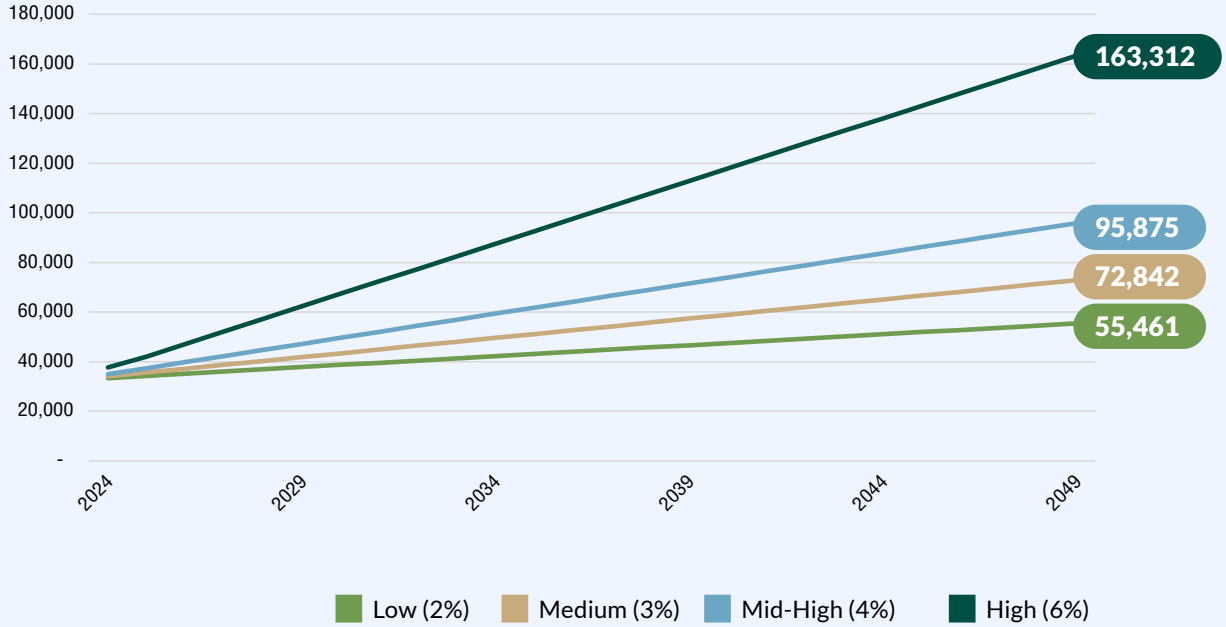
- *Plan and prepare for infrastructure upgrades and investments (e.g. water and sanitary expansion and/or upgrades) and consider funding alternatives;*
- *Establish appropriate timing to unlock new lands for development (e.g. approval of new area structure plans); and,*
- *Forecast community needs, such as new schools and emergency services.*

Population & Employment Projections

POPULATION PROJECTIONS

Looking ahead, Okotoks is projected to reach 95,875 people by 2049 (Mid-High growth projection), reflecting an average annual growth of 3%. While sizable growth is expected to occur across all age ranges over the next 25 years, it is anticipated that most of the projected population growth will stem from migration into Okotoks, representing upwards of 90% of this growth. Migrants typically have a younger age profile, between 25 and 64, which will help support labour force growth and slow the rate of population aging. As a result, the demographic composition is expected to include more young families and school-aged children, shifting the proportion of the population in the 15-64 age range from 63% to 66%. This migration is likely driven by the town's regional access to diverse employment opportunities, high quality of life, strong sense of community, and access to natural amenities.

Figure 8. 25 Year Population Projections

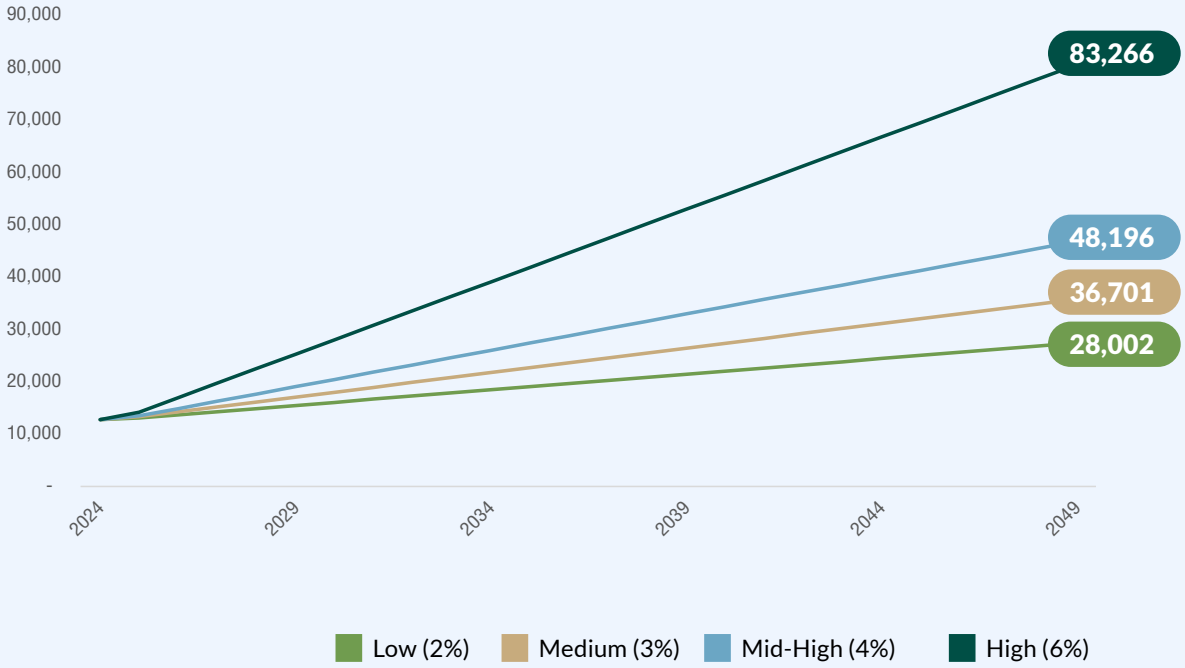


SOURCE: GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

EMPLOYMENT PROJECTIONS

Employment in Okotoks is projected to grow significantly over the next 25 years, with total jobs more than doubling in all scenarios. Central to this projection model is the Town's goal of establishing a balanced tax assessment base, shifting from 88% residential and 12% non-residential to the MDP target of 80% residential and 20% non-residential. Achieving this split relies on increased non-residential development, which in turn drives job creation. As a result, projected employment is expected to gradually outpace local labour force growth. This will eventually flip Okotoks's commuter flow (See Figure 6.) from a net outflow (residents traveling outside their community for work) to a net inflow (non-Okotoks residents traveling into the community for work). For the Town to achieve this balanced tax assessment base, considerable work and focused attention will be required to attract non-residential uses to Okotoks.

Figure 9. 25 Year Employment Forecast



SOURCE: GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

Residential Land Need

Total residential land need is driven by projected population growth. Understanding the projected population growth and demographics informs what housing units will be demanded in the future. The land area required is then determined by understanding the total footprint of housing, which is guided by housing density assumptions, and associated uses needed to service growth (i.e., roads, parks, stormwater ponds, etc.). Ultimately, this provides land need projections that the Town can utilize to support future growth.

Figure 10. Projected Residential Gross Developed Lands*

	2025-2049 (ha)	Annual Average (ha)
LOW (2%)	142	6
MID (3%)	476	19
MID-HIGH (4%)	754	30
HIGH (6%)	958	38

*Note, given the complexity for the demand for housing (population to household formation to demand for dwelling units) in combination with the available supply of housing, the total and annual average land needs do not increase in a linear fashion.

HOUSING DEMAND

Housing demand is established by estimating the quantity and type of housing needed to support the projected future population. Since growth is happening across the board in all age ranges, the increase in housing demand for a variety of dwelling types will likely reflect this. Smaller homes to support seniors aging in place, and single detached homes to support growing families will be in higher demand in 2049 than they are today. Shifting macroeconomic trends around work, which may include industry shocks (disruptions, major shifts in demand, etc.) choices regarding work-life balance, and expectations for the future will require a greater variety of forms of housing to accommodate these changes.

HOUSING DENSITY

Housing density is determined by assigning a reasonable density (units per hectare) to each housing type. This is based on MDP policy, Area Structure and Neighbourhood Area Structure plan design, and densities observed within the mature community. It additionally considers the difference between new communities and mature/developing communities in their ability and appropriateness to accommodate density.

Figure 11. Housing Unit Demand Projections to 2049

	2024	Projected New Housing Units to 2049			
		LOW	MEDIUM	MID-HIGH	HIGH
Single Detached:	8,706	4,373	7,226	10,814	22,426
Semi-Detached & Row Houses	1,600	1,447	2,313	3,616	7,316
Apartments	1,041	1,576	2,561	3,902	7,683
Moveable	38				
Multi-Residential:	2,679*	3,023	4,874	7,518	14,999
	11,385	**7,396**	**12,100**	**18,332**	**37,425**

**From a tracking perspective, the Town considers all non-single detached housing (i.e., semi-detached, row housing, and apartments) as multi-residential units.*

SOURCE: GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

Employment Land Need

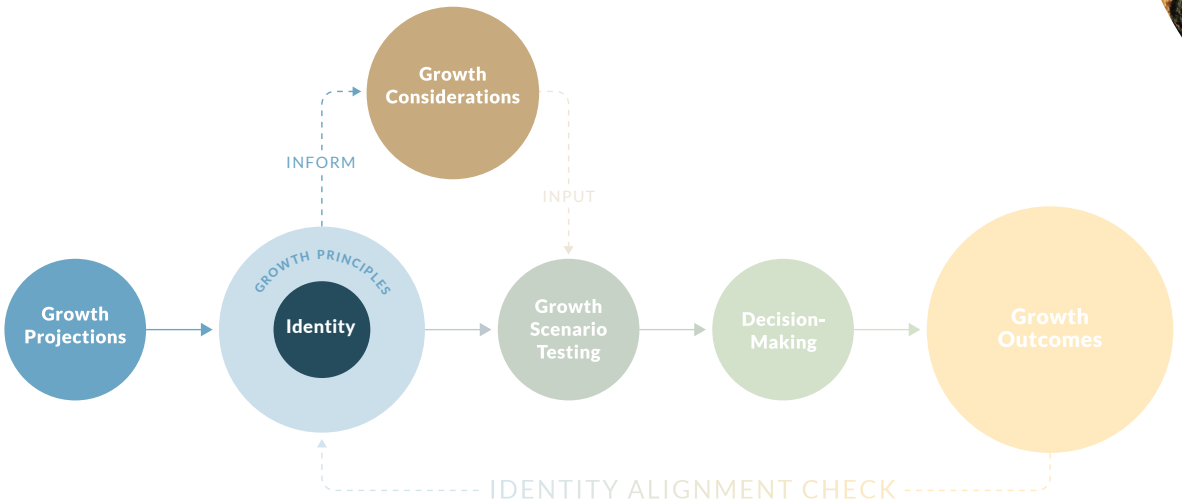
Understanding employment land need begins with projecting job growth across various industries. These projections are then translated into space requirements based on the types of buildings and site typically associated with each industry. Similarly, the space requirements are converted to employment land need using industry-specific floor area ratios (FARs). The resulting need gives the Town a sense of how much employment land will be needed, where, and when, ensuring there's enough space to support a growing economy.

Figure 12. Projected Employment Gross Developed Lands

	2025-2049 (ha)	Annual Average (ha)
LOW (2%)	90	4
MID (3%)	239	10
MID-HIGH (4%)	366	15
HIGH (6%)	458	18

4.0

Growth Considerations



Growth is dynamic and requires careful planning and consideration of multiple factors. Key elements include the anticipated speed of growth, the availability and suitability of land to accommodate future growth, the sequencing of new neighbourhoods, the necessary investments from both the Town and industry to support expansion and long-term operating costs. Through the Growth Strategy, the Town has contemplated each of these different elements.

Growth Considerations

- *Environmental Stewardship and Land Supply - how much land is available and suitable to accommodate growth?*
- *Capital and Operational Investments - how will growth have an impact on the Town's capital and operational investments, and level of service (and vice versa)?*
- *Neighbourhood Development Sequence – where will the Town grow next?*
- *Rate of Growth – how does the speed at which we grow impact who we are, and what are the financial outcomes?*

Land Supply

To understand how the Town of Okotoks can accommodate future growth, it is essential to quantify and evaluate the current land supply that could potentially support growth, its readiness for development (i.e. has local area policy in place), and the types of development it could feasibly support (i.e. residential, employment, and institutional).

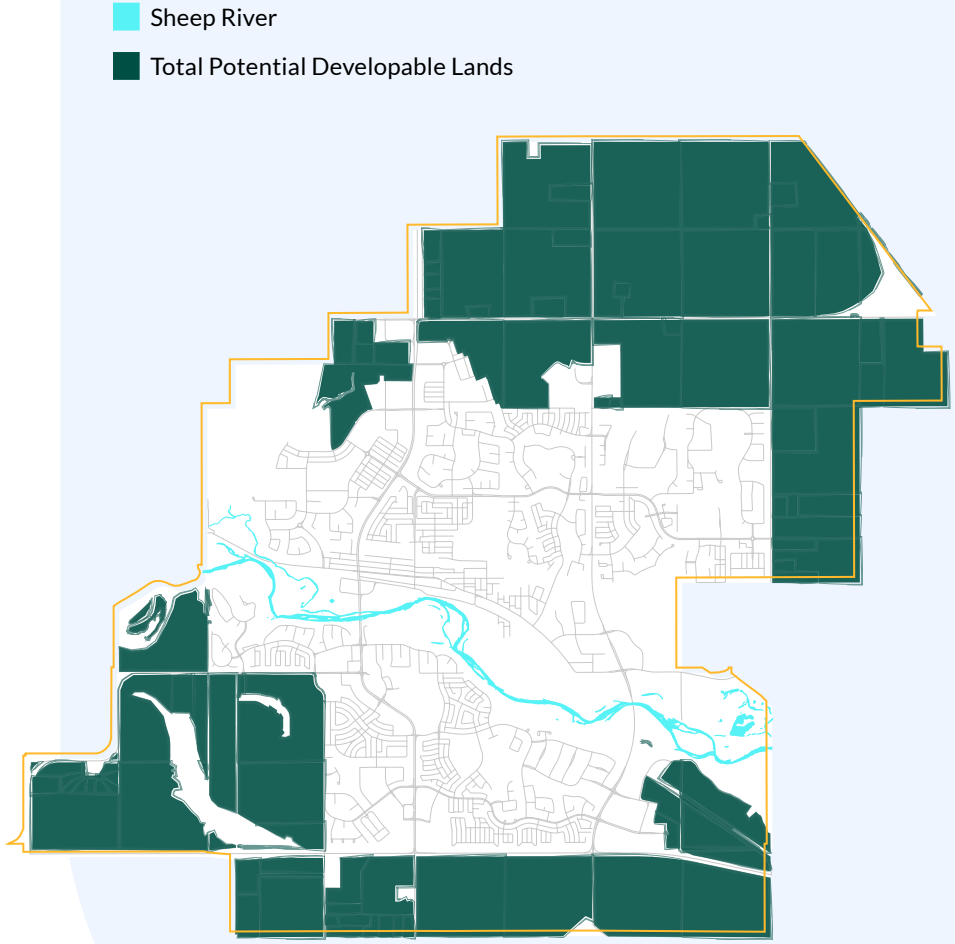
ESTABLISHING LAND SUPPLY

To establish the existing land supply the Town reviewed all approved area structure plans (ASPs) for guidance on developable lands within those areas. Lands are considered developable if they are suitable for future development (i.e., free from major environmental, natural and/or physical constraints). Lands that are unplanned (do not have ASPs in place) were assessed at a desktop level and natural constraints, such as flood hazards and steep slopes (15%+), and physical constraints, including major pipelines, transmission corridors, and future interchanges, were considered and removed to establish the potential developable area. Based on this assessment, the Town's assumed potential developable land area in unplanned lands, prior to consideration of **environmentally sensitive and/or significant areas**, is approximately 1,787 hectares.

Sheep River Flood Hazard Area

The Province updated and published revised flood hazard mapping in May 2025. The updated flood extents have been accounted for in the mapping, and calculation of total potential developable lands. The new floodway and flood fringe now extends into an area identified as a Special Policy Area within the West Okotoks Area Structure Plan. The Special Policy Area requires further planning policy be established prior to proceeding to next steps in the development process.

Figure 13. Total Potential Developable Lands



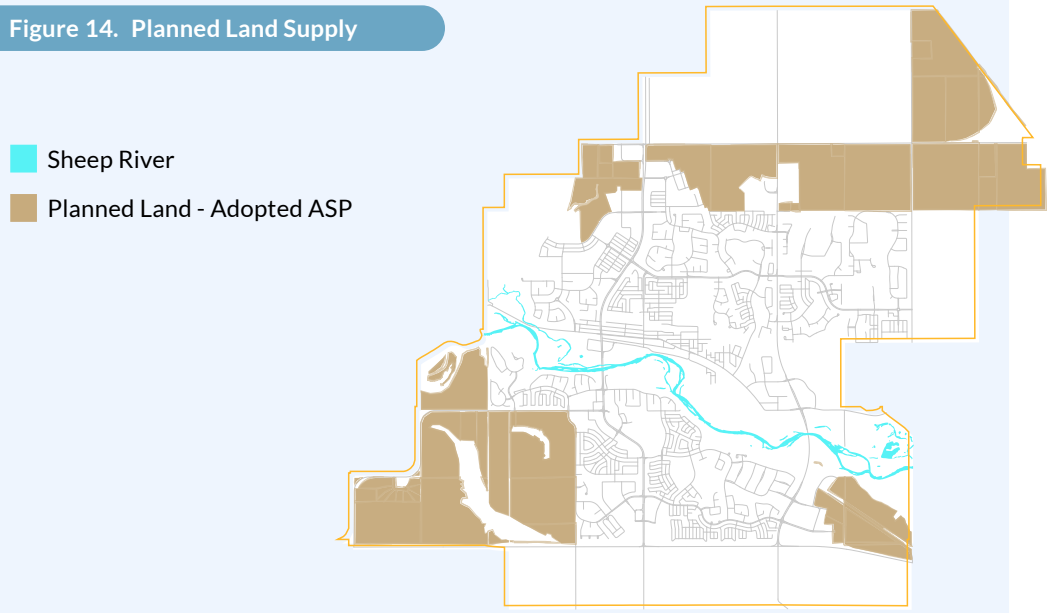
SOURCE: LAND SUPPLY ANALYSIS, URBAN SYSTEMS (MAY, 2025)

PLANNED AND UNPLANNED LAND

Understanding the supply of planned (i.e. has an area structure plan in place) and unplanned land allows the Town to be ***Strategic and Adaptive*** when assessing its readiness to meet growth demands in the short, medium, and long-term, and to ensure sufficient land supply to saitsfy balanced tax assessment base objectives. Planned lands are more development ready, as they include guidance on land use, density, infrastructure needs, and direction and policy on environmentally sensitive lands (e.g. designated Environmentally Sensitive Areas). In contrast, unplanned lands require substantial planning work before development can occur, making them a longer-term option for accommodating growth.

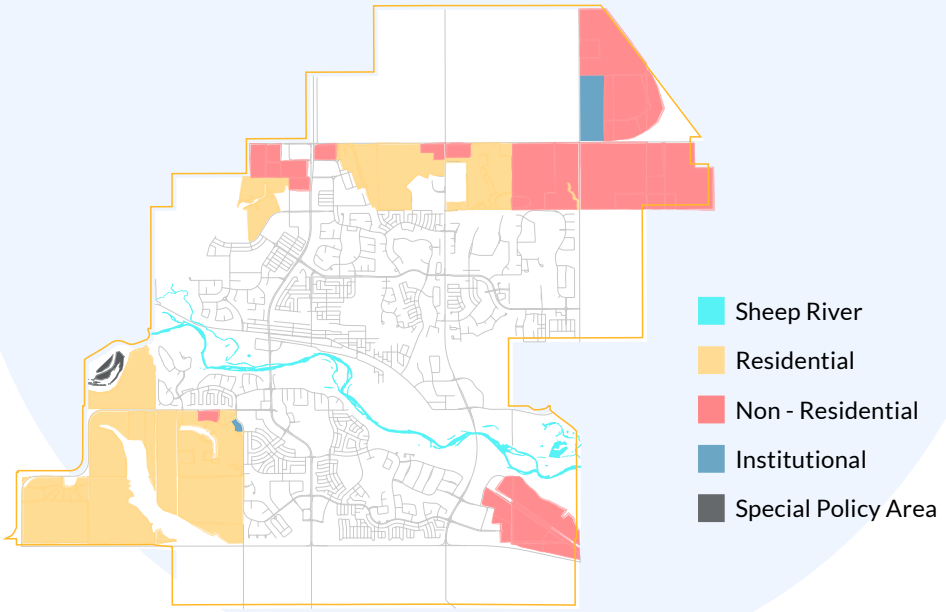
About half of the Town's available lands are currently planned (890 hectares). Of these lands 53% (471 hectares) are planned to accommodate residential growth and 47% (411 hectares) are planned to accommodate non-residential growth.

Figure 14. Planned Land Supply



SOURCE: LAND SUPPLY ANALYSIS, URBAN SYSTEMS (MAY, 2025)

Figure 15. Planned Land by Proposed Land Use



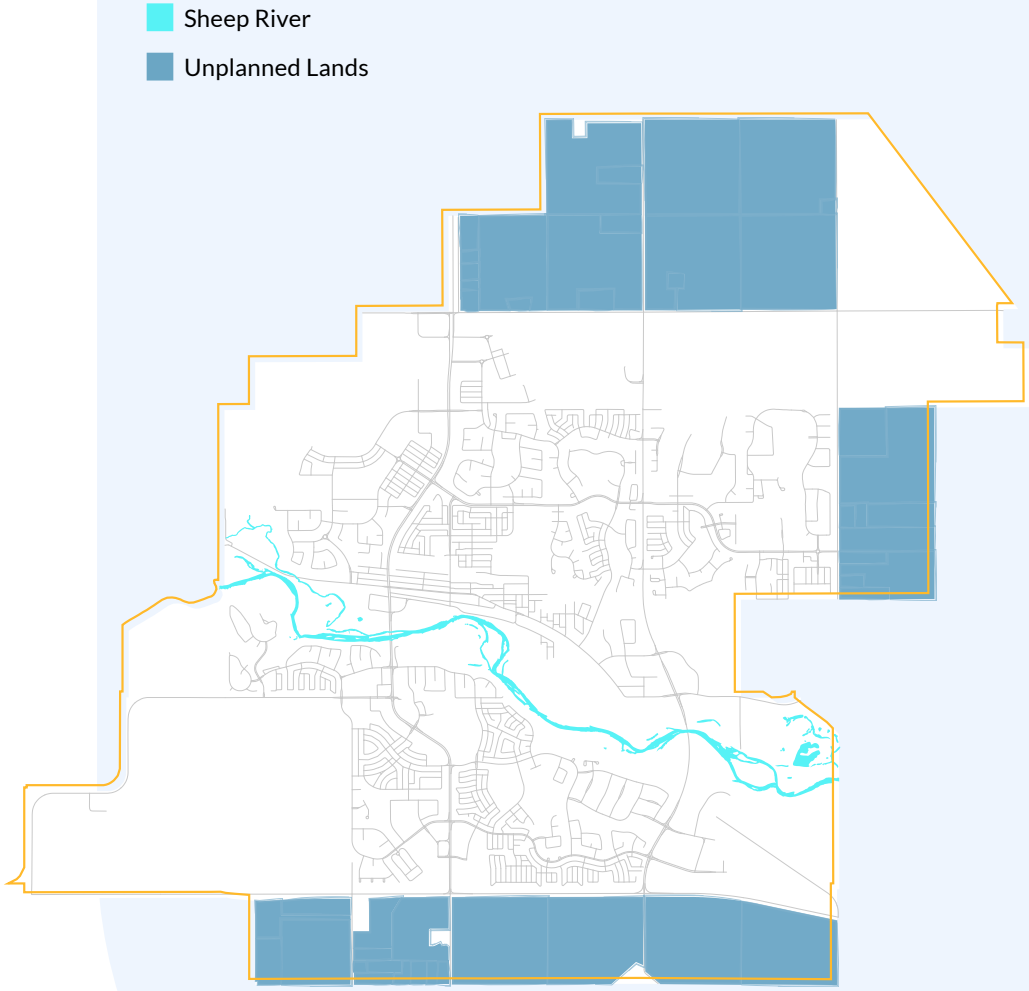
SOURCE: LAND SUPPLY ANALYSIS, URBAN SYSTEMS (MAY, 2025)

Prior to advancing area structure planning, it is important for The Town to explore how to leverage unplanned lands to accommodate future community growth and needs. To nurture a ***Strong Local Economy***, the Town will need to maintain a supply of land that is suitable for residential and non-residential development as it attracts more businesses to Okotoks. By assessing the unplanned lands, the Town can identify where these future land uses could be accommodated, as well as the location and extent of environmentally sensitive and/or significant lands that should be protected through policy.

GUIDING PRINCIPLE ALIGNMENT OPPORTUNITIES

- *Use land supply targets as established in the Municipal Development Plan for planned land supply and serviced land supply.*
- *Monitor land supply annually to inform decisions around approving new areas for development (i.e., area structure plans).*

Figure 16. Unplanned Lands



SOURCE: LAND SUPPLY ANALYSIS, URBAN SYSTEMS (MAY, 2025)

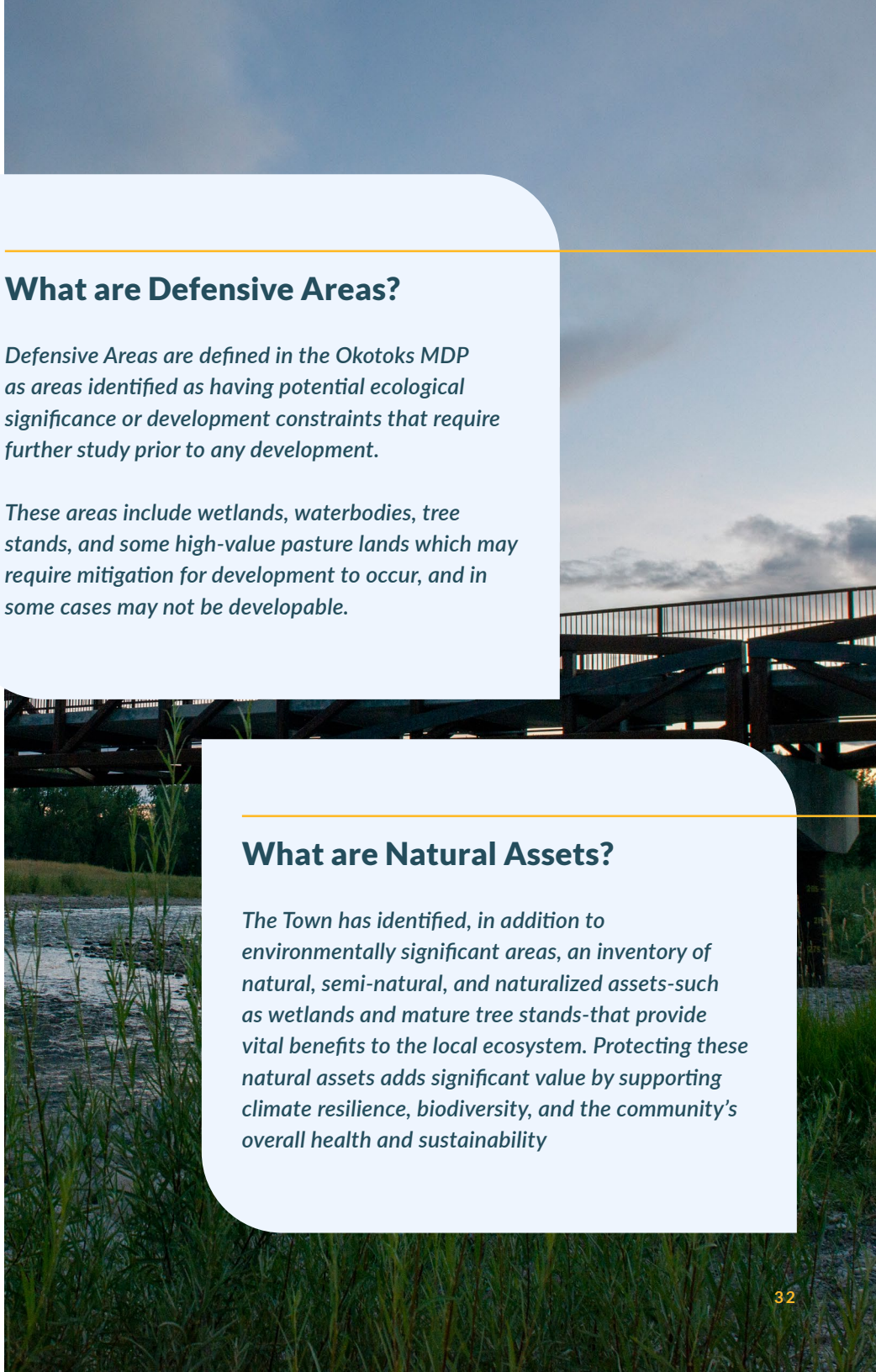
Environmental Stewardship

As the Town of Okotoks continues to experience growth, demonstrated environmental leadership remains a top priority. This term is used to reflect the Town's work towards achieving MDP, Environmental Master Plan (EMP), and Climate Action Plan targets for climate change resilience, greenhouse gas emissions, water conservation, energy efficiency, and land and ecological biodiversity. Thus, it plays a crucial role in shaping the Town's Growth Strategy and may directly impact the Town's land supply.

There are many high-value natural assets across Okotoks that do not currently have ASPs in place (i.e., unplanned land). As there is no existing policy in place, natural assets, including the Town's Defensive Areas, are not accounted for in the calculation of the Total Potential Developable Land.

What actions is the Town taking to safeguard natural assets?

In 2020, the Town developed a Natural Assets Inventory which assessed the number, extent, condition, and estimated value of Okotoks' natural and semi-natural assets. This study represented the first example of a natural asset mapping and ecosystem service valuation exercise that has been undertaken by a municipality in Alberta, underscoring Okotoks as a leader in environmental sustainability. The Inventory allows the Town to better understand how land use management and policy decisions may positively or negatively impact the Town's natural assets.



What are Defensive Areas?

Defensive Areas are defined in the Okotoks MDP as areas identified as having potential ecological significance or development constraints that require further study prior to any development.

These areas include wetlands, waterbodies, tree stands, and some high-value pasture lands which may require mitigation for development to occur, and in some cases may not be developable.

What are Natural Assets?

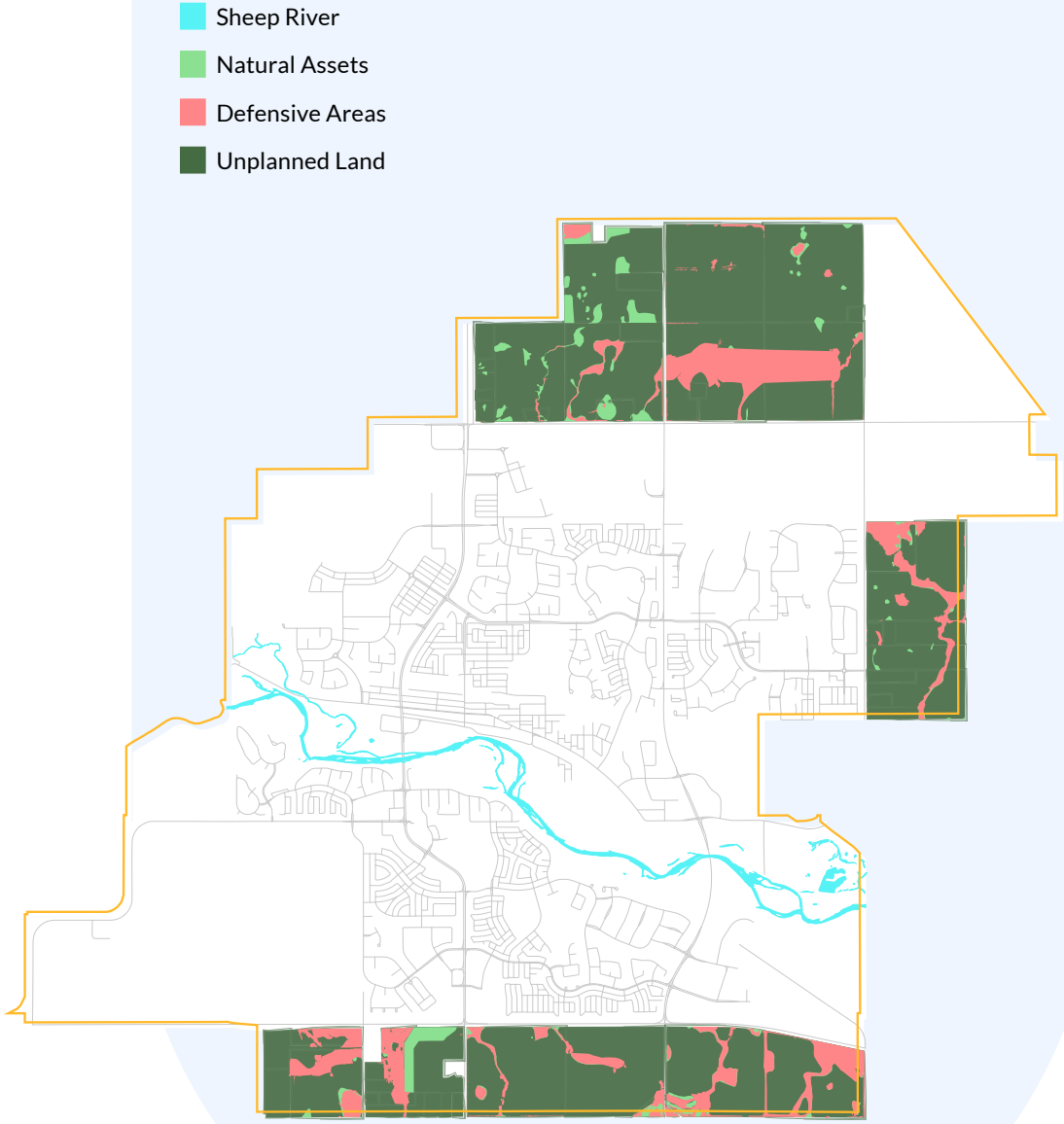
The Town has identified, in addition to environmentally significant areas, an inventory of natural, semi-natural, and naturalized assets-such as wetlands and mature tree stands-that provide vital benefits to the local ecosystem. Protecting these natural assets adds significant value by supporting climate resilience, biodiversity, and the community's overall health and sustainability

Building off the inventory, the Town is developing policies as ***Environmental Stewards*** to protect high-value natural assets across Okotoks as it continues to grow. It is important for the Town to identify and protect (e.g. through policy) these environmentally sensitive and/or significant areas prior to local level planning and development being able to proceed.

GUIDING PRINCIPLE ALIGNMENT OPPORTUNITIES

Complete broader, regional studies and policy development prior to new area structure plans being approved to enable proactive environmental stewardship.

Figure 17. Natural Assets and Defensive Areas



SOURCE: LAND SUPPLY ANALYSIS, URBAN SYSTEMS (MAY, 2025)

Capital & Operating Costs

As our community grows, so does the need for new infrastructure and services including firehalls, policing, community centres, roads, parks - and utilities we cannot see, but still depend on, such as water and sewer. These come with upfront capital costs as well as ongoing costs for operation, maintenance, meeting service standards, and eventual replacement. Growth isn't just about building new homes—it's about building ***Complete and Integrated Communities.*** This entails maintaining a level of service for the key community spaces, such as cultural and heritage facilities, parks, pathways, and playgrounds, or recreational facilities, which help us stay ***Socially Connected*** and play a significant role in developing the sense of community which is integral to the Town's identity. To do this responsibly, the Town must ensure that any new development is supported by thoughtful, long-term financial planning.

Before approving or opening new areas for development, it's important that the Town understand all the costs involved with growth. This includes:

- The initial investment to build new infrastructure,
- The ongoing costs to operate and maintain it, and
- The future costs to replace it when it reaches the end of its life.
- How investments and operating/maintenance/ LCC costs will be funded.

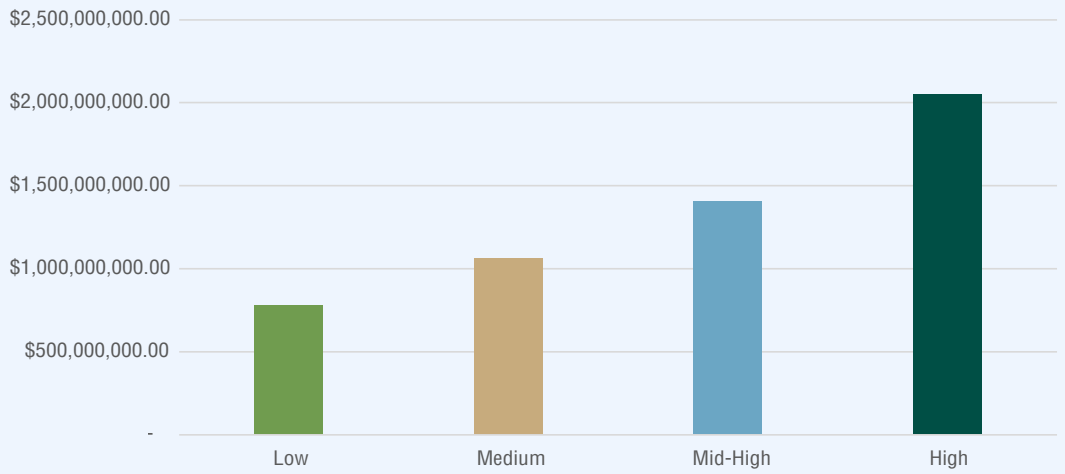
Considering these costs is essential to understanding both the micro impact (how a single development affects Town resources) and the macro impact (how that growth fits into the bigger picture of Town-wide service delivery and financial sustainability). Well-informed decision-making which considers the full financial implications of community growth, including all lifecycle costs, keeps the Town ***Strategic and Adaptive*** as it grows. By aligning growth with available funding and long-term plans, the Town can continue to grow in a way that is financially sustainable and benefits both current and future residents.

CAPITAL COSTS

Funding capital infrastructure costs is a joint responsibility shared between the Town and developers. Developers contribute as they develop, to major, off-site infrastructure and on-site servicing, while the Town may invest in broader infrastructure that benefits the entire community such as community facilities. A varying growth rate will impact the amount of capital expenditures necessary to support growth. This is reflective of the infrastructure required to be built to facilitate growth and also additional infrastructure for the Town to operate and maintain over the long-term, including life-cyle replacement.

Smart infrastructure investments and well-serviced, shovel-ready lands reduce uncertainty and bolster the Town's competitiveness, which help it retain and nurture a ***Strong Local Economy***. These investments represent a shared financial risk and responsibility since both public and private sectors depend on timely and coordinated infrastructure to support development. It is crucial for the Town to carefully assess where and when to invest to ensure public funds are allocated to areas with clear financial returns or strategic advantages. This form of capital planning ensures investments are made in priority areas that align with the Town's long-term objectives. Leveraging and optimizing existing infrastructure can promote compact urban forms, and align with the Town's Environmental Stewardship.

Figure 18. Total Capital Expenditures 2024 - 2049 By Growth Scenario



SOURCE: GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

CAPITAL COSTS

The municipal debt limit is a provincially set cap on the amount of debt a municipality can take on as a proportion of its annual revenue, intended to ensure municipalities do not incur more debt than they can reasonably repay. Under each growth scenario, the proportion of the Town's debt relative to its allowable borrowing changes significantly over the 25-year term. That said, the Growth Scenarios present different outlooks for borrowing. Low growth presents a situation where the Town may be required to borrow heavily, nearing provincial limits, and could become financially unsustainable unless offset by external funding or increased revenues. Each successive growth scenario shows the Town reducing its incurred debt as a proportion to municipal and provincial limits, indicating less pressure to borrow excessively when there are larger developer contributions over time. These trends suggest that greater growth, especially when supported by a stronger non-residential tax base, can enhance fiscal capacity and reduce long-term reliance on borrowing.

GUIDING PRINCIPLE ALIGNMENT OPPORTUNITIES

Determine what capital infrastructure aligns with the Town's long-term objectives and requires the Town's support and/or can be advanced by others.

Require new proposed growth areas include policy that requires phasing and sequencing that aligns with the Town's infrastructure staging.

DEBT LIMIT

This chart illustrates how much of the Town of Okotoks' debt capacity is projected to be used over the next 25 years under four different growth scenarios.

LOW SCENARIO

Approaches 100% (provincial debt limit) around 2030–2032. This suggests significant borrowing pressure and may be financially unsustainable unless offset by increased revenues or external funding.

MEDIUM SCENARIO

Peaks around 80–85% of the Town's debt limit in the early 2030s. Briefly exceeds the Town's self-imposed debt limit but remains under the provincial debt limit.

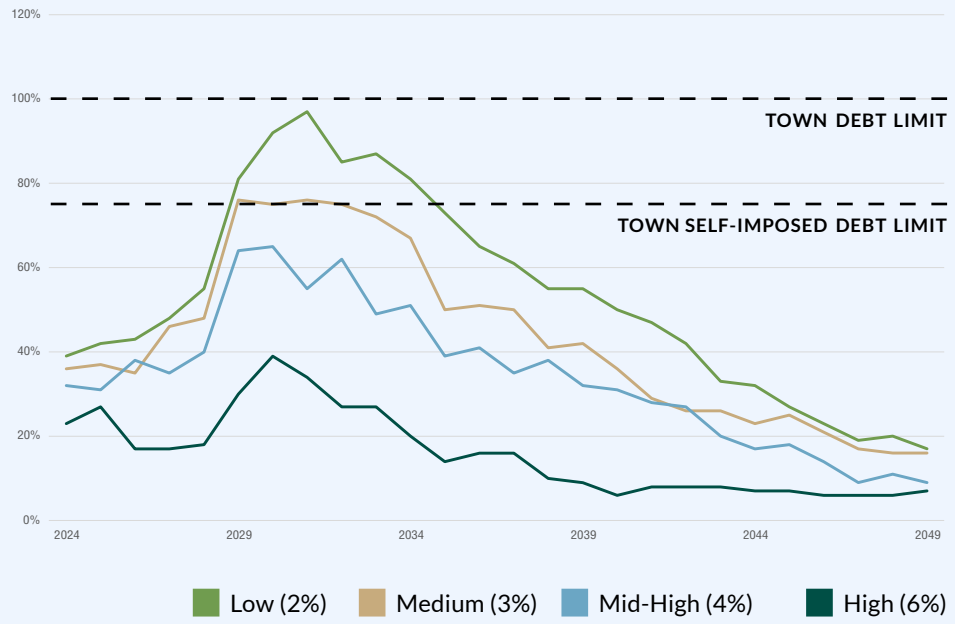
MID-HIGH SCENARIO

Peaks below the Town's self-imposed debt limit (~70%) around 2030. Declines steadily after mid-2030s.

HIGH SCENARIO

Remains well below both the Town's debt limit and the Town's self-imposed debt limit for the entire forecast period. Peaks near 40% in early 2030s, then drops rapidly.

Figure 19. Debt Limit Used 2024-2049

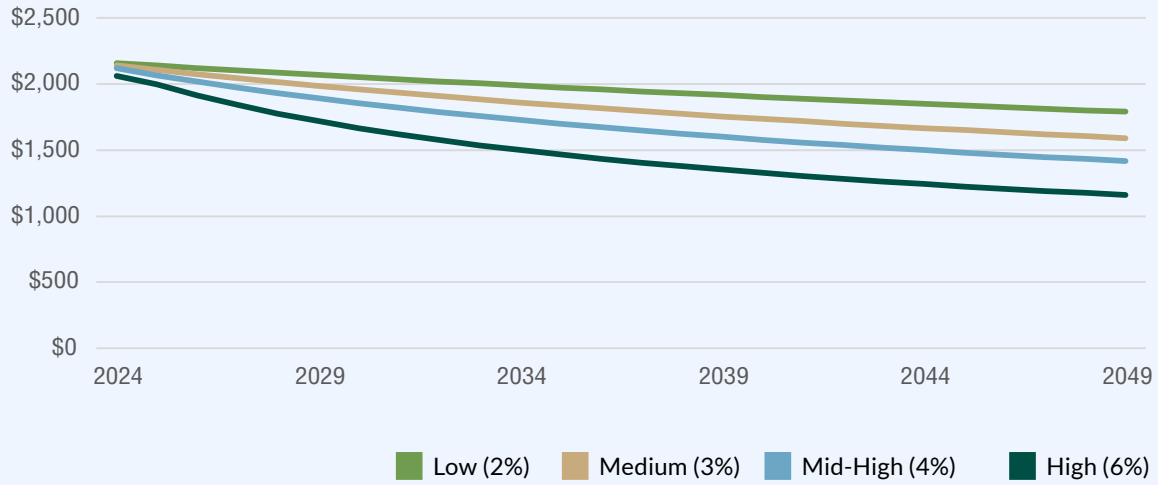


SOURCE: GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

OPERATING COSTS

Operating expenditures refer to the annual costs associated with delivering municipal services, which are supported by a variety of revenues, such as Okotoks property taxes, user fees, and operating grants from higher levels of government. Careful attention to the Town's desired levels of service and their associated operating costs is crucial to ensuring that Okotoks remains financially sustainable, Strategic and Adaptive in supporting both new and maturing communities as it grows. Over the course of the 25 year-horizon, the Town is expected to experience increases to its operating costs, reflecting the increased use of municipal services from additional residents. That said, the Town's per capita operating costs are anticipated to remain fairly flat and/or decline slightly over time. This reflects the Town's ability to capture economies of scale with regard to its service delivery. As the population increases, fixed operating costs, be it core municipal staff salaries, facility operations, or contracted services and utilities, are spread over a broader service base, thereby maintaining and/or lowering the cost per resident.

Figure 20. Projected Operating Costs Per Capita



SOURCE: GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

OPERATING COSTS

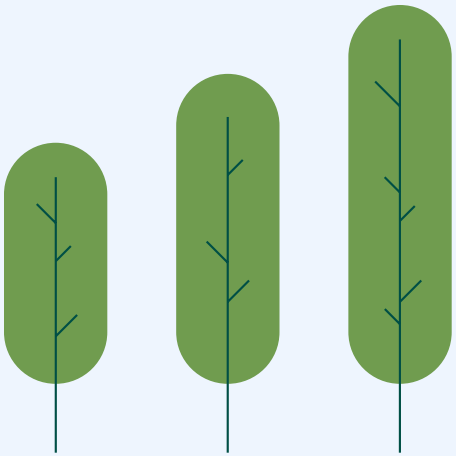
As our community grows, upfront investments in infrastructure are required, while the resulting tax revenue is realized gradually over time. This means that the long-term operating and infrastructure replacement costs can outpace the incremental revenue generated by new development. To ensure we continue providing high-quality services and a strong foundation for all residents, municipal tax rates are expected to increase thoughtfully alongside all rates of growth.

GUIDING PRINCIPLE ALIGNMENT OPPORTUNITIES

Evaluate the operational impact of new proposed growth areas and the cumulative impact to the Town as a whole.

Rate of Growth

The rate of growth refers to the speed at which a population changes year over year. Managing the rate of growth shapes how well Okotoks can adapt, invest, thrive, and maintain its unique identity. While growth offers opportunities for a community, its pace can have significant implications for a Town's social, organizational, and financial sustainability. Managing growth at a steady, balanced pace helps ensure the Town can maintain high-quality services, manage and mitigate potential financial risks, and plan responsibly for the future. Given Okotoks history of rapid growth and more recently slowed growth, the Town has experience of the implications observed from both ends of the growth rate spectrum.



IMPLICATIONS OF RAPID GROWTH

Growing too quickly can...

- strain a community's organizational resources
- shift the organizational focus from long-term strategic planning to short-term, reactive decision-making, making it difficult to guide growth in a way that aligns with the Town's identity
- dilute community social connectedness and increase urban anonymity
- financially outpace the Town's ability to fund and deliver infrastructure and services (e.g., schools, community services, parks, etc.) and put pressure on budgets and/or deferred priorities.

IMPLICATIONS OF SLOW GROWTH

Growth that is too slow can...

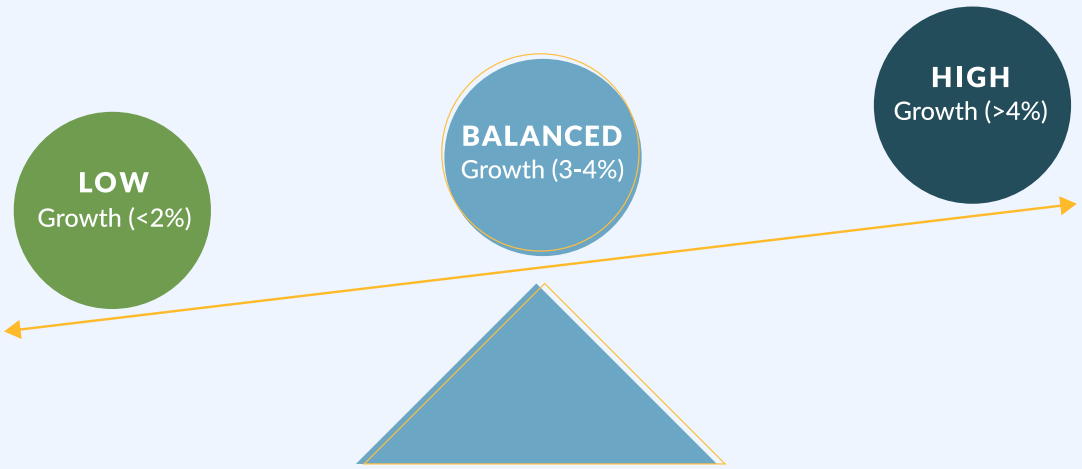
- limit the diversity of housing options and community amenities within the Town
- hinder the Town's ability to repay infrastructure costs advanced to support growth and overall community needs
- limit annual assessments that can contribute to ongoing operating costs for services delivered by the Town

BALANCED GROWTH IN OKOTOKS

A balanced growth rate enables a community to grow with purpose—so that development is not just about adding people, but about building a stronger, more inclusive, and more sustainable community for everyone. This pace ensures there is time to develop a variety of housing options to meet diverse needs, the key social infrastructure to support growth, and to ensure community engagement exists – the hallmarks of a ***Complete and Integrated Community***. Additionally, balanced growth allows the Town to act ***Strategically and Adaptively***, adjusting plans and policies as conditions change, such as shifting demographics and market trends, without being overwhelmed by rapid, unplanned growth. For Okotoks, growing within the range of 3 - 4% allows us to:

- Plan proactively
- Effectively maintain high levels of service for all residents
- Consider, coordinate and manage long-range infrastructure and financial needs

Figure 21. Balancing the Rate of Growth



GUIDING PRINCIPLE ALIGNMENT OPPORTUNITIES

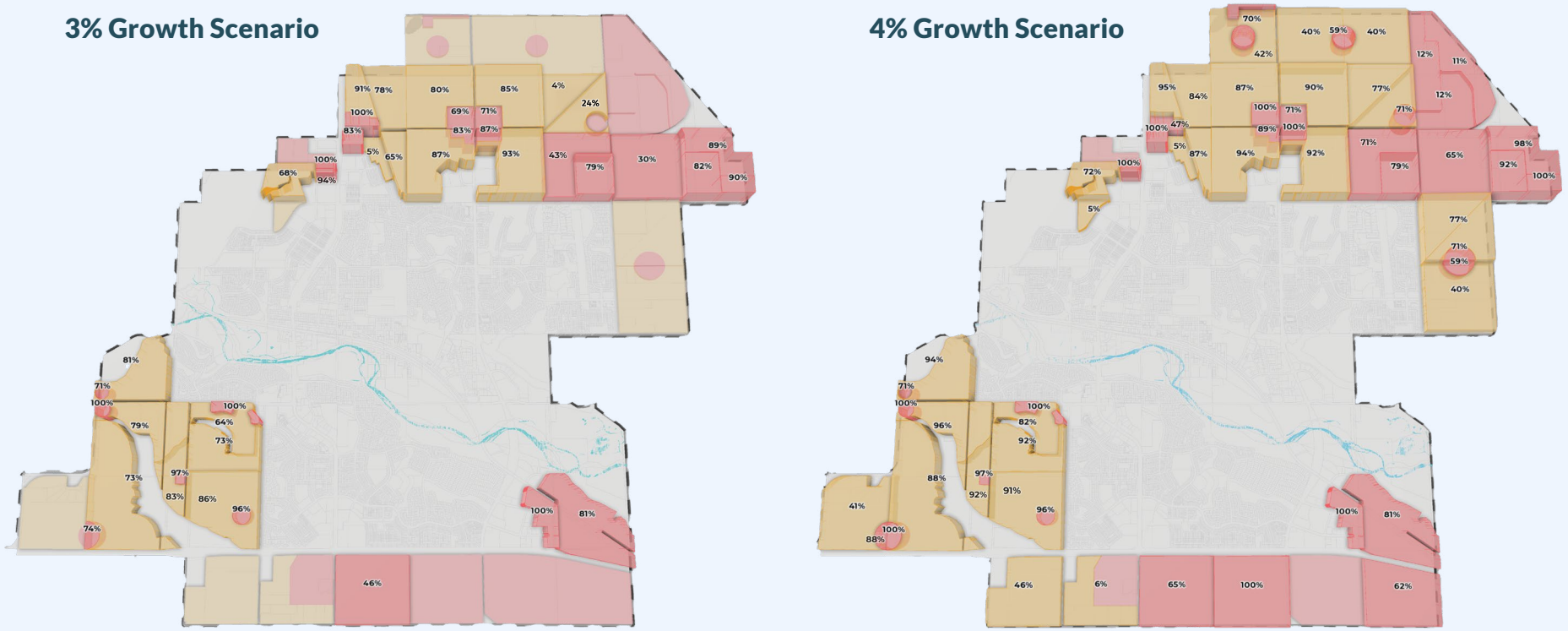
Manage costs and capital investments through policies which require infrastructure phasing match/reflect growth patterns and projections.

Steward growth by leveraging strategic infrastructure planning to influence where, and at what rate, development occurs.

Ensure community amenities and programs keep pace with growth.

Over time, the Town can use the target growth rate of 3-4% to monitor how growth may need to be adjusted (using other tools) to ensure growth occurs sustainably.

Figure 22. Visualization of Community Build-out



- Non-Residential Areas anticipated to buildout over 25yrs
- Residential Areas anticipated to buildout over 25yrs
- Non-Residential Lands beyond 25yr buildout
- Residential Lands beyond 25yr buildout

SOURCE: GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

Neighbourhood Development Sequence

Growth sequencing is a strategic planning approach that guides the orderly development of current undeveloped land. The growth sequence is informed by the Town's long-term vision, in-depth infrastrucutre and financial impact analysis (refer to the Appendix for support reports).

Contiguous Growth

Develop land adjacent to existing areas to prevent scattered development, ensuring efficient infrastructure use and avoiding patchwork servicing. This supports the creation of ***Complete and Integrated Communities*** by ensuring neighbourhoods grow logically and cohesively. Additionally, being strategic around how many development "fronts" are underway can allow for more effective and efficient utilization of infrastructure and investments.

Infrastructure Optimization

Utilize existing infrastructure capacity —like roads, pipes, and treatment facilities—to accommodate growth, and prioritize areas where infrastructure can be shared across multiple parcels or development phases to reduce costs. Coordinating and aligning this investment with the private sector indicates where the Town supports growth, reducing risk and nurturing a ***Strong Local Economy.***

Policy Alignment

Ensure growth reflects long-term municipal plans and policies (e.g., Municipal Development Plan, area structure plans).

Strategic Priorities

While the neighbourhood development sequence plan encourages orderly, contiguous development, non-contiguous growth may be appropriate when it supports key strategic priorities—such as creating employment lands or addressing urgent housing needs. Flexibility in these cases allows the Town to be ***Strategic and Adaptive*** as it responds to evolving opportunities, provided potential impacts like higher infrastructure costs or service inefficiencies are carefully considered to maintain sustainable, balanced growth.

The Growth Sequence Map shows the preferred neighbourhood development sequence for undeveloped lands in Okotoks. The Phase Horizons indicate the likely order of development, with each phase following the substantial completion of the previous one. Detailed information related to future infrastructure needs to support growth areas can be found in the Appendix (Servicing Strategy Brief, ISL, 2025). The development sequence also allows for strategic growth opportunities, such as employment lands, that align with the Town's long-term aspirations.

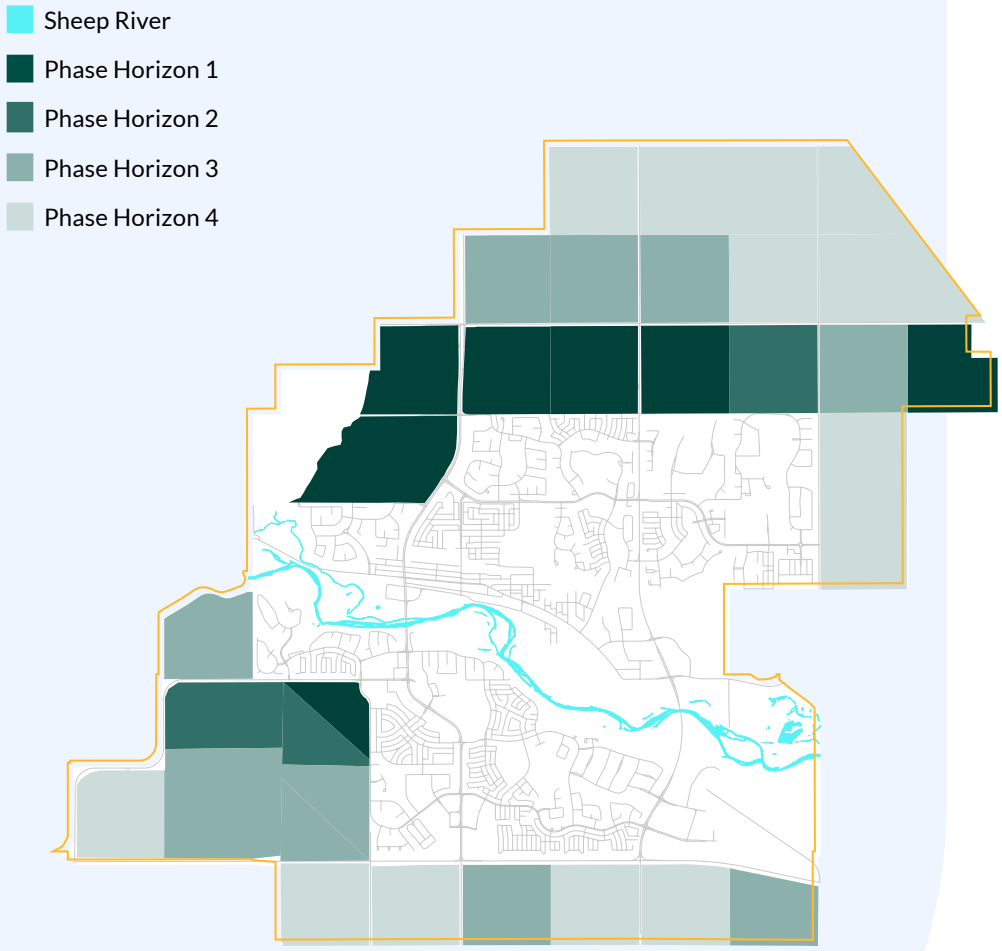
GUIDING PRINCIPLE ALIGNMENT OPPORTUNITIES

Support contiguous community growth by ensuring future ASP boundaries reflect the ability to plan, design, and progress infrastructure over landownership boundaries.

Regularly review and update the Town's servicing strategy and master plans to reflect policy changes and include necessary contextual information to guide detailed infrastructure design.

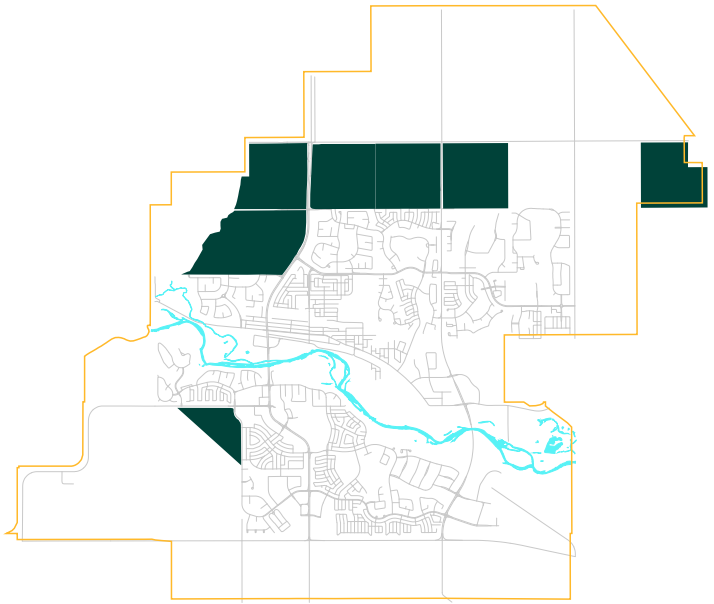
Regularly review the Town's Offsite Levy Bylaw to include projected budget amendments based on growth requirements.

Figure 23. Growth Sequencing Map



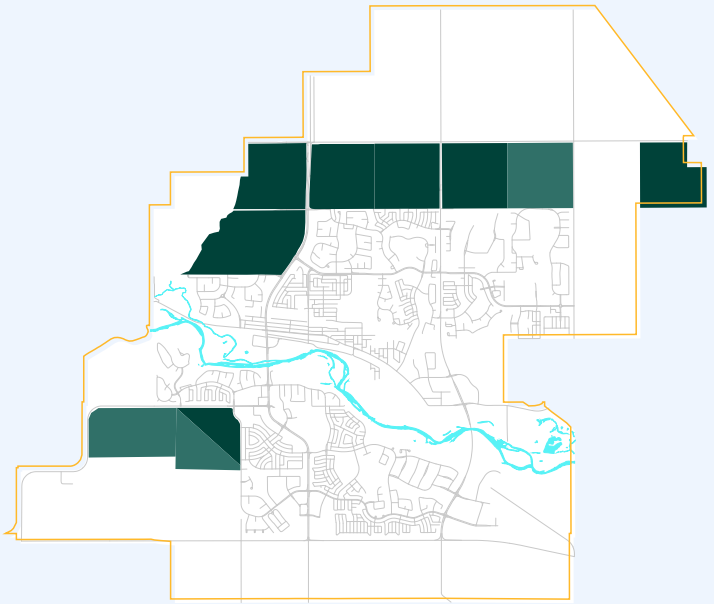
SOURCE: LAND SUPPLY ANALYSIS, URBAN SYSTEMS (MAY, 2025)

Figure 24. Phase 1 Horizon



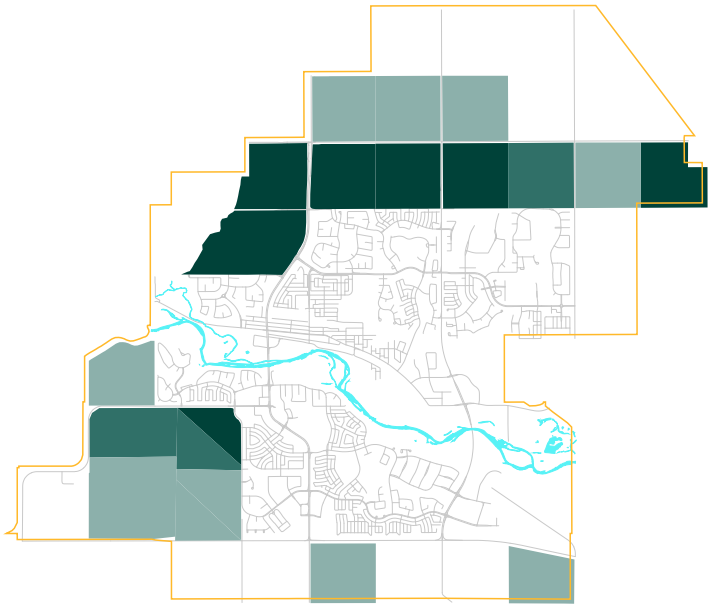
The identified areas generally have area structure plans in place and, in most cases, already have approved neighbourhood plans and/or land use designations. These areas are largely serviced or are in the process of planning for servicing. Planned improvements to sanitary infrastructure will enable future connections to subsequent growth phases. In addition, upgrades to 338th Avenue will be necessary to support access and mobility for these developing areas. Phase 1 also includes strategic non-residential lands that the Town is prioritizing for advancement.

Figure 25. Phase 1 & 2 Horizon



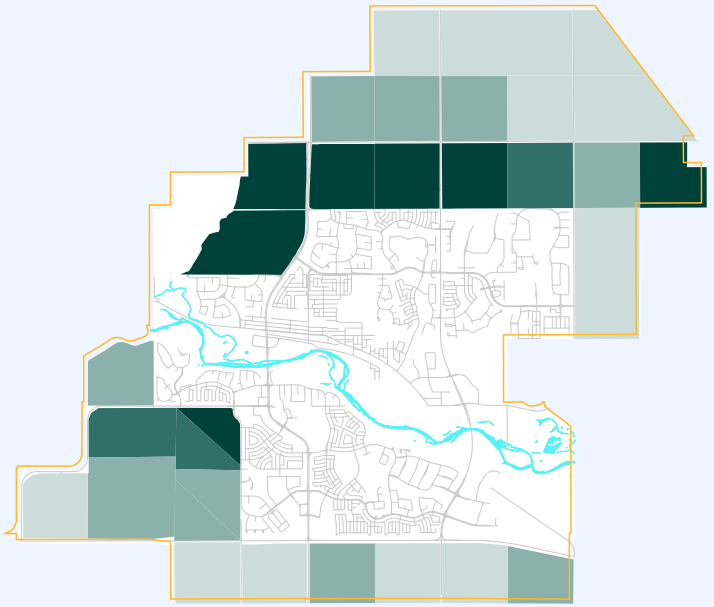
Phase 1 and 2 Horizons highlights areas that have area structure plans in place and represent the next logical areas to be serviced as Phase 1 lands are built out. Servicing in these areas will primarily involve the extension of off-site infrastructure. These lands also include strategic non-residential areas that the Town is actively prioritizing for advancement.

Figure 26. Phase 1, 2 & 3 Horizon



Some of the lands identified in the Phase 3 Horizon have area structure plans in place. Lands on the north side will rely on sanitary improvements initiated through Phase 1 development to advance. Improvements to 338th Avenue will also play a key role in servicing these lands, with costs and capacity shared between developments to the north and south. However, Phase 3 lands in the south are significantly more complex to service and will require major infrastructure investments, including a sanitary sewer trunk, water reservoir, and substantial road upgrades before development can proceed. Lands identified within Phase 3 and 4 are likely to evolve over time; however, Phase 3 lands currently reflect the most likely to advance sooner based on land use, contiguous development and access.

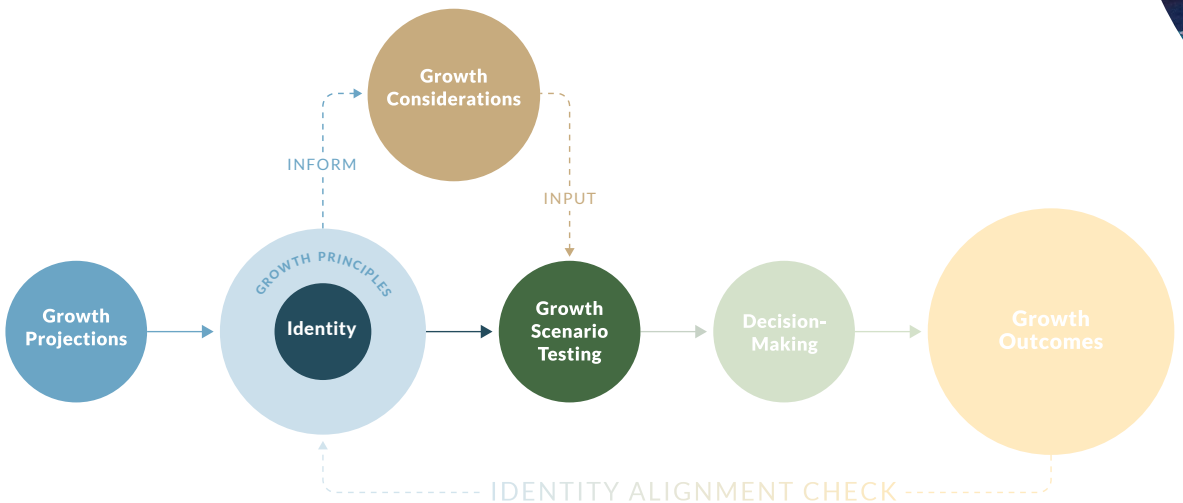
Figure 27. Phase 1, 2, 3 & 4 Horizon



The identified Phase 4 Horizon lands largely do not have area structure plans in place. On the north side sanitary and water extensions are required in early phases to enable future development. On the south side, advancing development will depend on the construction of a significant sanitary trunk and improvements to Highway 7.

5.0

Growth Scenario Testing



Growth scenario testing helps the Town evaluate whether the growth targets outlined in the Municipal Development Plan (MDP) are still the best option for achieving long-term goals or if adjustment of growth targets would better support desired growth outcomes. The MDP includes three main targets as they relate to growth:

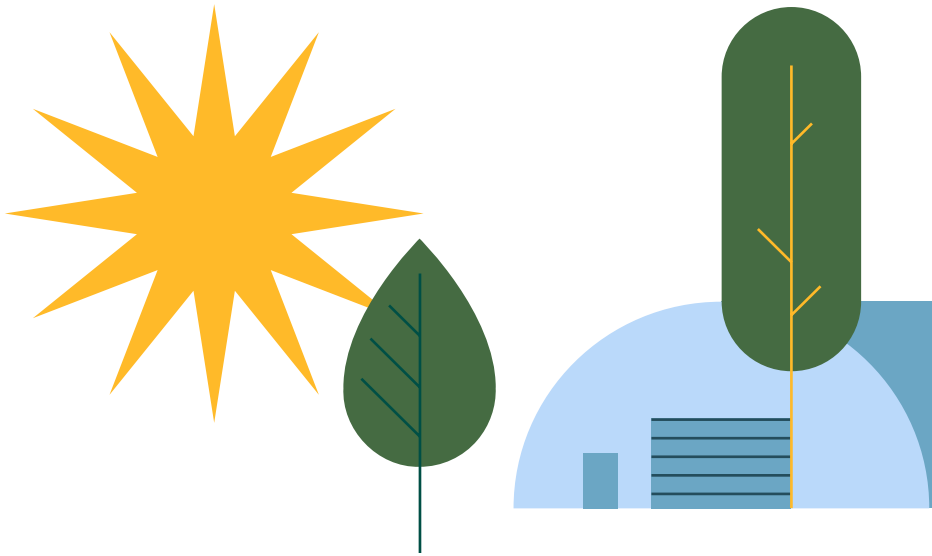
maintaining a housing mix of 60% single detached and 40% multi-family in new communities;

reaching a balanced tax assessment base of 80% residential and 20% non-residential; and,

achieving a 10% infill rate out of total residential units developed.

These targets were developed to support sustainable growth and align with the Town's land capacity and community vision.

The MDP targets were used as a starting point to test alternative "growth scenarios" by adjusting the housing mix, non-residential growth, and infill targets. These alternatives are tested to see how well they align with the Town's Growth Principles. This testing helps the Town determine whether the MDP growth scenario is still the preferred growth scenario, or if changes are needed to better reflect the community's identity, values, and future vision.



Growth and Financial Analysis

As the Town plans for future growth, it's important to understand how new development will impact the Town's finances. A Growth and Fiscal Impact Analysis (GFIA) evaluates whether different types of development—residential, commercial, or industrial—will generate enough revenue through property taxes, user fees, and other sources to cover the costs of new infrastructure, public services, and long-term maintenance.

This analysis provides a clear, data-driven picture of how growth affects the Town's bottom line. The GFIA Model used for this Growth Strategy includes a detailed financial forecast, with costs and revenues linked to specific areas of the Town based on where development is expected and the level of service required. This helps ensure that future growth is not only well-planned, but also that the long-term financial outcomes are considered through the decision-making process.

ALTERNATIVE GROWTH SCENARIOS TESTED

Utiltizing the preferred growth rate (3 - 4%), alternative growth scenarios were tested relative to the MDP Growth Scenario and assessed relative to the Growth Principles. While the MDP has set an infill development target of 10%, this was believed to be unachievable over the next 25 years given the amount of infill development currently observed, as well as the amount of available lands for redevelopment. Therefore, 5% was utilized in the sensitivity anlaysis to see the impact of a more achieveable outcome.

Status-Quo Growth

This scenario continues current development trends, with a stronger focus on single detached housing (60%) and current non-residential assessment (12%). It assumes no infill development, meaning all growth occurs in new neighbourhoods.

MDP-Aligned Growth

Based on the targets set in the Okotoks Municipal Development Plan (MDP), this growth scenario maintains a similar housing mix to current patterns (60% single detached, 40% multi-family) but an increased non-residential tax assessment (20%) and infill developments (5% of total units). It reflects long-term community goals for balanced, sustainable growth.

Multi-Family Growth

This scenario shifts toward a more diverse housing mix, with a greater share of multi-family homes (60%) and increased non-residential development (20%). It assumes 5% infill development and supports more compact, higher-density growth in new neighbourhoods.

Compact Growth

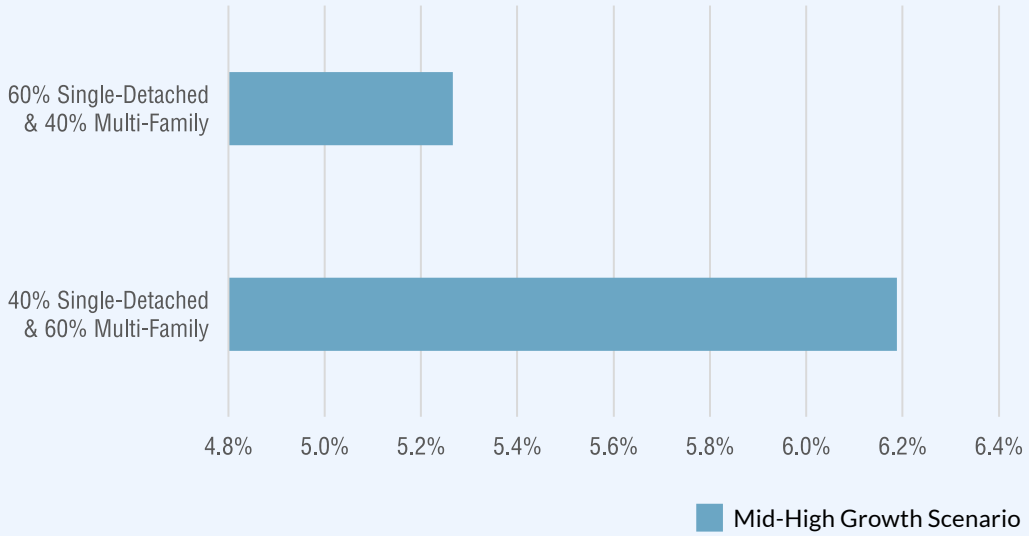
This scenario promotes smart, efficient land use by increasing multi-family housing (60%), supporting more non-residential tax base (20%), and introducing 5% infill development. It encourages more development within existing areas to make better use of infrastructure and services.

Benefits & Impacts of Scenarios for Growth Outcomes

ALTERNATIVE HOUSING MIX

The Multi-Family and Compact Growth Scenarios shift the housing mix toward 60% multi-family housing in new communities, offering both benefits and trade-offs. This mix would represent a significant increase from the Town's current composition of housing, which could potentially support improved environmental outcomes by reducing urban expansion and travel time to daily needs. Multi-family housing can offer more diverse and affordable housing options for people of all ages and abilities, promoting social equity in the community. Economically, higher density housing can create efficiencies in infrastructure delivery, such as shorter pipe lengths and reduced servicing costs. However, in the long-term an over-reliance on multi-family housing can reduce the overall tax assessment yield from residential development, potentially limiting long-term financial returns and outweighing the financial benefits realized from efficient infrastructure delivery. Additionally, as the Town grows based on current trends to attract more families, demand for single detached homes is expected to remain strong. For these reasons, the MDP's housing mix target of 60% single detached and 40% multi-family remains the preferred balance to support social, economic, and environmental objectives.

Figure 28. Alternative Housing Mix Average Tax Impact 2024-2049

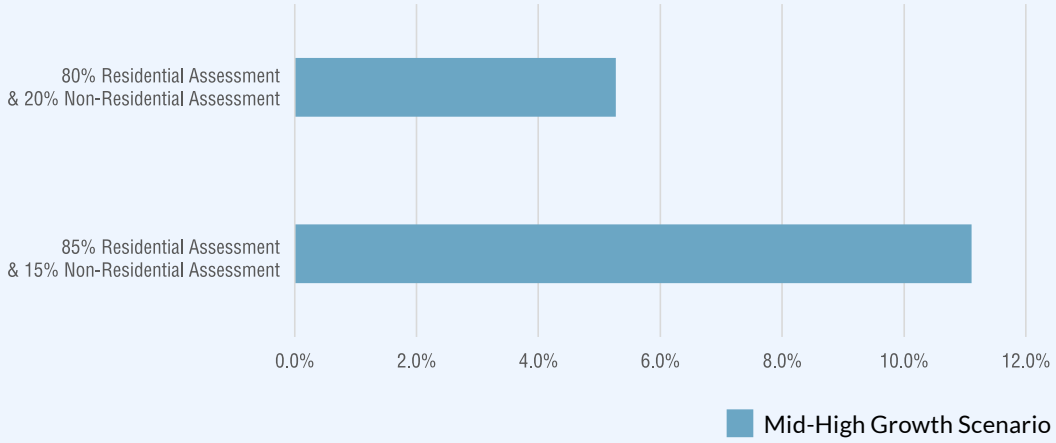


GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

ALTERNATIVE TAX ASSESSMENT SPLIT

The MDP Scenario sets a goal of achieving a balanced tax assessment base of 80% residential and 20% non-residential, compared to the current 88% residential share under the Status Quo. Shifting toward more non-residential development, such as commercial, industrial, or institutional uses, reduces the Town's reliance on residential taxpayers to fund services and infrastructure. The GFIA confirms that reaching this 80/20 balance is key to improving the Town's long-term financial sustainability, no matter how fast the community grows. The analysis indicates that average annual tax rate impacts could be reduced by approximately half, as displayed on Figure 29, if the Town is able to generate more non-residential assessment. While achieving this target will require a significant amount of non-residential development, especially under higher growth scenarios, it provides long-term benefits by broadening the tax base, supporting job creation, and helping the Town maintain service levels without placing added pressure on residents. Meeting this target will require a carefully coordinated and focused effort to attract new commercial and industrial investment, particularly in the face of strong regional competition.

Figure 29. Alternative Tax Assessment Average Tax Impact 2024-2049

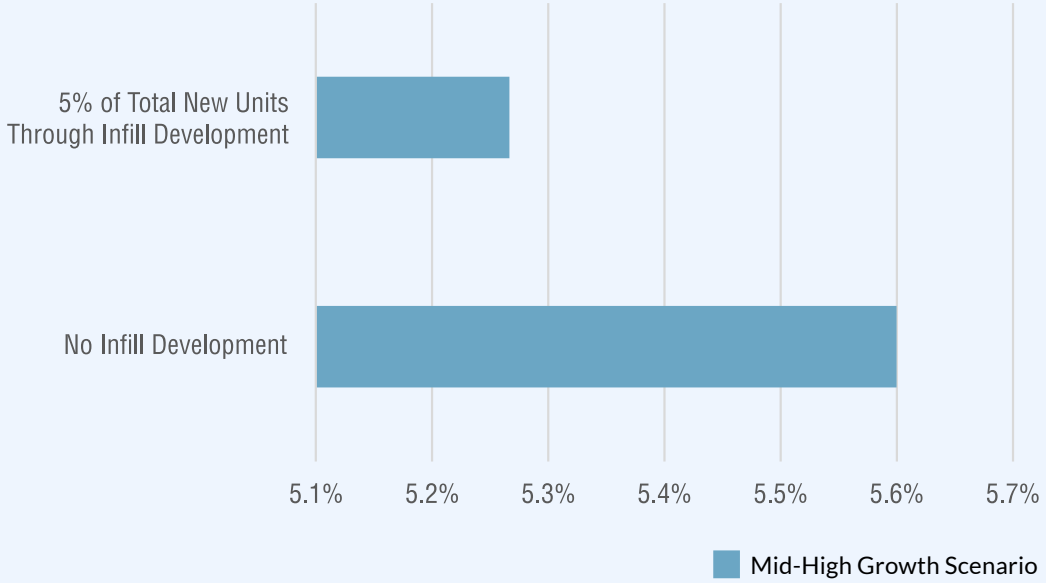


GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

ALTERNATIVE INFILL TARGET

A target infill rate of 10%, as outlined in the MDP Growth Scenario, offers meaningful advantages that are lost when all growth is directed to new neighbourhoods—as seen in the Status Quo and Multi-Family scenarios. Infill development tends to make better use of existing infrastructure, amenities, and services, reducing the cost of growth. Infill supports the Town's long-term sustainability goals by bringing people closer to daily amenities, and promoting alternative modes of transportation (e.g. walking, cycling and transit). It also helps create more complete, connected, and inclusive communities by filling strategic gaps—such as adding multi-family or affordable housing near transit, schools, and social services and vice versa. For local businesses, infill brings residents closer to commercial areas, increasing foot traffic and helping make commercial hubs more vibrant and viable. The GFIA also shows that infill is one of the most financially efficient ways to accommodate growth, with shorter infrastructure networks and lower servicing costs.

Figure 30. Average Tax Impact (2024 - 2049)



GROWTH AND FINANCIAL ANALYSIS TECHNICAL REPORT, APPLICATIONS MANAGEMENT (MAY, 2025)

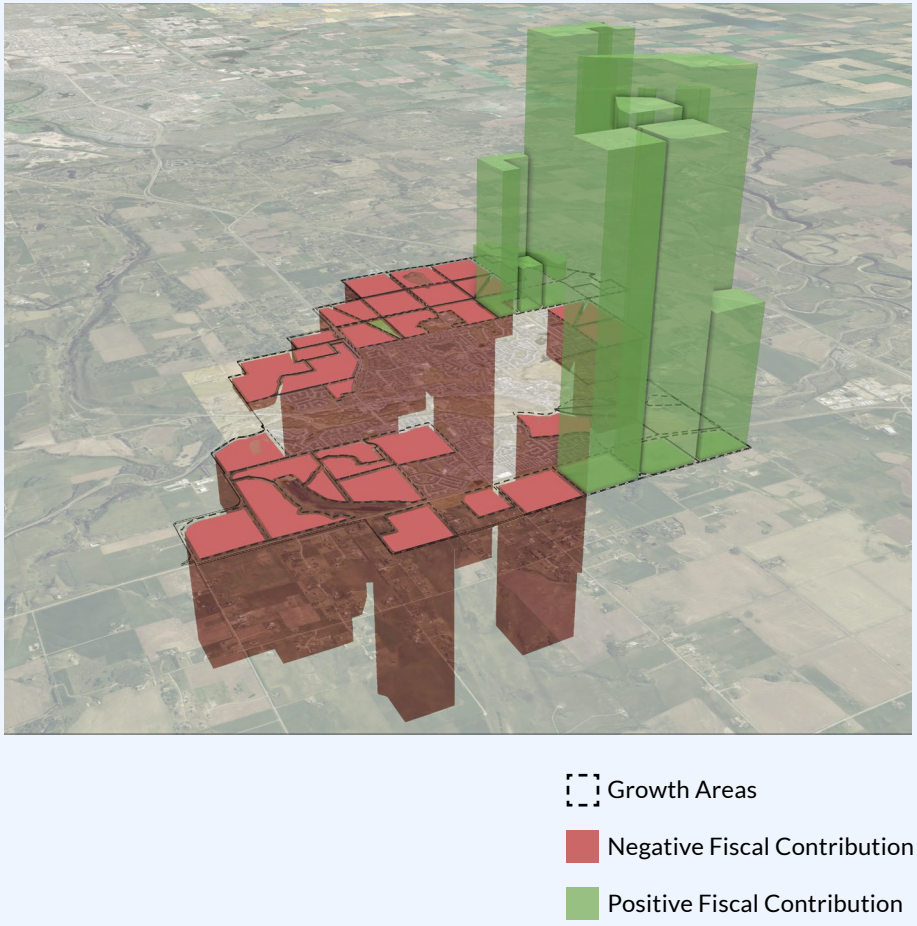
NET FISCAL CONTRIBUTION OF GROWTH

The fiscal contribution analysis provides a point-in-time snapshot of how residential, mixed-use, and non-residential areas contribute to a balanced, complete community. While not all areas are expected to be fully built out by 2049, the analysis highlights their combined financial performance and underscores the importance of assessing overall fiscal impact to support Okotoks' long-term growth goals.

Figure 31 shows the projected net fiscal contribution of growth in Okotoks by 2049, the final year of the Strategy's forecast. It provides a snapshot of the positive and negative financial contributions by geographic area based on the following assumptions:

- A mid-high growth rate of 4%
- An 80% residential / 20% non-residential assessment split
- The known development mix in active and planned areas
- MDP housing targets for unplanned areas (60% single-detached, 40% multi-residential)
- Projected property tax rates and related revenues
- Capital and operating cost estimates for servicing existing and future lands

Figure 31. Projected Fiscal Contribution (2049 Snapshot) - Mid-High Scenario



SOURCE: LAND SUPPLY ANALYSIS, URBAN SYSTEMS (MAY, 2025)

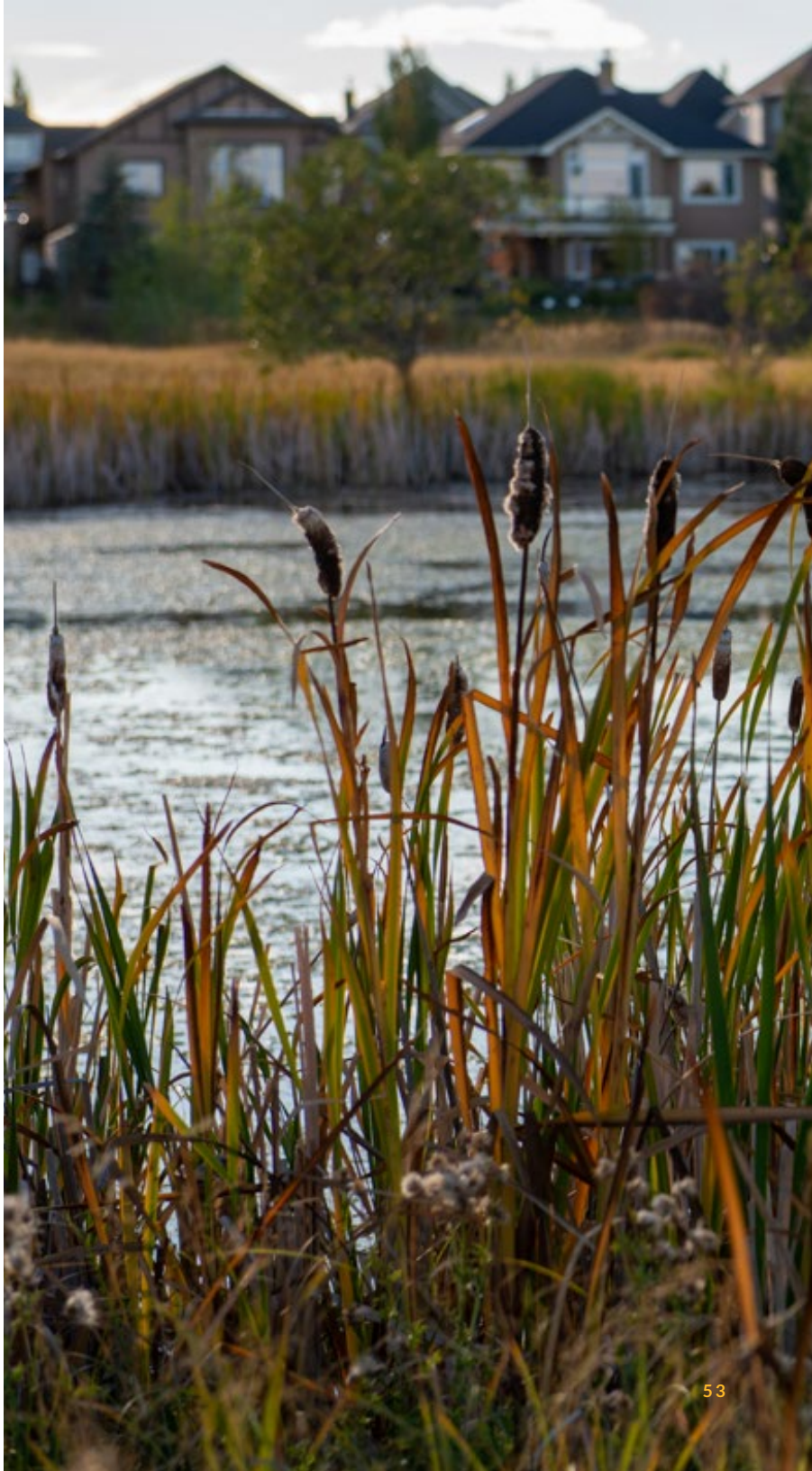
PREFERRED GROWTH SCENARIO

The Town's preferred growth scenario reflects a rate of growth that is balanced (3-4%) and considers the financial, social and environmental implications of rapid and slow growth. The preferred growth scenario also reflects a sequence of growth that is ***Strategic and Adaptive*** and aligns with the Town's long-term aspirations.

Additionally, the preferred growth scenario aligns with the Town's MDP targets around housing diversity, intensification of established areas and an increased residential-to-non-residential tax base.

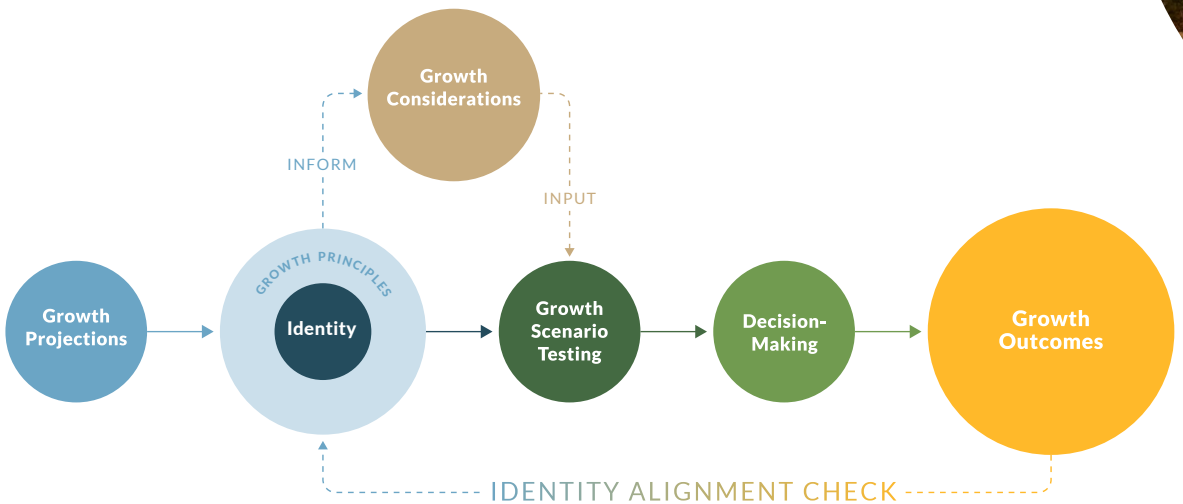
The collective outcome of the Town's preferred approach to growth will help create ***Complete and Integrated Communities*** with a range of housing types and nearby services. It also advances ***Environmental Stewardship*** by encouraging compact development patterns which can conserve land and protect natural assets. The preferred approach will also advance non-residential growth and support local job growth, nurturing a ***Strong Local Economy***, while offering people more opportunities to live and work locally, building a more ***Socially Connected*** Okotoks.

While the MDP targets remain a strong foundation for growth, some elements, particularly the viability of achieving non-residential and infill growth targets over the next 25 years, require further validation. Unlocking this potential will likely demand the Town to be ***Strategic and Adaptive*** in its approach, targeting investments that ensure these areas are both market-ready and aligned with the Town's economic goals.



6.0

Growth Management Framework



The Growth Management Framework provides a roadmap for achieving the Town's Preferred Growth Scenario, while managing growth in a way that supports its long-term vision and community priorities. Rooted in the Town's identity, the framework is designed to guide growth in a way that not only reflects who the community is today but also reinforces who it aspires to become. It includes targets and measures to monitor growth over time, along with a range of decisions and actions that influence how quickly growth occurs within Okotoks. By offering a balanced and flexible approach, the framework ensures that growth is intentional, aligned with community values, and reinforces our community identity.

How can we steward growth?

Growth is dynamic and complex, shaped by factors such as market demand, immigration, and broader economic trends—many of which extend beyond the Town's direct influence. While the pace of growth is important to monitor and manage from a long-term perspective, it is not something the Town can fully manage at a nuanced level. What the Town can meaningfully shape is ***how*** growth unfolds.

As a steward of the community's long-term well-being, the Town plays a key role in guiding growth through thoughtful, responsive decision-making. At the Town's disposal is a variety of fiscal, planning and regulatory governance decision and advocacy opportunities which can guide and direct growth in a way that is reflective of its identity, long-term goals, and community values. By considering the impacts and trade-offs in decision-making and by applying more rigour to evaluation – the Town can ensure that future development contributes towards its goals and reinforces community values and Town identity.

Growth Management Opportunities

At a high-level, there are a range of tools that the Town can utilize to influence growth, such as strategic and policy planning, investments, partnerships, regulatory mechanisms and/or incentives. Each of these tools varies in their effectiveness, complexity, and risk, which must be carefully considered and applied to ensure alignment with the Town's long-term objectives.

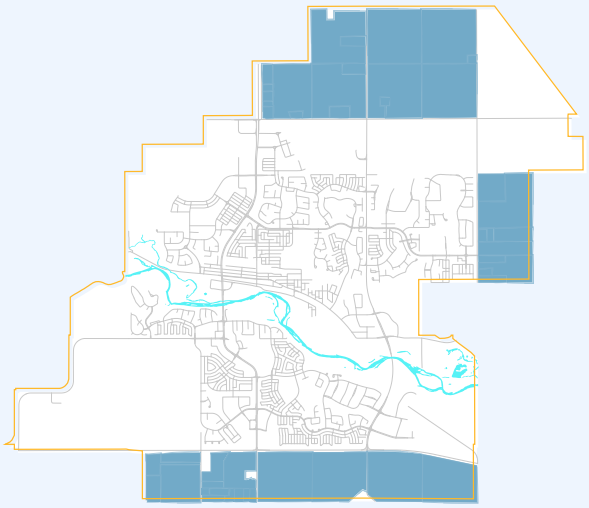
Additionally, managing growth in an intentional way requires significant resources and ongoing monitoring, reflection and refinement. This can be challenging, as external factors may change rapidly, while the effects of those changes often unfold more gradually over time. As conditions that influence growth shift it's essential that the Town remains adaptable in its approach but focused on its desired outcomes.

Strategic Planning & Investment: Budget Prioritization

Comprehensive & Regulatory Planning: Bylaw Considerations

Partnerships: Advocacy

Figure 32. Unplanned Lands



SOURCE: ARCGIS PRO

STRATEGIC PLANNING AND INVESTMENTS: BUDGET PRIORITIZATION

Strategic planning and investment is a foundational growth management method that enables the Town to make informed, values-driven decisions that reflect its identity, long-term intentions and consider the financial impacts on the Town. It clarifies strategic priorities and trade-offs, guiding where, when, and how growth occurs—especially through infrastructure investments.

By communicating strategic priorities along with funding, financing, and risk-sharing for infrastructure and programs, the Town demonstrates how these investments align with its long-term goals. Prioritizing and sequencing investments shapes the pace and location of growth by activating employment lands, incentivizing infill and redevelopment, and fostering social connectedness and belonging.

By identifying what matters most – such as the protection of natural assets, viability of desired future land uses, the desired development sequence or social needs – strategic planning and investment shapes growth in Okotoks.

Thoughtful and continual strategic planning also provides certainty to development partners, as it signals what the Town is trying to achieve.

COMPREHENSIVE AND REGULATORY PLANNING: BYLAW CONSIDERATIONS

Comprehensive and regulatory planning, adopted as bylaws, are key tools for managing growth. Planning shapes both how the community grows at the neighbourhood and site level, and influences how quickly growth can occur. The Municipal Development Plan (MDP) and area structure plans (ASPs) set the long-term vision, controlling where, when, and how quickly Okotoks grows. These plans integrate community goals with expert input to guide neighborhood and site-level development over time.

Approving a new ASP is a critical commitment that shapes Okotoks' long-term growth. While it attracts investment and accelerates development, opening new lands can spur rapid growth, create new infrastructure demands, and risk excess capacity. Approvals must be carefully timed and phased to align with the Town's infrastructure, servicing, and market readiness to avoid overextending resources."

As planning progresses from ASPs to NASPs and the Land Use Bylaw (LUB), the Town's role shifts from directing growth to implementing established visions. Regulatory tools like the LUB and development guidelines shape outcomes with flexibility, enabling support for initiatives such as affordable housing, transit-oriented development, infill, and redevelopment. These tools help align private development with public goals.

PARTNERSHIPS: ADVOCACY

Partnerships enable the Town to advance growth goals by combining resources and advocacy. Collaborations with developers address market gaps and community needs, while partnerships with the province and regional municipalities coordinate efforts in economic development, housing, infrastructure, and environmental protection. Locally, working with community groups enhances programs and ensures growth benefits all residents. These alliances strengthen the Town's long-term goals through shared expertise and support.

Relationship to Growth Principles and Identity

Every growth-related decision the Town makes—whether through planning policies, infrastructure investments, or regulatory tools—should be guided by its established growth principles. These principles serve as a compass, ensuring that the use of growth levers supports Okotoks' long-term vision and reinforces its distinctive identity. Each growth tool or strategy the Town employs has a tangible impact on shaping how Okotoks evolves. By consistently aligning decisions with growth principles, the Town can ensure that growth is not only well-guided, but is also reflective of the values, character, and aspirations that define the community.

Socially Connected

Strong Local Economy

Environmental Stewards

Complete & Integrated Communities

Strategic & Adaptive in Our Approach

Growth Management Framework

Growth is a complex and evolving process. The Town should revisit this growth management framework and its recommendations often to ensure alignment with changing conditions and priorities. The following monitoring framework outlines aspirational targets the Town aims to achieve by 2050, alongside specific measures that will help track progress and inform future decisions.

GROWTH PRINCIPLE

Why and how we do something

As we grow, we are ***Socially Connected***

DESIRED OUTCOME

What we want to achieve, what we need to measure progress towards

Okotoks is a socially connected, resilient community where diverse housing fosters inclusion, safety, and unity, supported by local opportunities and reduced barriers to neighborly participation.

KEY ACTIONS

What we need to do

STRATEGIC PLANNING AND INVESTMENTS (BUDGET)

- In prioritizing project funding, ensure that balanced priority is given to projects, programs and initiatives that facilitate social connectedness, inclusion and participation
- Allocation of budget to implementing Social Needs Assessment and Strategy
- Adoption of the Events Strategy and allocation of budgets to facilitate priorities that further social connectedness and opportunities for community participation
- Allocation of budget to priority transit outcomes to enhance opportunities for transportation to services, programs and events

COMPREHENSIVE PLANNING (BYLAWS)

- Require that prior to accepting applications for new ASP or NASP, proponents demonstrate how social connectedness measures and housing affordability are supported
- Ensure that new ASPs and NASPs include policies to facilitate social connectedness
- Update the ASP and NASP Terms of Reference to include requirements for a business case prior to the Town deciding to accept a new ASP for development and adoption
- Development of a business case template including evaluation criteria for decision-making

PARTNERSHIPS (ADVOCACY)

- Regularly survey Community Social Needs
- Collaboration with higher orders of government to advocate for funding for projects and programs
- Collaboration with social advocacy groups and non-for profits to assist program delivery

SUCCESS MEASURES

What we want to see

DIVERSE HOUSING CHOICE

- Number of housing starts
- % of new housing units that meet affordability targets
- Increase in number and variety of housing types (e.g., duplexes, co-housing, rentals, supportive housing)

SOCIAL CONNECTEDNESS

- % of residents who report a strong sense of belonging to their neighbourhood/ community
- % of residents who know their neighbours
- Number of residents feeling respected (individual identity, background, values) in the community
- Transit ridership

COMMUNITY ACTIVITIES AND PARTICIPATION

- Number and type of community programs offered
- Number of residents reporting enough Town spaces and opportunities to connect with others
- % of residents who report that Town programs are accessible and inclusive
- Reduction of barriers to participation reported by residents

GROWTH PRINCIPLE

Why and how we do something

As we grow, we are ***Environmental Stewards***

DESIRED OUTCOME

What we want to achieve, what we need to measure progress towards

Okotoks is an environmentally conscious community that reduces its impact by integrating innovative solutions to lower emissions, conserve resources, and incorporate natural assets into sustainable urban design.

KEY ACTIONS

What we need to do

STRATEGIC PLANNING AND INVESTMENTS (BUDGET)

- Complete, adopt and implement Okotoks' Natural and Naturalized Assets Inventory and policy development
- Complete, adopt and implement that Town's Sustainable Building Guidelines
- Update the Town's Water Allocation Policy

COMPREHENSIVE PLANNING (BYLAWS)

- Require proponents, before submitting new ASP or NASP applications, to demonstrate how their proposals support the Town's goals for reducing environmental impact—including protecting natural assets, managing land absorption, conserving and reusing water, enabling passive heating, and reducing emissions.
- Explore strengthening environmental policy to require developments to demonstrate environmental stewardship ('must vs encourage')
- Require that planning applications at all levels include an analysis of a proposal's contribution to environmental stewardship through sustainable design practices
- Development of the Town's Land Supply Inventory to allow monitoring of natural asset retention
- Study regulatory methods that would assist or incentivise environmental stewardship for site specific and neighbourhood development projects
- Ensure all planning policy documents are in alignment with the updated Provincial Flood Hazard Mapping

PARTNERSHIPS (ADVOCACY)

- Continue to expand environmental education opportunities, inviting community participation as well as delivery through other media

SUCCESS MEASURES

What we want to see

EMISSION REDUCTION MEASURES

- Number of publicly accessible electric vehicle (EV) charging ports in Okotoks (Level 2 or higher)

RESOURCE CONSERVATION

- Summer Peak Water Usage reduction: Litres/capita/day
- Total residential potable water usage: litres per capita per day;
- Utilization of Water Conservation Incentive Programs

NATURAL ASSET INTEGRATION

- Urban forest canopy coverage and change over time
- Percentage of land preserved/enhanced as natural assets in ASPs/NASPs

SUSTAINABLE URBAN DESIGN

- Percentage of non-potable water used for public parks and landscaping
- Length of pathway system (m/ha) of primary pathway
- Urban Connectivity Score (to be assessed for development)
- Number of trips made using Okotoks Transit

GROWTH PRINCIPLE

Why and how we do something

As we grow, we retain and nurture a ***Strong Local Economy***

DESIRED OUTCOME

What we want to achieve, what we need to measure progress towards

Okotoks is positioned as a hub for economic growth by attracting and supporting current and future businesses and associated employment through strategically planned land, partnerships with post-secondary institutions, and diverse housing options.

KEY ACTIONS

What we need to do

STRATEGIC PLANNING AND INVESTMENTS (BUDGET)

- Complete and adopt a business attraction and retention strategy, including consideration of incentives
- Complete and adopt the Tourism Strategy
- Define Okotoks' competitive advantage for marketing
- Allocate infrastructure investments to support servicing of employment lands to allow business attraction and assessment diversification

COMPREHENSIVE PLANNING (BYLAWS)

- Require proponents, before submitting new ASP, ARP, or NASP applications, to demonstrate how their proposal supports Okotoks' local economy by increasing employment lands, balancing assessment revenues, and incorporating innovative design
- Develop the Town's Land Supply Inventory to allow monitoring of the available employment lands to support business attraction and decision making on additional land release.Study regulatory methods that would assist or incentivise employment-generating/mixed-use projects or increasing housing choice

PARTNERSHIPS (ADVOCACY)

- Connect and partner with local business associations
- Partner with post-secondary/continuing educations institutions and the private sector to anchor an Innovation Precinct

SUCCESS MEASURES

What we want to see

BUSINESS ATTRACTION AND RETENTION

- Number of net new resident business licenses issued per year
- Number of new investment inquiries

EMPLOYMENT AND WORKFORCE DEVELOPMENT

- Work force residing and working within Okotoks versus commuting

STRATEGIC LAND USE FOR ECONOMIC DEVELOPMENT

- Area of employment lands planned and serviced
- Absorption rate (ha/year) of employment lands

PARTNERSHIPS

- Number of partnerships with established learning organizations that lead to work force qualifications aligned with Okotoks' Economic Development priority sectors

HOUSING DIVERSITY TO SUPPORT WORKFORCE NEEDS

- % of residents who report affordable housing availability as a barrier to employment
- Housing starts by type and tenure (e.g., rental, multi-family, single-detached)

OVERALL ECONOMIC PERFORMANCE MEASURE

- Growth in non-residential tax base
- Number and value of incentives for priority sectors

GROWTH PRINCIPLE

Why and how we do something

As we grow, we have ***Complete and Integrated Communities***

DESIRED OUTCOME

What we want to achieve, what we need to measure progress towards

Okotoks is a complete and well-connected community that balances housing and employment uses, support residents' daily needs through accessible multi-modal design, and integrates green spaces for recreation and well-being.

KEY ACTIONS

What we need to do

STRATEGIC PLANNING AND INVESTMENTS (BUDGETS)

- Regularly review population and employment growth forecasts, infrastructure requirements and costs/benefit analysis to inform investment priorities for inclusion in the Town's budget
- Regularly review and update the Town's Off-site levy bylaw, including consideration of alternative funding opportunities for growth-related projects
- Allocate funding to social programs to bring to life initiatives that address identified social needs.

COMPREHENSIVE AND REGULATORY PLANNING

- Require proponents, before submitting new ASP or NASP applications, to demonstrate how their proposals support complete, integrated communities—addressing capital and operating costs and revenues, phased investments, neighborhood design, housing diversity and affordability, social connectedness, and environmental stewardship.
- Explore how policies could enable prioritization of development phases that create local employment, vertical mixed use and affordable/non-market housing.

PARTNERSHIPS (ADVOCACY)

- Community and industry partnerships to build understanding around the need for housing and denser forms of housing
- Collaboration with higher orders of government to advocate for funding for projects and programs
- Collaboration with social advocacy groups and non-for profits to assist program delivery to activate new communities

SUCCESS MEASURES

What we want to see

HOUSING DIVERSITY AND AFFORDABILITY

- Okotoks Housing mix of approximately 60% Single Family and 40% Multi Family housing
- Number of purpose-built rental units and non-market housing
- Average residential unit density in new communities of 12 upa

ACCESS TO SERVICES AND AMENITIES

- Percentage of dwelling units within a 400m radial walk shed of a neighbourhood hub
- Percentage of dwelling units within a 400m radial walk shed of a recreation facility, park or cultural facility hub
- Urban Connectivity Score

EMPLOYMENT USE

- Footprint of employment space by type created within the community

GREEN AND OPEN SPACE

- Parks and reserve space per capita
- Length of pathway system

GROWTH PRINCIPLE

Why and how we do something

As we grow, we are ***Strategic and Adaptive in our Approach.***

DESIRED OUTCOME

What we want to achieve, what we need to measure progress towards

Okotoks is a fiscally responsible community that aligns growth with long-term infrastructure needs, explores alternative funding options, and requires new developments to support growth principles, with growth regularly monitored and managed to ensure it meets the desired outcomes.

KEY ACTIONS

What we need to do

STRATEGIC PLANNING AND INVESTMENTS (BUDGET)

- Develop business case templates and evaluation criteria to assess whether new ASP proposals align with and achieve the Town's growth objectives
- Develop a monitoring framework and allocate resources to enable regular reporting on growth outcomes and improve data integration.
- Regularly review growth-related infrastructure costs and revenues to adjust phasing and ensure the Town's financial sustainability

COMPREHENSIVE AND REGULATORY PLANNING (BYLAWS)

- Regularly review the Town's Offsite Levy Bylaw to communicate the Town's infrastructure funding expectations
- Review the Town's Water Allocation Policy to communicate a consistent water allocation process for new development
- Develop the Town's Land Supply Inventory to allow monitoring of the Town's planned and serviced land supply across land use typologies, to support decision making on additional land release and resourcing needs for expected growth and permitting volume
- Ensure long-term planning addresses growth within intermunicipal corridors and provides for regional environmental stewardship and shared economic development initiatives
- Address barriers to infill and redevelopment

PARTNERSHIPS (ADVOCACY)

- Coordination with regional municipalities regarding growth trends and growth corridors

SUCCESS MEASURES

What we want to see

POPULATION AND EMPLOYMENT CHANGE

- Population Growth
- Labour Force
- Okotoks Job Growth
- Housing Starts

LAND SUPPLY INVENTORY

- Maintain 25 years of Planned Land
- Maintain 5 years of Serviced Land Supply for residential, commercial and industrial use

COSTS AND REVENUES

- Maintain an average annual growth rate of 3% to 4% by dwelling unit starts
- % of growth-related infrastructure costs recovered through off-site levies or developer contributions
- Property tax assessment split of 80% residential and 20% non-residential

ALTERNATIVE AND DIVERSIFIED FUNDING OPTIONS

- % of capital projects funded through alternative sources (e.g., grants, public-private partnerships, levies)

MONITORING, REPORTING, AND ADAPTIVE MANAGEMENT

- Frequency of growth monitoring reports (e.g., quarterly, annual)

Appendix A

Land Supply Analysis Memo,
Urban Systems Ltd., 2025

SUBJECT: Town of Okotoks – Land Supply Analysis Memo
DATE: February 10, 2025
FILE: 1306.0124.01

1.0 WHY IS GROWTH IMPORTANT TO CONSIDER

In recent years, The Town of Okotoks (The Town) has annexed land (i.e., approximately +/- 2000 hectares) and is making major investments to support future community growth.

By establishing a Growth Strategy and considering how the community may grow in the future, the Town will be positioned to make strategic decisions today that will serve community members into the future and align the Town's growth with the goals (e.g., Managing Growth) and policy direction (i.e., Policies 1.1 – 1.10) outlined for the community in the Town's Municipal Development Plan (MDP).

To develop a Growth Strategy, the Town has identified and engaged external support to complete individual baseline data components, including:

- Population and employment projects [Applications Management]
- Infrastructure Needs Overview [ISL Engineering]
- Land Supply Analysis [Urban Systems]

The purpose of this memo is to provide an assessment of the Town's current land supply (i.e., the lands within the Town's boundary that could potentially support future growth) at a preliminary desktop level. The outputs from the Land Supply Analysis represent one component of the Growth Strategy that will inform the Town's decision-making about future community growth.

2.0 LAND SUPPLY

The process to complete the land supply assessment is a two-step process.

1. Take stock of all undeveloped land within the Town's boundary (i.e., potential developable lands)
2. From this inventory of developable lands, areas that are knowingly constrained (e.g., impacted by flood inundation, land within regulatory setbacks or impacted by built infrastructure, and areas with steep slopes) are removed. By removing areas where known constraints limit the potential for development, the remaining available land within the land supply inventory indicates where future community growth can most likely be accommodated within The Town boundary.

Land supply has been evaluated at a desktop level. For lands within the inventory that had existing planning policy in place (i.e., Area Structure Plan and/or Neighbourhood Area Structure Plan or Outline Plan), existing local planning policy was utilized to complete the land supply assessment (e.g., using identified environmental reserve boundaries to understand major environmental constraints).

For lands within the inventory that did not have existing planning policy in place, the assessment used information provided by the Town to understand potential development constraints. The Town's understanding of these lands is subject to change as these lands go through planning processes in the future.

2.1 POTENTIAL DEVELOPABLE LANDS

Map 1 primarily shows all undeveloped, unsubdivided lands within the Town boundary prior to considering any constraints that may limit potential future growth (e.g., flood inundation, built infrastructure and regulatory setbacks, steep slopes, and environmentally significant areas).[1]

Developable Lands does include some lands that are "developed" and subdivided. These lands are noted as "Agriculture and Land Holdings District (ALH)" in the Town's Land Use Bylaw 17-21 (September 2024) as these lands are anticipated to develop over time to reflect an urban pattern of development.

In total, The Town has 2,211 hectares (5,464 acres) of potential developable lands within the Town boundary. These lands reflect all lands that could be considered to accommodate future growth prior to considering natural and physical constraints that would impede development.

Please refer to Appendix A, Map 1: Potential Developable Lands.

2.2 DEVELOPMENT CONSTRAINTS

The development constraints for the Town of Okotoks encompass several significant factors that influence the potential availability of land for future community growth. These constraints are divided into three primary categories: flood hazards, physical constraints, and natural constraints.

FLOOD HAZARD

Map 2 shows the lands impacted by the flood hazard area, which is defined by the floodway and the flood fringe. The floodway is the portion of the flood hazard area where the water flows are deepest and fastest. This area includes the main river channel. The flood fringe is the portion of the flood hazard area where water flows are slower than in the floodway.

The Town utilizes 1:100 design flood mapping provided by the Province of Alberta. The minimum design standard in Alberta is the 1:100 flood. The 1:100 design flood is defined as a flood whose magnitude has a 1% chance of being equalled or exceeded in any year. Flood mapping for the Sheep River is currently being reviewed by the Province. As such, the extent of the flood hazard area is subject to change.

Please refer to Appendix A, Map 2: Flood Hazard.

PHYSICAL CONSTRAINTS

Map 3 shows the built environment constraints (i.e., energy infrastructure, rail line, etc.) that need to be considered as they can impact the potential availability of land to support future community growth.

Often, development incorporates built infrastructure into the overall concept plan without impact to the overall developability (e.g., incorporating energy infrastructure within a road right-of-way, etc.). Based on the nature of the physical constraints present in the Town, lands have only been removed for physical constraints if indicated as such in existing local planning policy.

Please refer to Appendix A, Map 3: Physical Constraints.

1 As components of the Growth Strategy are finalized, the Town will continue to review, approve and subdivide parcels of land. The calculations for the Land Supply Analysis require a consistent baseline to assess current land availability within the Town boundary. As a result, August 2024 was established as the analysis baseline for calculating undeveloped, unsubdivided parcels, as this was the most recent data available to the Town at the time of completing the Land Supply Analysis.

NATURAL CONSTRAINTS

Map 4 shows lands with natural constraints, including areas with steep slopes (15%+), and lands that have been designated Environmental Reserve and/or identified through local level planning policy as Environmentally Sensitive Areas .[2] For lands with no local level planning policy in place (i.e., "Unplanned land" shown in Map 6), additional desktop and/or field work analysis will be required to understand the presence of potential natural constraints; and, how they may impact the potential developability and suitability of the land to accommodate future growth.

In 2020, the Town completed a Natural Assets Inventory which assessed the number, extent, condition, and estimated value of Okotoks' natural and semi-natural assets. The Inventory allows the Town to better understand how land use management and policy decisions may positively or negatively impact the Town's natural assets. Building off this work, the Town is developing policies to protect its high-value natural assets. However, given there is no existing policy in place, natural assets including the Town's Defensive Areas, are not accounted for in the calculation of the Total Developable Land[3].

Please refer to Appendix A, Map 4: Natural Constraints.

2.3 TOTAL DEVELOPABLE LANDS

After generating an inventory of all potential developable lands (Map 1), and removing known development constraints (Maps 2-4), an estimate of The Town's total developable lands—based on preliminary desktop analysis—can be determined as 1,791 hectares (4,424 acres).

Total developable lands identified through the analysis represent the lands within the Town's boundary that are most suited to support future community growth.

Please refer to Appendix A, Map 5: Total Developable Lands.

ENVIRONMENTAL STEWARDSHIP

The estimated 1,791 hectares of total developable lands does not account for the Town's Defensive Area's (129 hectares) and natural assets (85 hectares) within the Town's unplanned lands (areas without an approved ASP). Given that Environmental Stewardship is a key priority for the Town, it is essential to identify and protect these areas (e.g., through policy) before local-level planning and development can proceed. Consequently, the actual land supply is likely to be less than this estimate if the Town's Defensive Areas and natural assets are safeguarded through appropriate policies, as necessary, and as deemed suitable by broader regional studies.

Please refer to Appendix A, Map 6: Natural Assets and Defensive Areas.

2 Where steep slopes (15%+) are limited and constrained to small areas (i.e., "slivers" of steep slopes), site grading can be utilized to enable development. As a result, the Land Supply Analysis retained the "slivers" of steep slopes shown in Map 4 within the Total Developable Lands area (Map 5). Where steep slopes may limit development potential (e.g., river valley, ravines, escarpments, etc.), the Land Supply Analysis removed these areas from the Total Developable Lands area (Map 5).
3 Defensive Areas are defined in the Okotoks MDP as areas identified as having potential ecological significance or development constraints that require further study prior to any development. These areas include wetlands, waterbodies, tree stands, and some high-value pasture lands which may require mitigation for development to occur, and in some cases may not be developable.

COMPOSITION OF TOTAL DEVELOPABLE LANDS

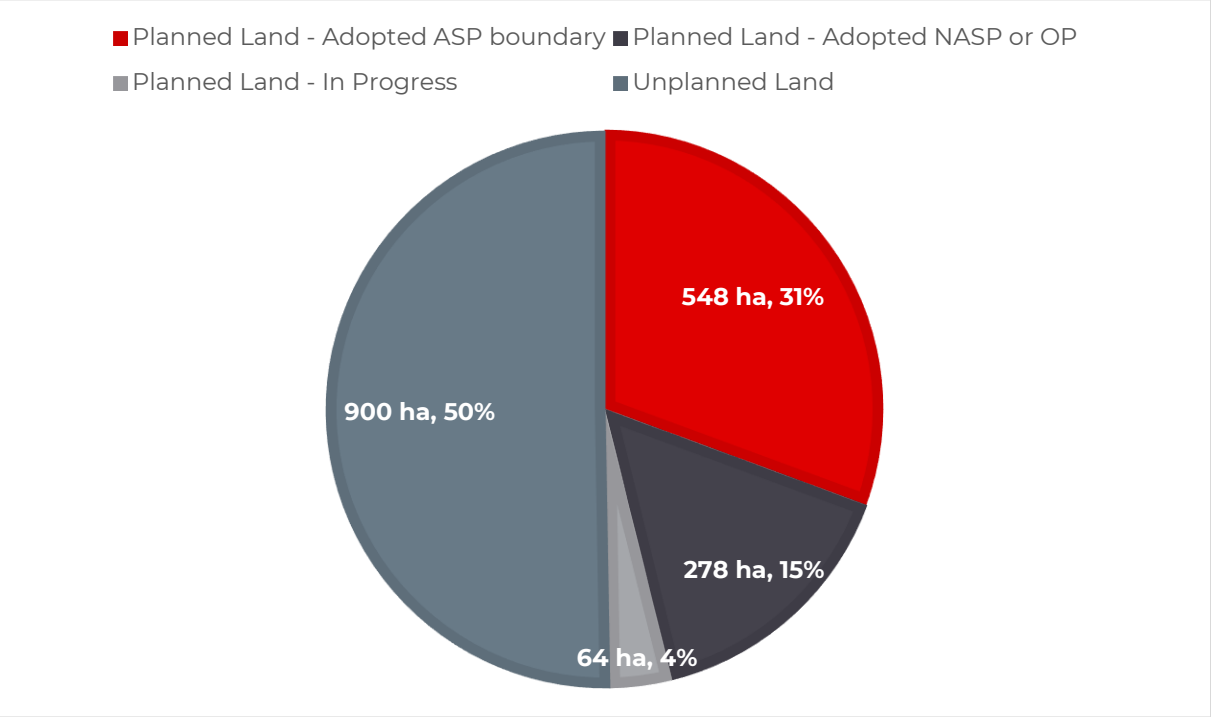
To help The Town understand alignment and readiness of its current land supply to meet growth needs on a short-, medium-, and long-term basis, the assessment has categorized the 1,791 hectares (4,424 acres) of total developable lands based on planning approvals, including:

- Planned land: adopted Area Structure Plan (ASP)
- Planned land: adopted Neighbourhood Area Structure Plan (NASP) (or Outline Plan (OP))
- Planned land: ASP or NASP in progress
- Unplanned land

Planned land is defined as lands where there is approved local level planning policy in place to guide future development.

In total, the Town has 548 hectares (1,354 acres) of land with an ASP in place and 278 hectares (688 acres) of land with an NASP or OP in place. A total of 64 hectares (158 acres) of land are in the planning process (ASP or NASP).

Figure 1: Composition of Total Developable Land



Please refer to Appendix A, Map 7: Total Developable Lands – Planned Lands.

2.3.1 PLANNED LAND BY PROPOSED LAND USE

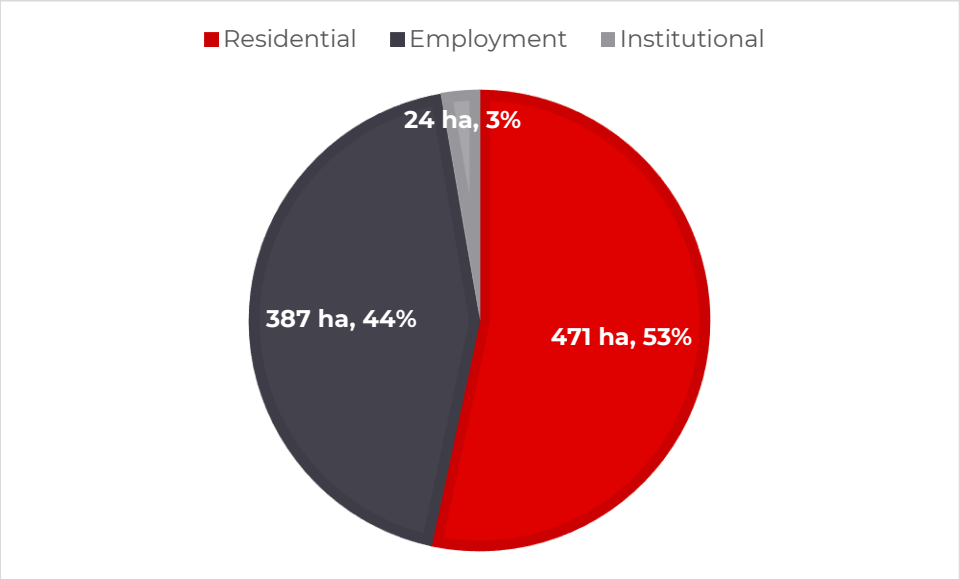
As shown in Figure 1, roughly half of the Town's land supply is planned land (either adopted ASP/OP or ASP/OP in progress) and is already designated for what type of growth it is planned to accommodate in the future (i.e., residential, commercial or industrial).

In Map 7, and further articulated in Figure 2, The Town has roughly 471 hectares (1,163 acres) of planned land that is allocated to accommodate future residential growth, and 387 hectares (957 acres) of planned land dedicated to future employment growth (commercial and industrial). Of the employment lands, roughly 32% of the lands are planned for commercial development (123 hectares/303 acres), and 68% for industrial development (265 hectares/654 acres). However, commercial and industrial lands are expected to be interchangeable uses until further planning and market studies are undertaken – as such we refer to these uses as employment lands throughout this study.

Understanding the Town's inventory of planned land by proposed land use helps Council and administration assess its existing planned land inventory alongside MDP policy targets. For example, the MDP outlines that the Town will maintain a supply of land for balanced growth, including a minimum of five years of planned, serviced and subdivided residential land supply (Policy 1.2.1.a), and a planned land inventory of a minimum of 25 years of planned land supply (Policy 1.2.1.b).

Further, in Map D.9 of the MDP, the Town contemplates future land uses for "unplanned lands" identified in Map 6, including residential and commercial/mixed uses to support community growth in the north and east, employment uses in the southeast, and additional residential and commercial/mixed uses in the southwest.

Figure 2: Planned Land by Proposed Land Use



Please refer to Appendix A, Map 8: Total Developable Lands – Planned Lands by Proposed Land Use.

3.0 CONCLUSION

3.1 DIGGING DEEPER

Within its current land supply, the Town has 1,791 hectares that are most suited to support future community growth. Of these lands, roughly 890 hectares are *planned*. The estimated land supply, however, does not account

for environmentally significant and/or sensitive lands. As such, land supply estimates will need to be updated as policy to protect these areas is finalized.

The Town will need to maintain a supply of planned land that is suitable for residential and non-residential development as it attracts more businesses and residents to Okotoks. To support Council and administration with future decision-making about future community growth, it is critical for the Town to be able to compare its total developable lands (i.e., land supply) against its projected future land demand for residential and employment uses.

The Town can project how much residential and employment (i.e., commercial and industrial) land it might need in the future by modelling different population projection scenarios and understanding the residential and employment land requirements associated with each scenario.

Within its current land supply, The Town has 900 hectares (2,224 acres) of *unplanned* land.

It is important for The Town to consider the remaining unplanned lands within its land supply to explore how to leverage unplanned lands to accommodate future employment and residential land needs. This process can be completed by undertaking a land suitability assessment of the unplanned lands. Through this work the Town can also identify the location and extent of environmentally sensitive and/or significant lands that should be protected through policy.

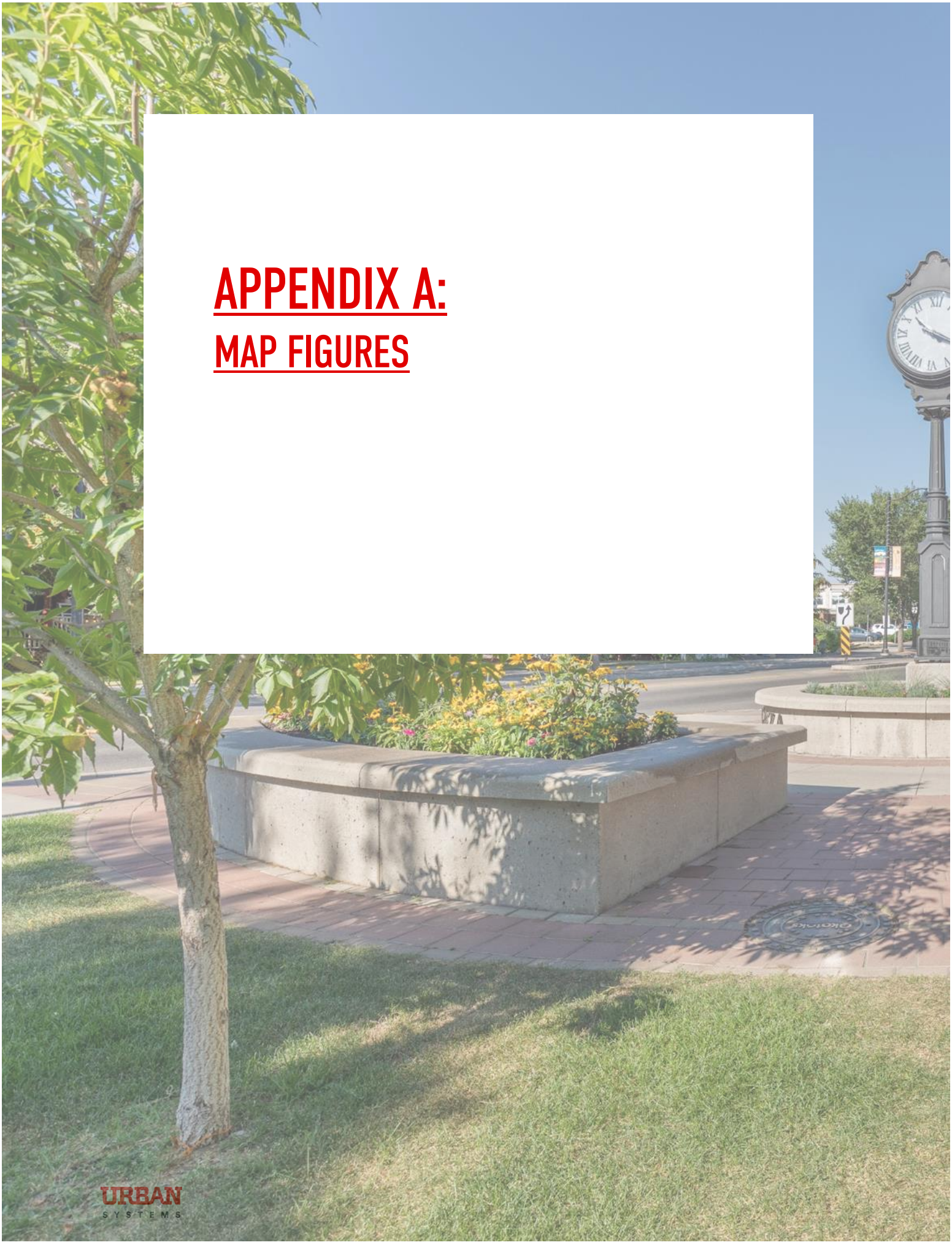
A land suitability assessment includes conducting desktop assessments that provide pertinent information for the Town to consider when making decisions about what type of community growth is likely to be accommodated within its current land supply.

3.2 ALIGNMENT WITH POLICY DIRECTION

It is important for the Town to take stock of its current land supply in order to understand how future potential residential or non-residential (i.e., commercial and industrial) growth can or cannot be accommodated within the Town's boundary.

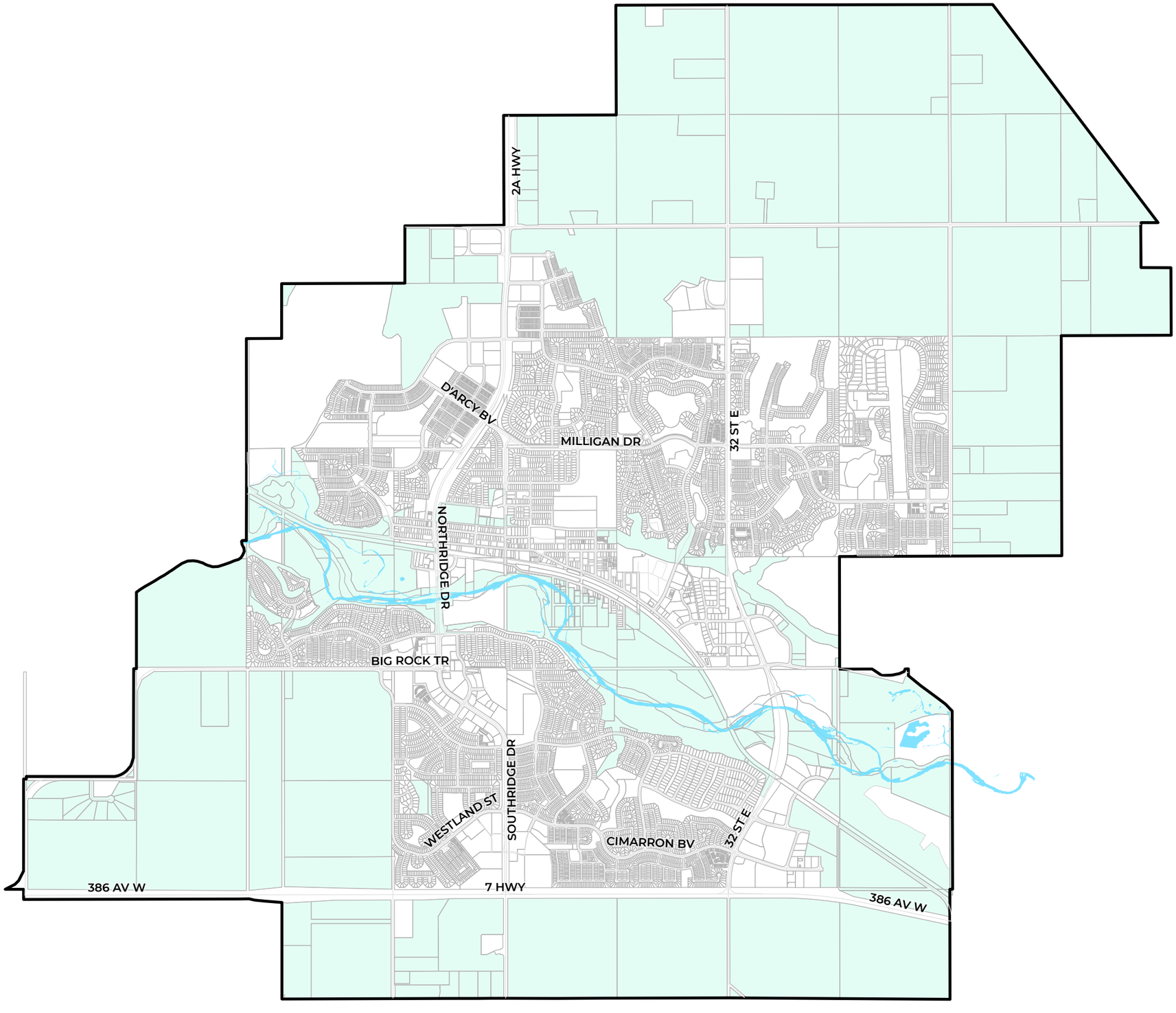
The Town has indicated the importance of managing growth through the MDP, including targets related to maintaining a healthy land supply (i.e., 5 years of planned, serviced and subdivided residential land) for balanced growth, aligning future community growth with infrastructure funding/construction, managing constraints in alignment with the Town's vision and principles, and demonstrating environmental leadership as the Town continues to experience growth.

The Land Supply Analysis memo and mapping comprise one component of the Growth Strategy that will support the Town in achieving the principled aspirations and guiding policy direction in the MDP.



APPENDIX A:
MAP FIGURES

URBAN SYSTEMS



Town of Okotoks

Growth Study

Potential Developable Lands

Legend

- Potential Developable Lands (2,211 ha / 5,464 ac)
- Sheep River
- Town Boundary

The accuracy & completeness of information shown on this drawing is not guaranteed. It will be the responsibility of the user of the information shown on this drawing to locate & establish the precise location of all existing information whether shown or not.

0 500 1,000 1,500
Meters

Coordinate System:
NAD 1983 3TM 114

Scale: 1:30,000
(When plotted at 11"x17")

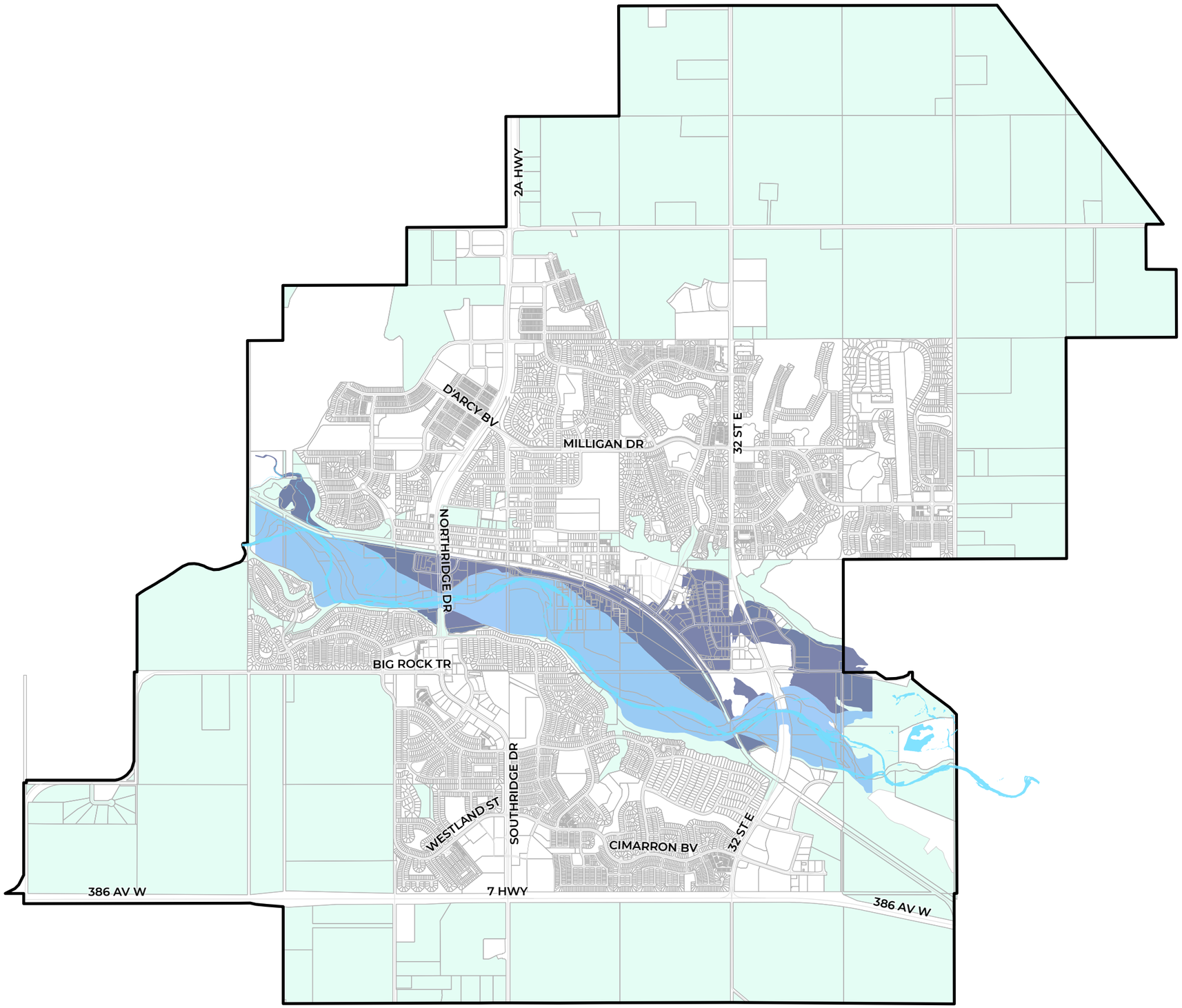
Data Sources:

- Data provided by Town of Okotoks

Project #:	1306.0124.01
Author:	SDF
Checked:	JC
Status:	**Review**
Revision:	A
Date:	2025 / 2 / 7

URBAN SYSTEMS

FIGURE 1



Okotoks
Historic Past, Sustainable Future

Town of Okotoks

Growth Study

Flood Hazard

Legend

- Potential Developable Lands
- Floodway
- Flood Fringe
- Sheep River
- Town Boundary

Notes:
- Flood mapping is currently be reviewed and updated by the Province. As such, flood mapping extents are subject to change and may impact the developability of certain lands.

0 500 1,000 1,500
Meters

N

Coordinate System:
NAD 1983 3TM 114

Scale: 1:30,000
(When plotted at 11"x17")

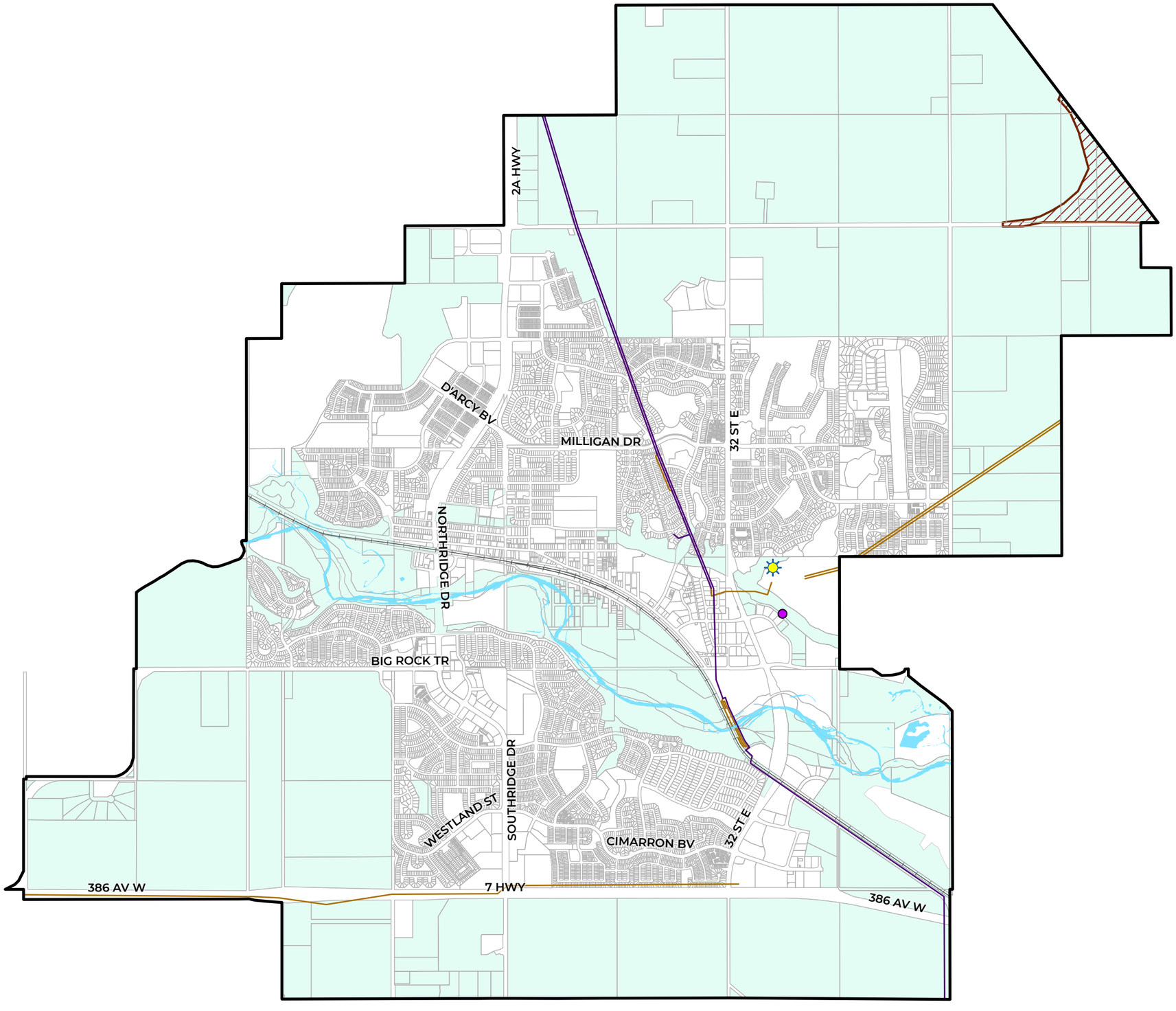
Data Sources:

- Data provided by Town of Okotoks

Project #:	1306.0124.01
Author:	SDF
Checked:	JC
Status:	**Review**
Revision:	A
Date:	2025 / 2 / 7

URBAN SYSTEMS

FIGURE 2



Okotoks

Historic Past, Sustainable Future

Town of Okotoks

Growth Study

Physical Constraints

Legend

- Oil & Gas Facility
- Oil & Gas Well (Water Injection)
- Oil & Gas Pipeline (Abandoned)
- Oil & Gas Pipeline (Operating)
- Rail Line
- Future Highway Interchange
- Potential Developable Lands
- Sheep River
- Town Boundary

0 500 1,000 1,500
Meters

N

Coordinate System:
NAD 1983 3TM 114

Scale: 1:30,000
(When plotted at 11"x17")

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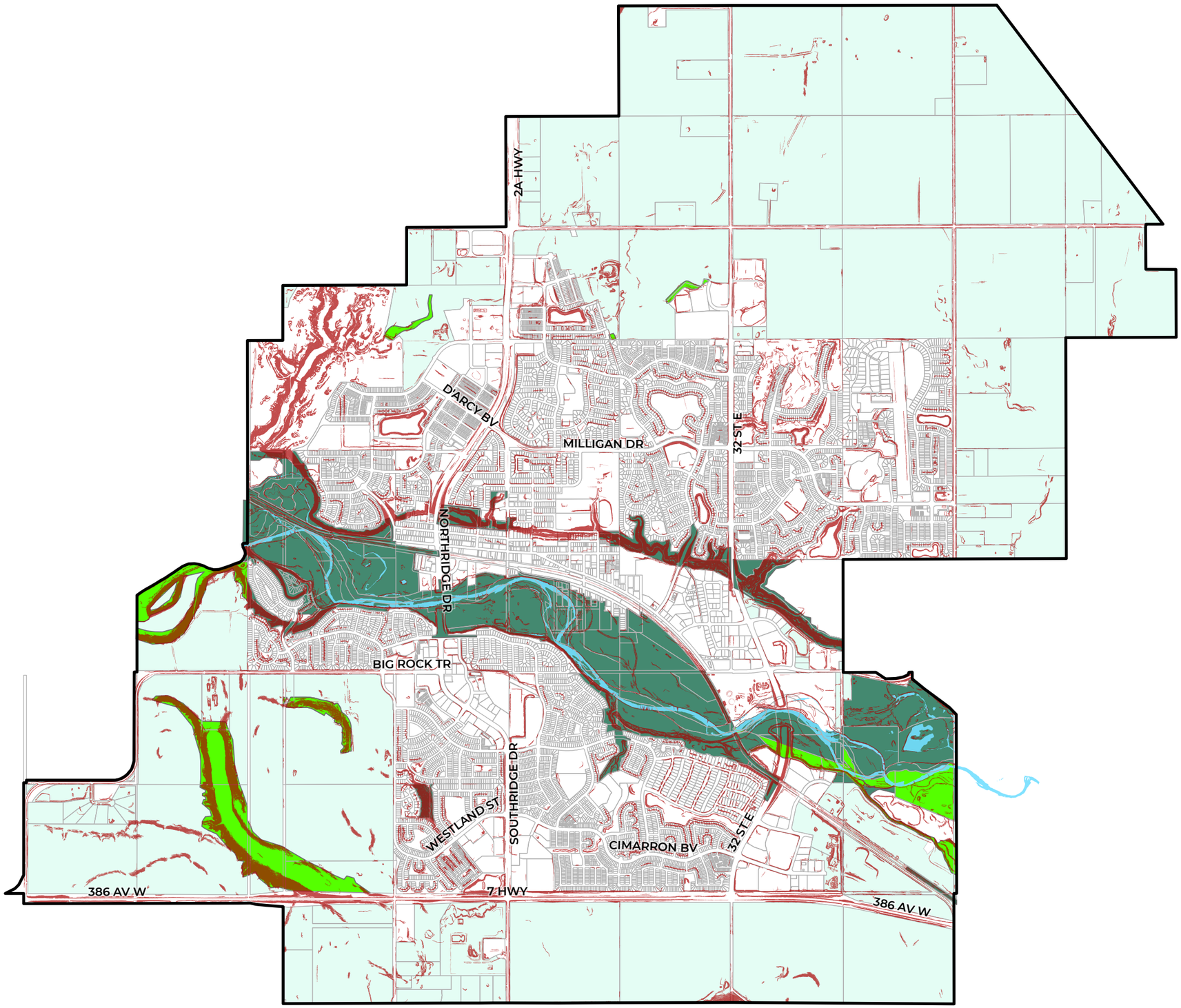
Checked:	JC
Status:	**Review**
Revision:	A
Date:	2025 / 2 / 7

URBAN SYSTEMS

FIGURE 3



Okotoks
Historic Past, Sustainable Future

Town of Okotoks

Growth Study

Natural Constraints

Legend

- Potential Developable Lands
- Environmental Reserve (ER)/ Natural Areas District (NA)
- Anticipated Areas of Environmental Open Space/ Environmental Reserve (ER)/ Natural Areas District (NA)
- Slope Greater than 15%
- Sheep River
- Town Boundary

0 500 1,000 1,500
Meters

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Coordinate System:
NAD 1983 3TM 114

Scale: 1:30,000
(When plotted at 11"x17")

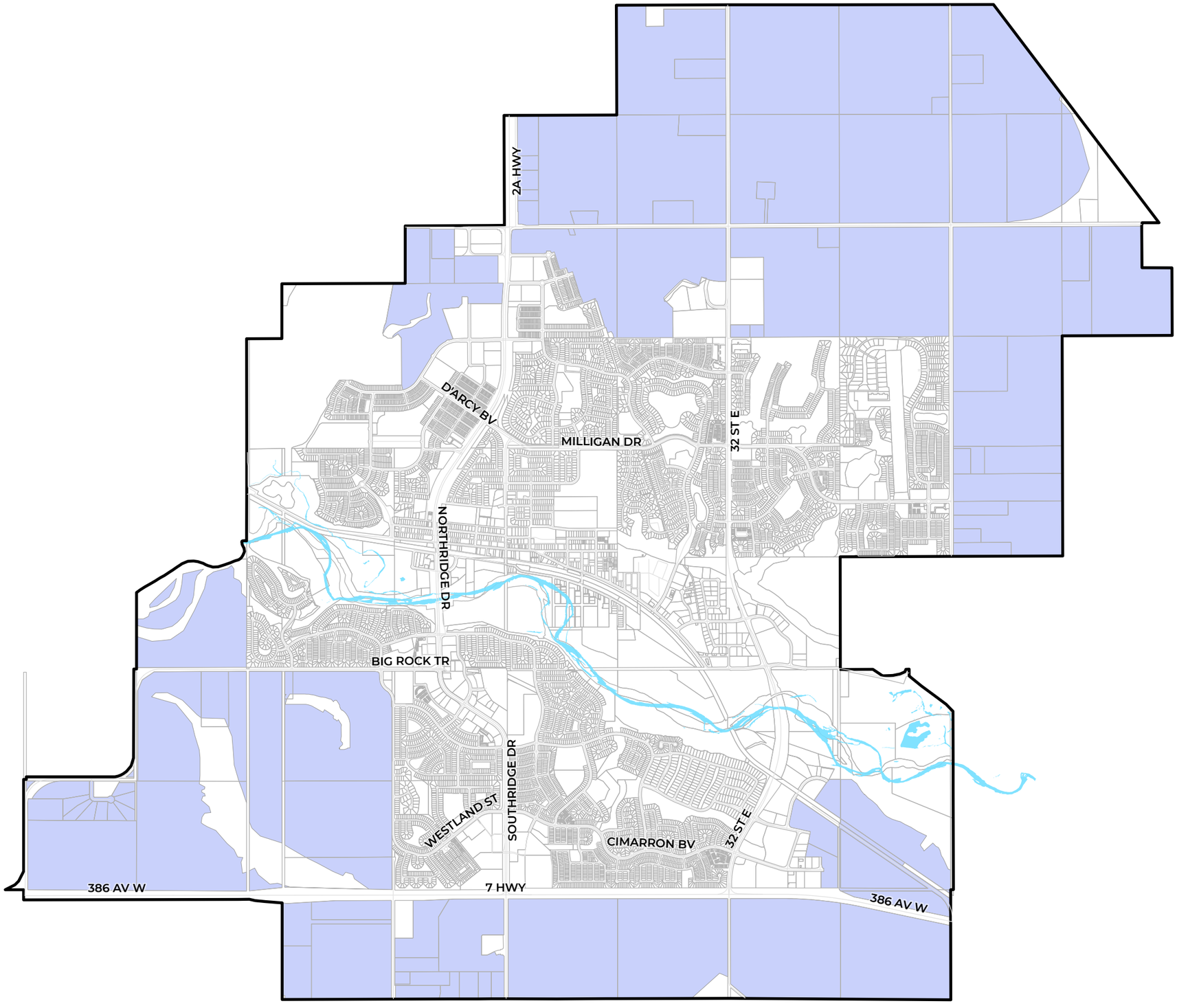
Data Sources:

- Data provided by Town of Okotoks

Project #:	1306.0124.01
Author:	SDF
Checked:	JC
Status:	**Review**
Revision:	A
Date:	2025 / 2 / 7

URBAN SYSTEMS

FIGURE 4



Town of Okotoks

Growth Study

Total Developable Lands

Legend

- Sheep River
- Town Boundary
- Total Developable Lands (1,791 ha / 4,424 ac)

Notes:
- Total developable lands are subject to further studies

0 500 1,000 1,500
Meters

N

Coordinate System:
NAD 1983 3TM 114

Scale: 1:30,000
(When plotted at 11"x17")

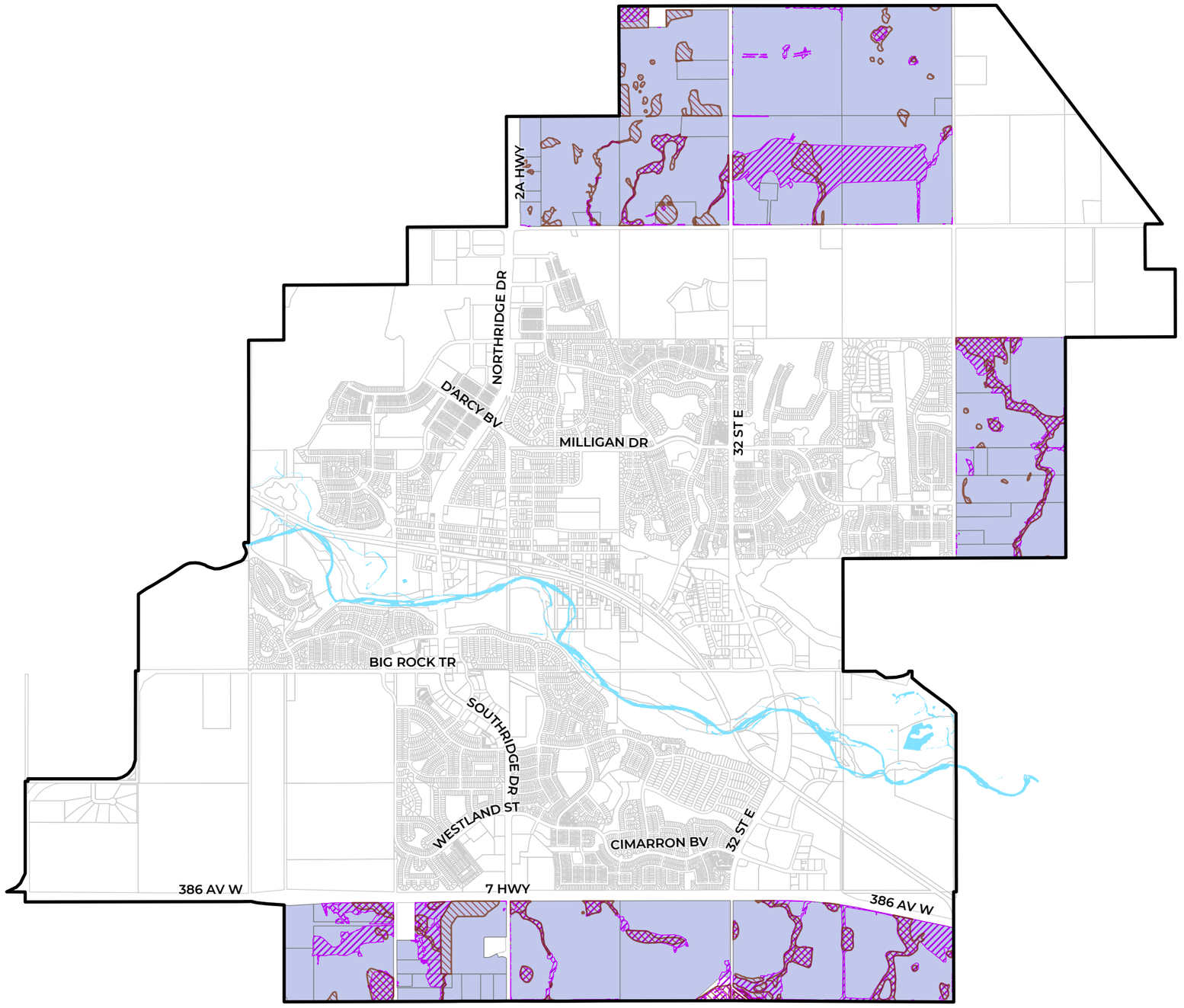
Data Sources:

- Data provided by Town of Okotoks

Project #:	1306.0124.01
Author:	SDF
Checked:	JC
Status:	**Review**
Revision:	A
Date:	2025 / 2 / 7

URBAN SYSTEMS

FIGURE 5



Okotoks
Historic Past, Sustainable Future

Town of Okotoks

Growth Study
Defensive Areas & Natural Assets within Unplanned Lands

Legend

- Natural Assets (85 ha / 210 ac)
- Defensive Areas (129 ha / 319 ac)
- Unplanned Land (900 ha / 2224 ac)
- Sheep River
- Town Boundary

Notes:
- Natural Assets include Lake, Watercourse, Wetland, Woodland, Low Vegetation

-Semi-Natural Assets include Cultivated Lands, Hayland, Managed/Naturalized Low Vegetation, Managed/Naturalized Waterbody, Pasture, Rural Canopy Cover, Urban Canopy Cover

0 500 1,000 1,500
Meters

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Coordinate System:
NAD 1983 3TM 114

Scale: 1:33,219
(When plotted at 11"x17")

Data Sources:

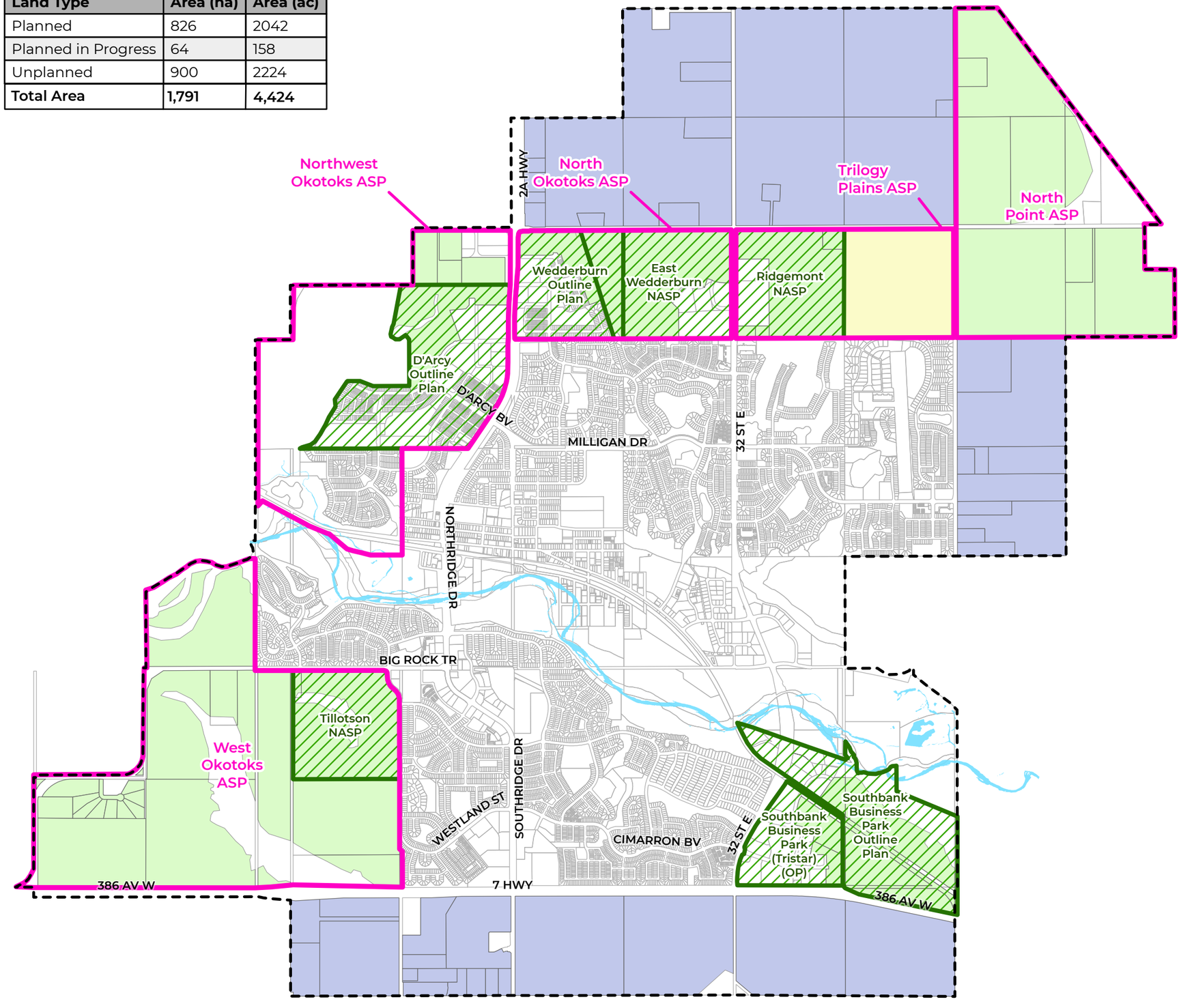
- Data provided by Town of Okotoks

Project #:	1306.0124.01
Author:	SDF
Checked:	JC
Status:	**Review**
Revision:	A
Date:	2025 / 6 / 4

URBAN SYSTEMS

FIGURE 6

Land Type	Area (ha)	Area (ac)
Planned	826	2042
Planned in Progress	64	158
Unplanned	900	2224
Total Area	**1,791**	**4,424**



Okotoks
Historic Past, Sustainable Future

Town of Okotoks

Growth Study
Total Developable Lands – Planned Lands

Legend

- Planned Land - Adopted ASP Boundary
- Planned Land - Adopted NASP/OP Boundary
- Planned Land - Adopted NASP/OP
- Planned Land - NASP/OP in Progress
- Unplanned
- Sheep River
- Town Boundary

The accuracy & completeness of information shown on this drawing is not guaranteed. It will be the responsibility of the user of the information shown on this drawing to locate & establish the precise location of all existing information whether shown or not.

0 500 1,000 1,500
Meters

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Coordinate System:
NAD 1983 3TM 114

Scale: 1:30,000
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Data Sources:

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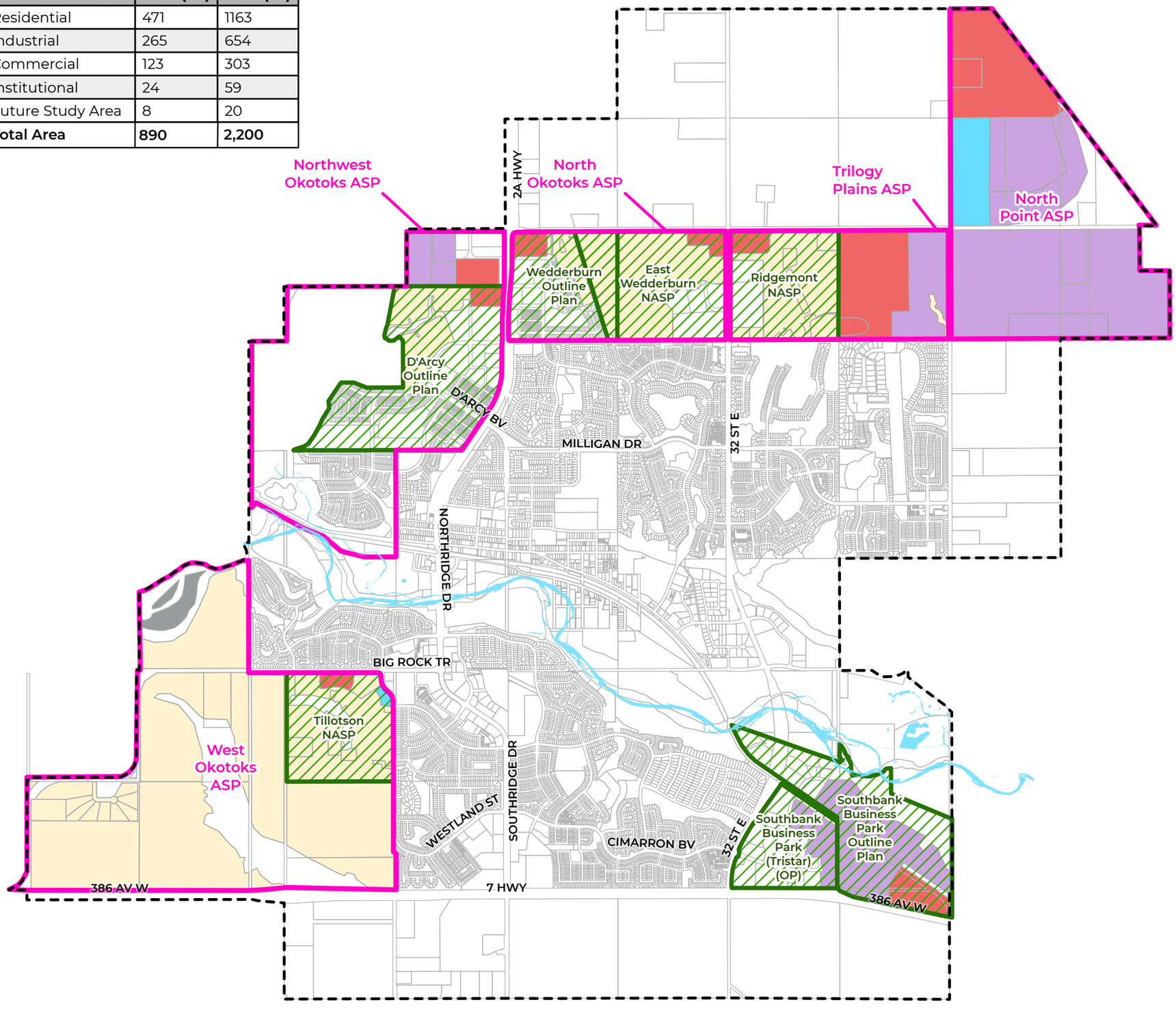
Author:	SDF
Checked:	JC
Status:	**Review**
Revision:	A
Date:	2025 / 2 / 7

URBAN SYSTEMS

FIGURE 7

Planned Land Use	Area (ha)	Area (ac)
Residential	471	1163
Industrial	265	654
Commercial	123	303
Institutional	24	59
Future Study Area	8	20
Total Area	**890**	**2,200**



Okotoks
Historic Past, Sustainable Future

Town of Okotoks

Growth Study

Planned Lands by Land Use

Legend

- Planned Land - Adopted ASP Boundary
- Planned Land - Adopted NASP/OP Boundary
- Sheep River
- Town Boundary

General Land Use

- Residential
- Commercial
- Industrial
- Institutional
- Future Study Area

0 500 1,000 1,500
Meters

N

Coordinate System:
NAD 1983 3TM 114

Scale: 1:30,000
(When plotted at 11"x17")

Data Sources:

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Project #:	1306.0124.01
Author:	SDF
Checked:	JC
Status:	**Review**
Revision:	A
Date:	2025 / 2 / 7

URBAN SYSTEMS

FIGURE 8

Appendix B

Growth and Financial Analysis Technical Report, Applications Management Consulting Limited, 2025

APPLICATIONS
MANAGEMENT CONSULTING LTD.

Suite 2220 Sun Life Place
10123 99 Street
Edmonton, Alberta T5J 3H1

T 780.425.6741
F 780.426.3737
www.think-applications.com

Okotoks
Historic Past, Sustainable Future

GROWTH STRATEGY

GROWTH AND FINANCIAL ANALYSIS

TECHNICAL REPORT

May 30, 2025

Contents

Contents

Summary

This report provides a comprehensive analysis of the Town of Okotoks' long-term growth potential and the financial implications associated with that growth over a 25-year planning horizon. Drawing on demographic projections, employment forecasts, land use policies, and a robust fiscal impact model, the report aims to support evidence-based decision-making and sustainable urban development as the Town transitions forward.

Growth

The Town of Okotoks has experienced sustained growth since the 1980s, expanding from a population of just over 5,500 in 1986 to approximately 32,600 in 2023. To assess future growth, the report develops four growth scenarios—Low, Medium, High, and High+—which account for varying demographic, economic, and infrastructure outcomes. By 2049, these scenarios estimate that Okotoks' population could range from 55,000 to as high as 163,000. Correspondingly, employment projections suggest that the number of jobs in Okotoks could increase from 13,000 in 2023 to between 27,000 and 84,000, depending on the growth trajectory selected. The employment base is expected to diversify significantly, supporting a broader mix of sectors beyond the Town's current service-oriented economy.

Housing

The housing needs associated with this projected growth are substantial. Depending on the growth scenario, between 7,400 and 37,000 new dwelling units will be required by 2049. The Municipal Development Plan (MDP) envisions a balanced housing mix, targeting 60% single detached units and 40% multi-family units such as semi-detached, row housing, and apartments. The Town is projected to see a gradual decline in the dominance of single detached housing, with an increasing share of higher-density units needed to accommodate population growth efficiently and sustainably. This shift will also support the MDP's goals of increasing density, improving affordability, and supporting mixed-use, transit-oriented communities.

Demographic Shifts

Demographic shifts are also analyzed in detail. Migration will be the dominant driver of population growth in Okotoks, especially in early forecast years, with the majority of newcomers being in the 25-64 age range. Over time, this influx of working-age adults and families is expected to offset the aging of the existing population, resulting in a demographic profile that becomes younger overall by 2049. This has implications for service demand, workforce participation, and household formation trends, which in turn influence housing demand and municipal service planning.

Economic Growth

Economic and employment growth will be a critical factor in the Town's future fiscal sustainability. The analysis identifies retail, healthcare and social assistance, construction, and professional services as core sectors expected to experience strong growth potential. Emerging opportunities exist in the creative economy, tourism and hospitality, and industrial sectors such as agribusiness, clean energy, advanced manufacturing, and logistics. To realize this potential, the Town must address key enablers such as

workforce attraction, housing affordability, and infrastructure servicing, particularly with respect to water supply and industrial land readiness.

Fiscal Impact Analysis

The fiscal impact of each growth scenario is evaluated using Applications Management Consulting Ltd.'s Growth and Fiscal Impact Analysis (GFIA) Model. This geospatially enabled tool estimates municipal revenues and expenditures over time, allowing for a nuanced understanding of how different types and locations of growth influence the Town's financial sustainability. The model incorporates population and employment projections, land use patterns, infrastructure requirements, and service delivery costs to forecast the full financial consequences of growth. Capital investments, including both funded and unfunded projects from the Town's 10-year capital plan and off-site levy projects, are integrated into the analysis. Lifecycle costs of new and existing infrastructure are also calculated to ensure long-term affordability. Operating revenues and expenditures are tied to growth drivers such as dwelling units, floor area, population, and employment, while accounting for fixed and variable cost dynamics across municipal departments.

The GFIA model simulates municipal financial performance under each growth scenario, testing whether the growth is fiscally positive or negative over the 25-year horizon. Key indicators include net fiscal balance, tax rate implications, reserve levels, and the impact of infrastructure sequencing. The model accounts for varying levels of cost recovery through user fees, assumptions around debt financing, and alternative growth strategies (e.g., infill vs. greenfield development). Notably, all four growth scenarios meet or exceed the Town's MDP target of achieving a minimum 80/20 residential-to-non-residential assessment ratio. However, achieving this balance, particularly in the High and High+ scenarios, requires a deliberate effort to attract and accommodate employment-generating land uses in planned non-residential areas.

The Fiscal Impact Analysis (FIA) for the Town of Okotoks provides a detailed assessment of how growth under four development scenarios—Low, Medium, High, and High+—will affect the Town's finances over a 25-year period (2024–2049). The analysis uses the Growth and Fiscal Impact Analysis (GFIA) Model, which integrates land use, demographic forecasts, infrastructure costs, and revenue assumptions to estimate changes in municipal tax rates, expenditures, and debt levels associated with each growth pathway.

- **Low Growth Scenario**: Municipal tax rates are lower than no-growth estimates for approximately two-thirds of the forecast period. However, beginning in the final third of the period, growth-related costs outpace revenues, leading to slightly higher tax rates. The average change in tax rates across the full forecast horizon is -1.8%, indicating that modest growth can offer some initial cost efficiencies before financial pressures accumulate.
- **Medium Growth Scenario**: This scenario demonstrates a net fiscal benefit for the first 10 years, followed by increased financial pressure in later years. Municipal tax rates rise moderately in the latter half of the forecast, resulting in an average tax rate change of +2.3% compared to a no-growth scenario. This indicates some long-term fiscal risk unless development is managed efficiently.
- **High Growth Scenario**: The High Growth Scenario delivers tax savings in the early years, but as infrastructure and service costs escalate, the model predicts a net increase in municipal tax rates, averaging +5.3% over the 25-year horizon. This reflects the substantial investments needed to support rapid population and employment expansion, including capital and lifecycle costs of new infrastructure.

- **High+ Growth Scenario**: This aggressive growth scenario produces the highest long-term fiscal burden. Tax rates are projected to be higher than in the no-growth case throughout the forecast, with an average increase of +7.8%. While it results in the highest levels of employment and non-residential assessment growth, it also generates the greatest demand for infrastructure and services.

Conclusions

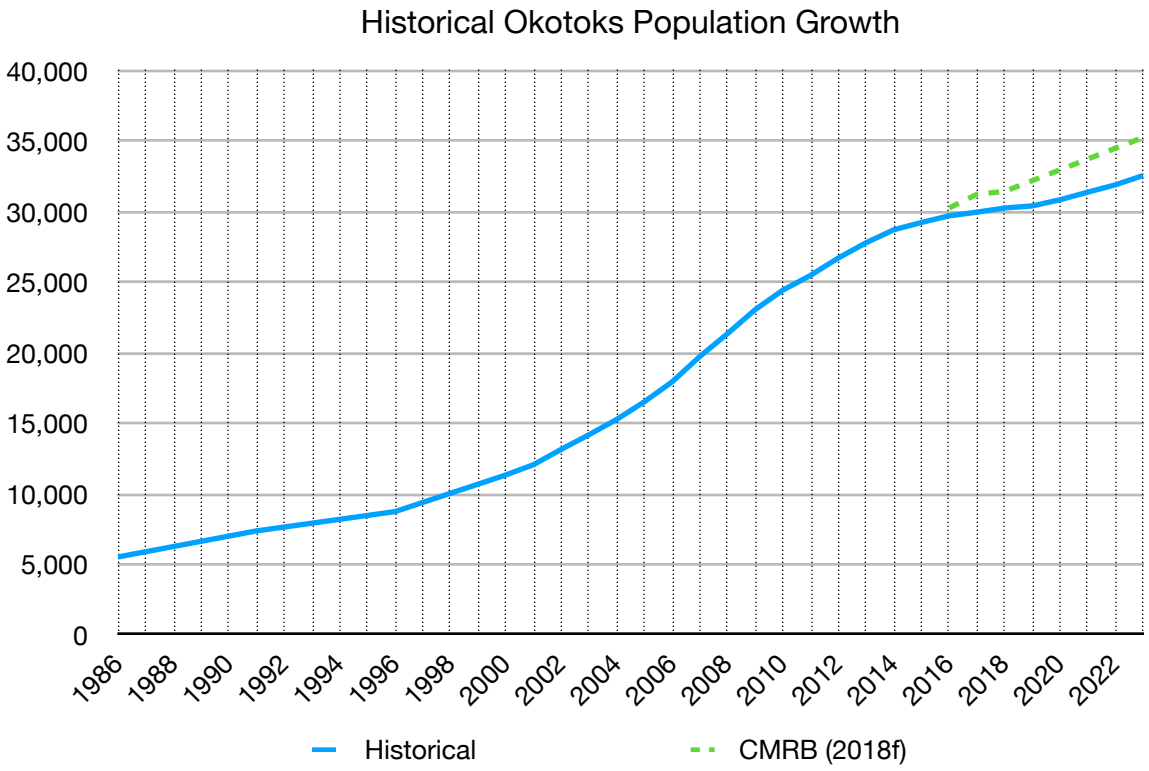
In conclusion, the Growth and Financial Analysis Report offers a data-driven, flexible planning framework to guide Okotoks through its next phase of growth. By integrating population, employment, land use, infrastructure, and financial analysis into a single model, the Town is equipped to evaluate the trade-offs and opportunities of multiple growth pathways. The strategy emphasizes fiscal sustainability, infrastructure efficiency, housing diversity, and balanced economic development. As Okotoks prepares for significant transformation, this report provides the foundation for sound policy, responsible investment, and community-focused planning.

Growth Forecasts

This section presents an overview of Okotoks' historical growth alongside four alternative Growth Scenarios that project potential future growth patterns.

Historical Growth

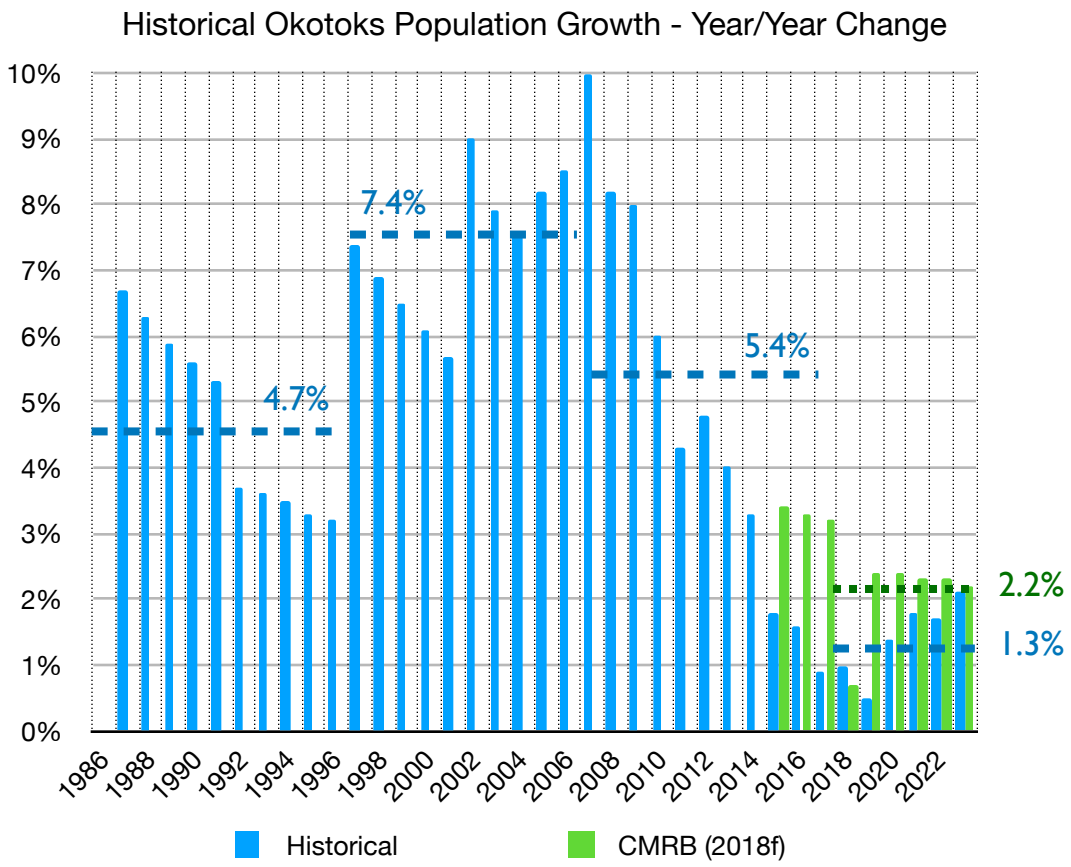
The population growth for the Town of Okotoks is provided in the figure below. Since 1986, the Town's population has increased from just over 5,500 people to it's 2023 population of almost 32,600 people.



The CMRB 2018 Population forecast extrapolated population growth for Okotoks from the 2016 census to 2018 and then projected growth from this point.

The historical population growth of Okotoks has been characterized by periods of both slow and rapid growth. Over the decade from 1986 to 1995 population growth was relatively high, reflecting an annual rate of 4. per cent. This growth increased significantly between 1996 and 2006 to an average annual rate of 7.4 per cent.

The Town implemented a population cap of 30,000 residents between 1998 and 2012 due to concerns about water supply limitations from the Sheep and Bow Rivers. This cap was later removed in 2012 to better manage infrastructure needs and the town's growing services, which were being impacted by development pressures. While the population cap was lifted, Okotoks has since emphasized sustainable growth, including careful water management strategies to ensure that future development does not exceed available resources. As a result, the rate of growth in the Town fell from a high of 10% in 2008 to approximately 2.5% in 2016. The average annual rate of growth between 2006 and 2016 averaged 5.4% but in a downward trajectory over the decade.



The CMRB 2018 Population forecast extrapolated population growth for Okotoks from the 2016 census to 2018 and then projected growth from this point.

Between 2016 and 2019 the average annual growth continued to fall to a low of 0.5% in 2019. The annexation of almost 2,000 acres from Foothills County in 2017 helped to spur some additional growth resulting in an average annual growth rate of 1.3% between 2017 and 2023.

The Calgary Metropolitan Region Board completed a forecast of population growth for the Calgary Region and each municipality in the Region.[1] The forecast was published in 2018 and included some estimated population figures for 2016 to 2018 and forecast figures to 2023 (presented above) and to the end of 2076. The estimate and projected population forecasts for Okotoks between 2016 and 2023 were generally higher than the actual population, resulting in an average annual rate of growth of 2.2% over this period. This and other external population growth forecasts that include Okotoks are discussed below.

Okotoks Population Growth vs Selected Comparable Municipalities

Ten communities considered comparable to Okotoks have been selected to assess historical population growth and to serve as a benchmark for evaluating Okotoks' projected growth. These selected comparables are municipalities that have a current population that is within the range of what Okotoks could be expected to grow to under various growth scenarios (see below). Like Okotoks, each of these municipalities will have grown at different rates.

[1] https://static1.squarespace.com/static/5eb3220bf77e9b62db665c54/t/5ed6f935fd86f82652b7bb39/1591146806403/FINAL+CMRB+Population+Projections.pdf

Comparable Municipality Population and Growth Rates

Municipality	2001 Population	2023 Population	Average Annual Growth Rate %
Chestermere	3,635	28,938	9.9
Airdrie	21,641	88,471	6.6
Cochrane	11,707	38,014	5.5
Okotoks	11,630	33,096	4.9
Spruce Grove	15,983	42,513	4.5
Leduc	15,032	38,543	4.4
Average			4.4
Fort Saskatchewan	13,443	29,716	3.7
Grande Prairie	36,995	69,377	2.9
Lethbridge	67,374	111,400	2.3
Red Deer	68,308	112,917	2.3
St Albert	53,081	73,110	1.5

Similar to Okotoks, each of these municipalities has experienced varying growth rates over time, influenced by provincial trends, regional dynamics, and local economic conditions. Compared to this group, Okotoks has grown at a slightly higher pace, with an average annual growth rate of 4.9% versus the group average of 4.4%. Notably, larger municipalities have generally experienced slower annual growth rates compared to their smaller counterparts.

External Population Forecasts

Four external forecasts of population growth have been reviewed that include the Town of Okotoks. These are as follows:[2]

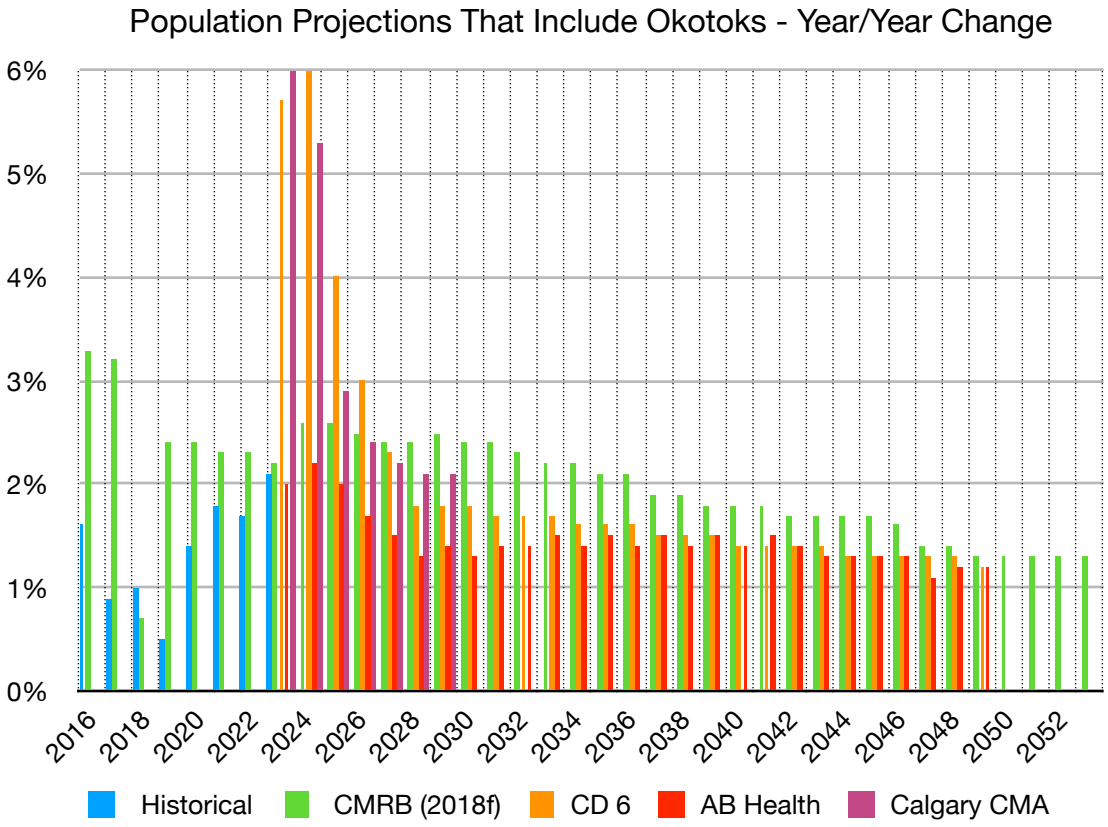
- **Calgary Metropolitan Region Board:** The Calgary Metropolitan Region Board prepared a population forecast for the Calgary Region and each municipality in the Calgary region in 2018. This forecast extended to 2076. As noted above, this forecast included estimates for years between 2016 and 2018 and a forecast for the rest of the forecast period. From 2023 to 2053 (30 year forecast period) this projection generates an average annual rate of growth of **1.9%** for Okotoks.
- **Alberta Treasury Board - CD 6:** Alberta Treasury Board prepares forecasts for each Census Division in Alberta annually.[3] Okotoks represents just under 2% of the total population of CD6.

[2] Note that the various forecasts presented do not all have supporting documentation that provides details of the assumptions made around key variables relevant to the forecast.

[3] https://open.alberta.ca/opendata/alberta-population-projections-2024-2051

From 2023 to 2051 (28 year forecast period) this projection generates an average annual rate of growth of **1.8%** for Okotoks. This includes a significant increase in population in 2024 (6.0%) and 2025 (5.0%).

- **Alberta Treasury Board - Okotoks/Priddis Health Area:** Alberta Treasury Board prepares forecasts for each Health Area.[4] Okotoks is included in the Okotoks-Priddis health area and represents represents just over 70% of this health area. From 2023 to 2051 (28 year forecast period) this projection generates an average annual rate of growth of **1.4%** for Okotoks.



CMRB - Town of Okotoks
CD 6 projection by Alberta Treasury
AB Health Okotoks-Preddis by Alberta Treasury
Calgary CMA by City of Calgary

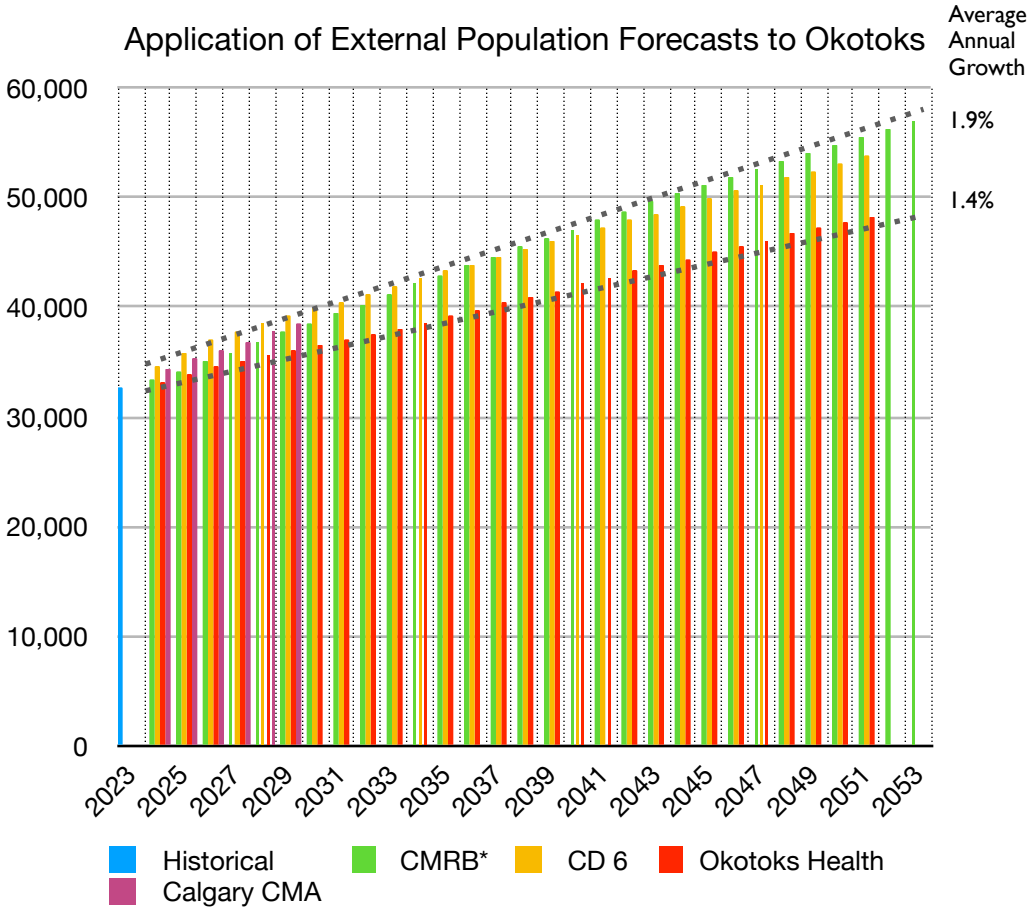
- **City of Calgary - Calgary CMA:** The City of Calgary has recently released a population forecast for the City and the CMA to 2029 (5 year forecast period). From 2023 to 2029 the Calgary CMA is projected to grow at an average annual rate of growth of **2.8%**. This compares to 2.5% for the CMRB forecast, 3.1% for the CD 6 forecast and 1.7% for the Okotoks-Priddis health area over the same 2023-2029 period.

[4] https://open.alberta.ca/opendata/alberta-population-projections-2024-2051

Applying the External Population Forecasts to Okotoks

To test the growth potential of Okotoks, the growth rates for each of the four external population forecasts have been applied to the 2023 Okotoks population. This assumes that the Town would grow at the average rate of the geography of each external forecast.

In the short term, to 2029, the population of Okotoks would increase to 36,000 to 39,000 over the 2023 population of 32,600. Over the long term, to 2051, the population is projected to increase from 48,000 to 55,500. The Okotoks-Priddis Health Area forecast is the lowest projection.



The projected rate of population growth for each of the reviewed projections has been applied to the 2023 Okotoks population to depict the trajectory of growth if Okotoks grew at these rates.

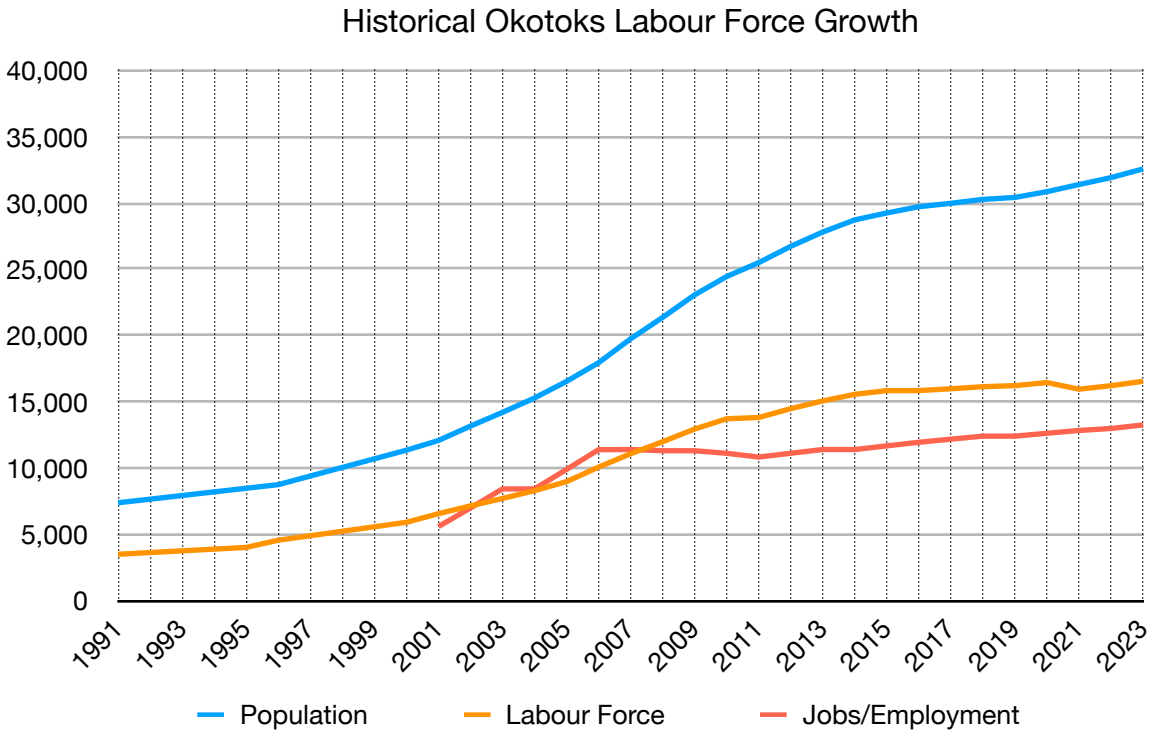
The CMRB projection is from 2018.*

CD6 and Okotoks Health Area: Alberta Treasury Board

It should be noted this is not presented to be reflective of a valid forecasting approach, but rather as information about how Okotoks could grow if it were to grow at the same rate as the average for each geography included in the external forecast.

Employment

The labour force residing in Okotoks has followed a similar pattern of change as population. This is depicted in the figure below.[5] The labour force in Okotoks has represented a stable share of total population consistent with the working age population of the Town. The number of jobs available locally grew significantly in the early 2000's and since has experienced moderate growth.



Labour Force data is available for federal census years. Data for interim years has been estimated. Labour force reflects the Okotoks residents engaged in the workforce.

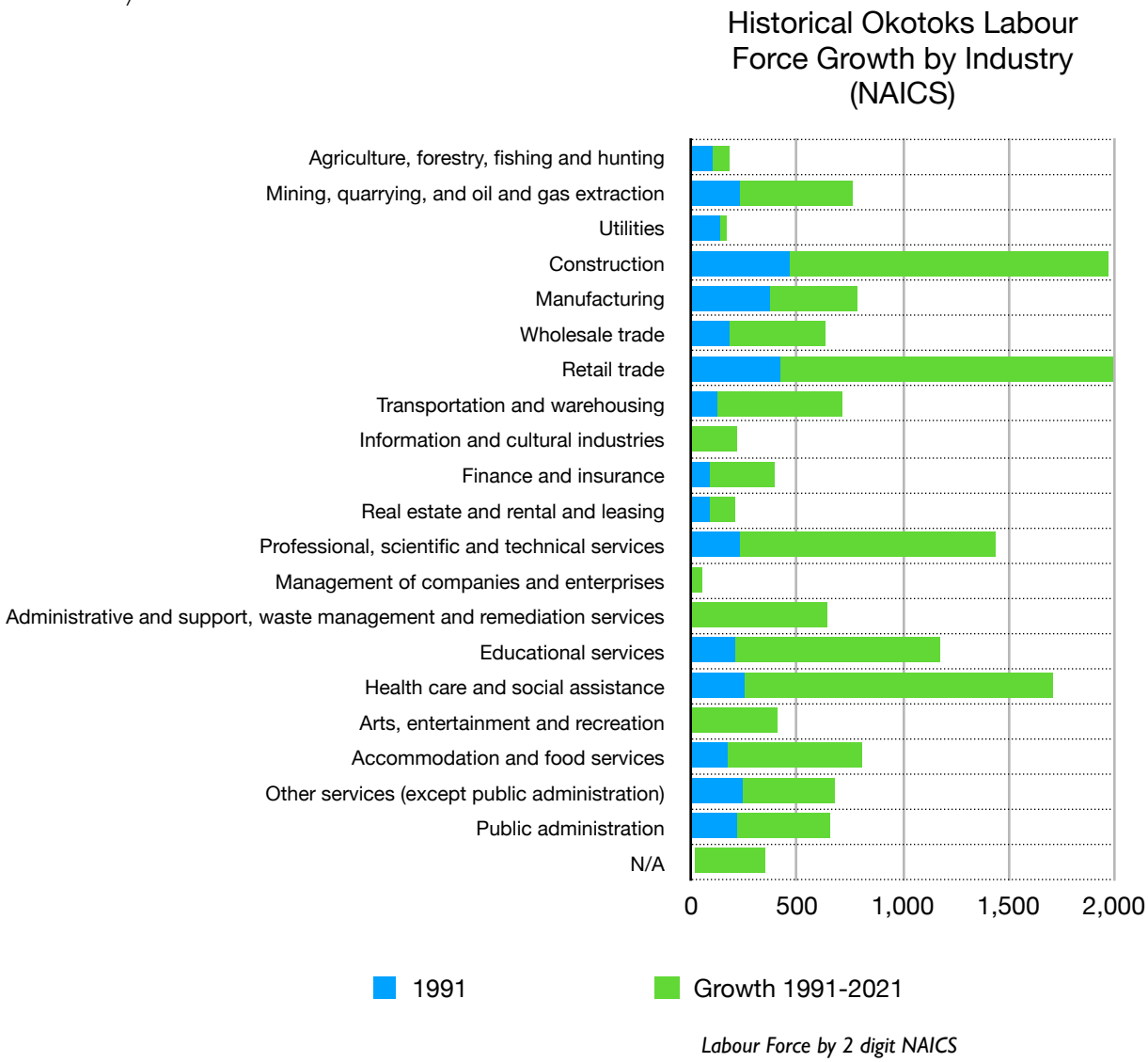
Jobs/Employment refers to the estimated jobs in Okotoks. This includes both Okotoks residents as well as workers living outside Okotoks.

Labour Force by Major Industry

The labour force residing in Okotoks is dominated by 5 major industry groups: Retail trade, Construction, Health care and social assistance, Professional, scientific and technical services, and Educational services. These are also the industry sectors that have experienced the most growth over

[5] The labour force include Okotoks residents working or actively seeking work. Source: https://regionaldashboard.alberta.ca/region/okotoks/labour-force/#/

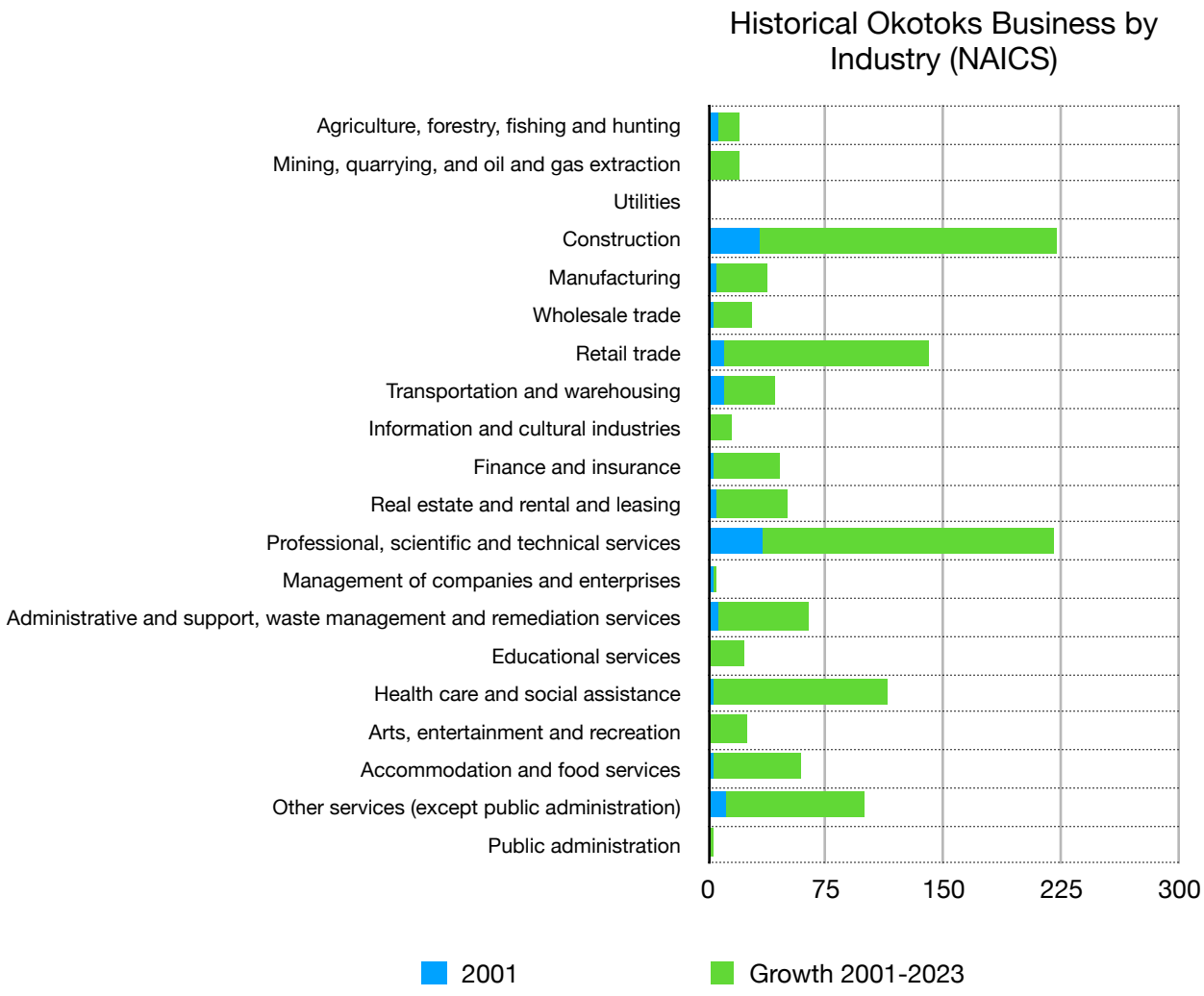
the last 30 years.



Labour Force by 2 digit NAICS

Local Business Activity

Okotoks has an estimated over 1,200 employers located in Town. There has been a significant increase in the number of businesses over the past 23 years. There are almost 1,100 more employers in Okotoks than existed in 2001. Four industry sectors experienced the most significant growth in the number of businesses: Construction; Professional, scientific and technical services, Retail trade and Health care and social assistance. These four industries represented approximately 60% of the growth in the number of businesses. In 2001, no businesses in Okotoks had more than 200 employees. There are now 84 employers in the Town with more than 200 employees. Over 500 employers have 50-199 employees. The growth in the number of employers over the past 23 years has been significant.

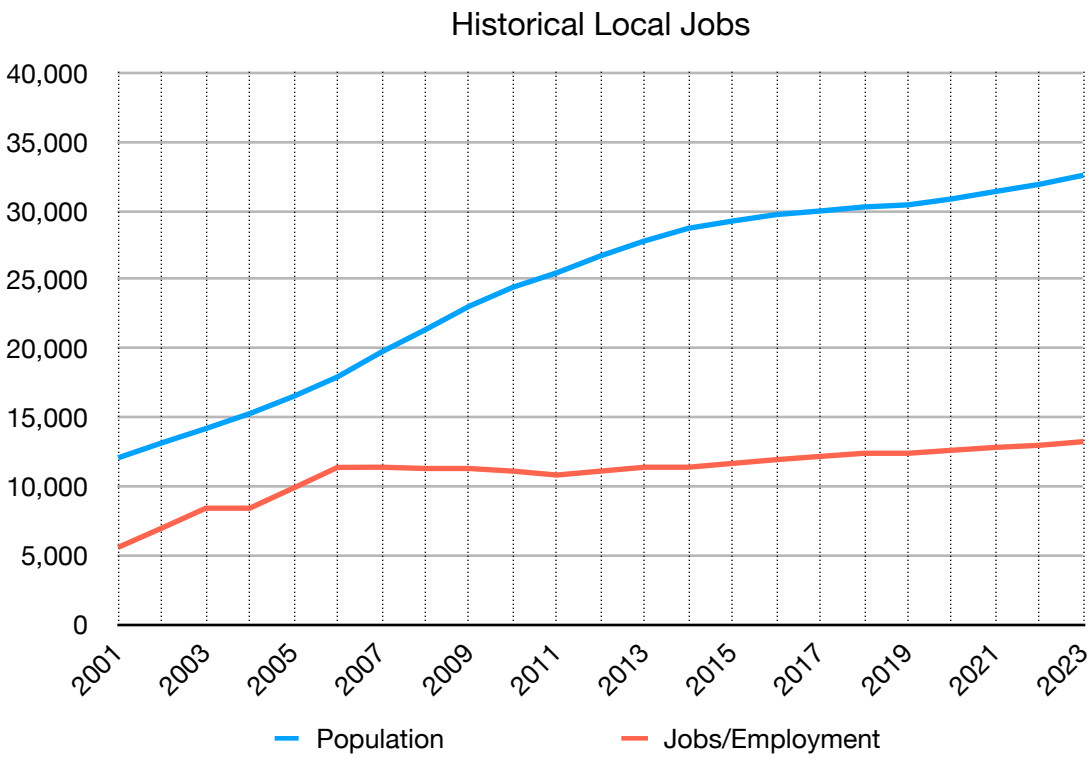


Local Jobs

The local jobs available at local employers in Okotoks incorporates consideration of the commuter flows of the local workforce out of the community and the inflow of workers in the opposite direction.[6] Since the mid 2000's employment growth in Okotoks has not kept pace with the increase in population growth.

Since 2006, population has grown at an annual rate of 3.5 percent. Local employment, however, has grown at an average annual rate of less than 1 percent (0.9%).

[6] Source: Applications Management Consulting local employment analysis estimates the number of jobs by location of the jobs.



Jobs/Employment refers to the estimated jobs in Okotoks. This includes both Okotoks residents as well as workers living outside Okotoks.

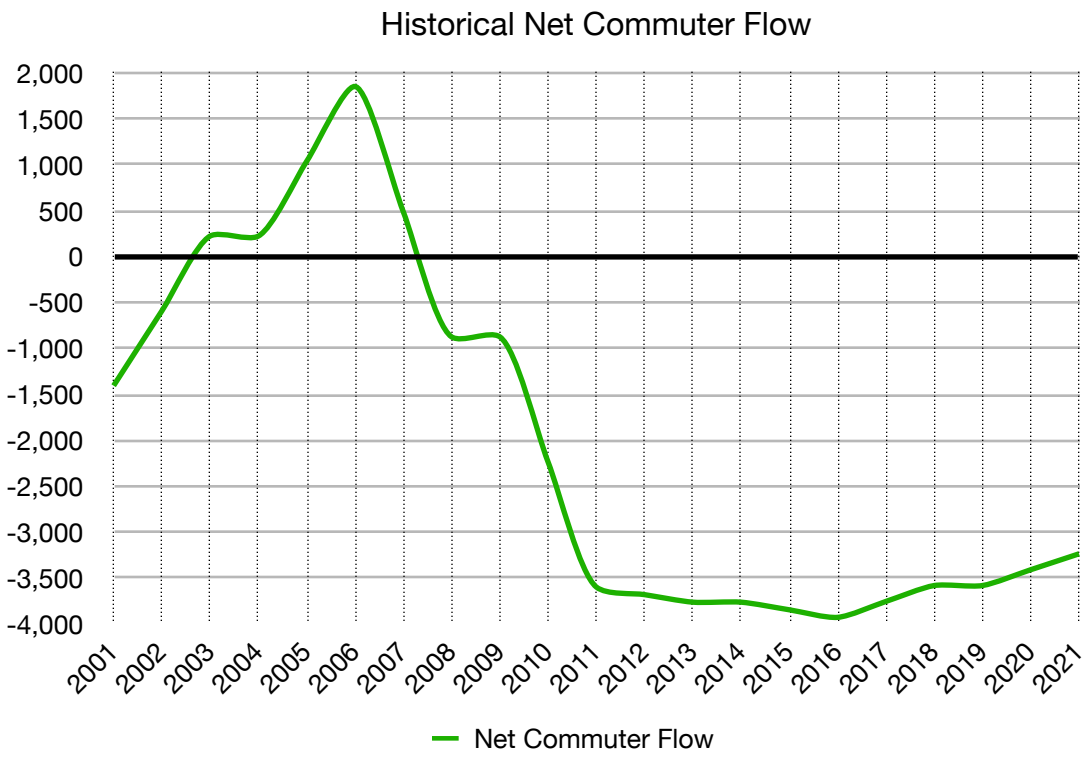
Commuter Flow

During the period 2001 to 2023 there has been an increase in the local Labour Force, but local employment has not kept pace with this increase. This is highlighted by the shift in net commuter flows in and out of Okotoks.[7]

Between 2003 and 2007 Okotoks had a positive net commuter flow (more jobs available locally than resident workers in the labour force. Since 2007 the net commuter flow reversed and was fairly stable between -3,500 and -4,000 between 2011 and 2019. annual net negative commuter flow figure.[8]

[7] The labour force include Okotoks residents working or actively seeking work. Source: https://regionaldashboard.alberta.ca/region/okotoks/net-commuter-flow/#/

[8] Commuter flow data is available from Statistics Canada Community Profiles for census years. Applications Management Consulting estimates non-census year local job activity and net commuter flow using inter municipal modelling analysis.



Net Commuter Flow is equal to the local labour force net of the local jobs available.

Economic Development and Future Job Growth

The economic development potential of Okotoks has been reviewed and summarized in a recent economic development strategy prepared for the Town. The Okotoks Economic Development Strategy outlines several key growth sectors and expected opportunities for the town's economic development.[9] Here are the main points:

- **Retail Growth**: Retail-based jobs have seen significant growth and are expected to continue expanding. Retail is the largest sector in Okotoks' economy, contributing 18% of the total jobs, and is projected to add an additional 1,217 jobs over the next decade.
- **Health Care and Social Assistance**: This sector is expected to see robust growth, with an increase of 411 jobs by 2031. The aging population and focus on health and wellness present strong opportunities for the town.
- **Accommodation and Food Services**: Another key growth sector, projected to add 407 jobs. This aligns with Okotoks' potential as a tourism destination and the importance of the hospitality industry in the local economy.
- **Creative Economy**: There is a desire to further develop the creative sector, which encompasses arts, culture, and innovation. This could support both economic and cultural development, but it will require attracting creative industries and increasing population diversity.

[9] Town of Okotoks Economic Development Strategic Plan 2024-2029.

- **Industrial Development**: While historically less robust, the industrial sector is targeted for growth, particularly through sectors like agribusiness, clean energy, advanced manufacturing, and logistics. Addressing the water supply issue is seen as a key factor for unlocking industrial land development.

Additionally, the Economic Development Strategy provided some reflection on issues associated with achieving the potential growth in these areas and other relevant policy initiatives, which include:

- **Workforce and Housing**: A critical challenge and opportunity for Okotoks is attracting and retaining workers, particularly in skilled trades. There's a need for more diverse housing options, including affordable housing, to support workforce attraction and retention.
- **Sustainability and Green Energy:** Okotoks has made sustainability a priority, with efforts to support green energy and water conservation. This aligns with both environmental goals and potential investment opportunities in sustainable industries.

It is recognized that there are other economic sectors that may be targeted for growth that would supplement the sectors outline in the Economic Development Strategy.[10] A review of these would be important to obtain a clearer picture of the potential for business development and employment in the Town.

[10] Town of Okotoks Commercial and Industrial Growth Study, MXD Development Strategists, May, 2021

Growth Scenarios

The growth scenarios have been developed to provide a range of potential population and employment outcomes that may occur over the 25-year forecast period. By presenting Low, Medium, High, and High+ growth scenarios—each based on reasonable assumptions—this approach enables a more comprehensive evaluation of the implications of growth on land use, infrastructure, municipal services, and finances. These scenarios are not predictions but tools to help assess how varying levels of growth may influence strategic directions outlined in the growth strategy. This ensures that long-term planning remains flexible and resilient under different future conditions.

Growth & Fiscal Impact Analysis Model

The Growth & Fiscal Impact Model is Applications' (GFIA) latest version of our stand-alone model to evaluate the financial consequences of growth and development at the municipal level. This model reaches new heights with its ability to build growth projections by neighbourhood, or any of up to 200 geographies in the model. This feature allows for the depiction of the financial contribution of each neighbourhood to the overall financial picture of the municipality.

Growth Forecasts

The Model allows for up to three growth scenarios that project employment, population, households and dwelling units. A forecast can include up to 200 geographies that can include residential, non-residential and mix-use development. In the Growth Strategy analysis, 48 geographies were defined that could include either residential or non-residential growth.

Employment forecasts are by 2 digit NAICS industry classification. The building space requirements for all jobs is based on industry specific FAR (Floor Area Ratio) factors which in turn are used to estimate future non-residential assessment.

Population forecasts are created for each year by age/gender and converted to households (5 types). Each household is determined to occupy one of 5 dwelling unit types. Residential and non-residential development are allocated geospatially in the model based on approved land use plans in effect for each geography, or using tools built into the model, alternate development configurations. The analyst can control the rate of development, type of development assigned to each geography and the sequencing of growth to match servicing expectations or to do 'what if' scenarios analysis.

Population Growth

Four population growth scenarios have been developed for both the Town of Okotoks and the Calgary Metro Region as follows:[11]

[11] The Regional Population growth reflects the growth projected for the Calgary Metro Region. This is used in the growth forecasting component of the GFIA.

Population - Average Annual Growth Rate (%)

	Low	Medium	High	High+
Local	2.0%	3.0%	4.0%	6.0%
Regional	1.3%	1.6%	1.9%	N/A

The population growth scenarios outline a range of possible population outcomes over a 25-year forecast period. This range should encompass the growth potential for Okotoks over the next 25 year. Additionally, this range is intended to provide sufficient latitude for the Town to consider important growth strategy objectives and the merits of each option.

A brief overview of each scenario is provided below.

- **Low Scenario:** The Low Growth Scenario represents the lower bound of growth. This considers that the Town will have secured a supply of water to accommodate future growth.
- **Medium Scenario:** The Medium Growth Scenario represents growth that will keep Okotoks growing faster than the rest of the Region under most growth scenarios.
- **High Scenario:** The High Growth Scenario represents an achievable high rate of growth over the 25 year forecast timeframe.
- **High+ Scenario:** The High+ Growth Scenario represents a significant rate and amount of growth for Okotoks over the 25 year forecast timeframe. This rate of growth would make Okotoks among the fastest growing municipalities in the province. While Okotoks has historically experienced average annual growth rates of 6% or more, sustaining this level of growth becomes increasingly difficult as the Town expands.

By comparison, the Town's MDP projects the population to grow to 75,000 over a 60 year period. Based on information in the MDP, this equates to an average annual growth rate of 1.6 percent.[12]

MDP Aligned Scenario

For each of the growth rates defined above, the growth project has followed the direction outlined in the MDP we possible. The key elements of this include:

- **Residential Density/Housing Mix:** 60% single family / 40% multi-family.
- **Tax Assessment:** 80% residential / 20% non-residential.[13]
- **Infill:** The MDP sets an infill target to be 10% of total growth. In reviewing the scope of redevelopment required to achieve this target, it was found to be aggressive and hence reduced to 5%.[14]

Each of these are discussed in more detail in the description of the assumptions below.

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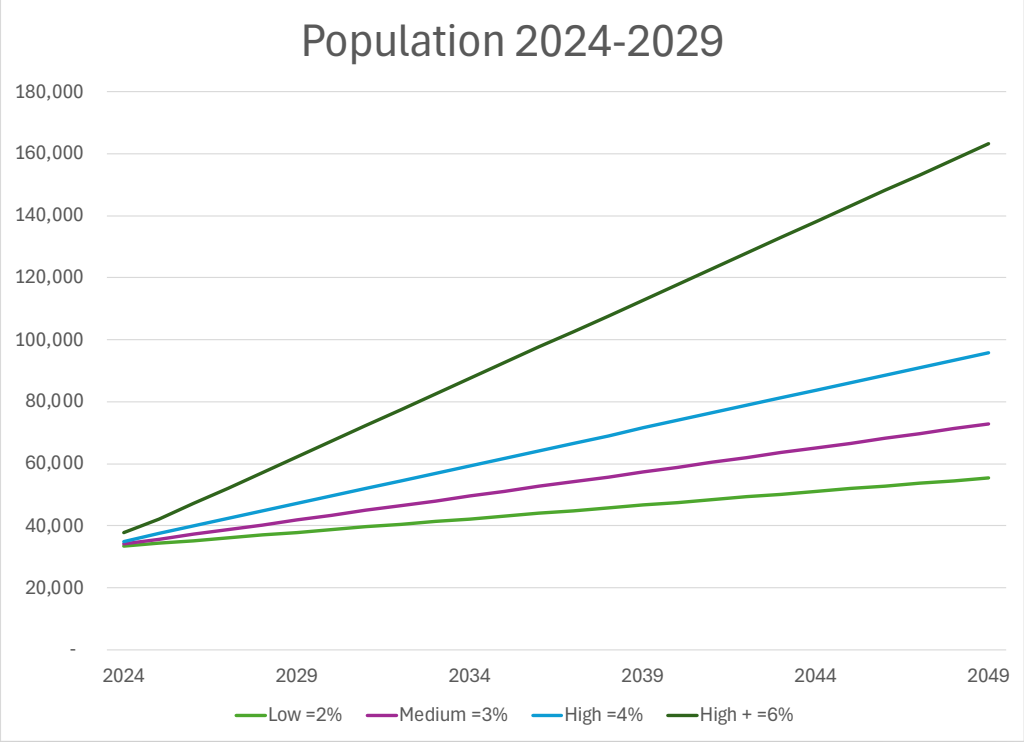
[12] Town of Okotoks, Municipal Development Plan, page 18.

[13] Town of Okotoks, Municipal Development Plan, page 206.

[14] The MDP infill target of 10% of new units results in a total of 80 new infill units each year for the High Growth Scenario. This rate of infill development is not likely feasible. As a result we have modified the infill rate to 5% which would result in an additional 40 new infill units per year in this scenario.

Population Growth Scenarios



Based on the growth forecast rates above, the population of Okotoks would reach almost 95,000 by 2049 in the High Growth Scenario. The Medium Growth Scenario produces a population of 72,000 and the Low Growth Scenario a population of 55,000 by 2049. The High+ Growth Scenario would result in a projected population of 163,000 by 2049.

Using the previously discussed external projections, the Town's population would grow to a range of 45,000 to 55,000 over a similar 25 year period. Without a constraint on growth imposed by availability of water, it can reasonably be expected that Okotoks could grow faster than the region as a whole. The desirability of this would in part depend not the fiscal impact analysis of how growth will affect the future financial picture for the Town.

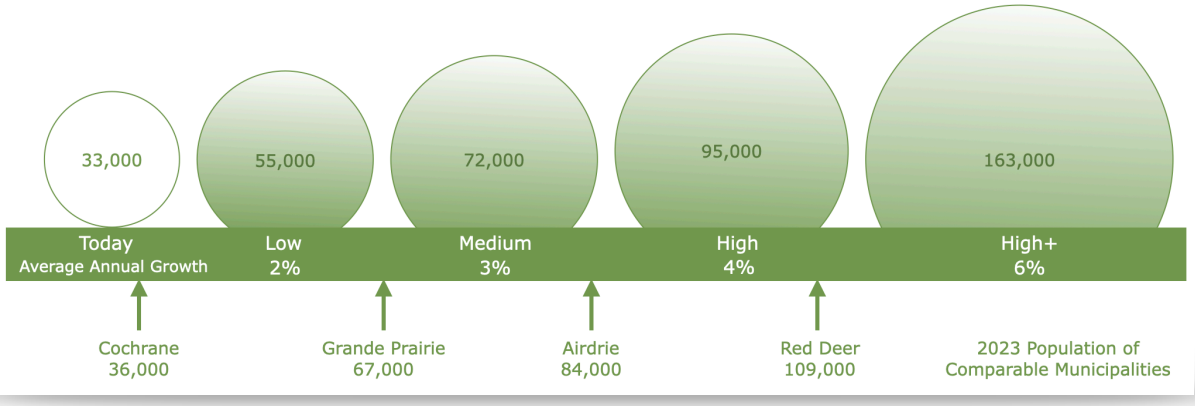
The following chart depicts the 2049 population growth scenarios for the Town as compared to the current population of comparable municipalities in Alberta.

Comparable Present-Day Municipal Population vs Okotoks Growth[15]

Over the 25-year forecast period, projected population growth positions Okotoks to transition from a town to a mid-sized city, reaching a size comparable and greater than cities like Grande Prairie, Airdrie, and Red Deer.

[15] 2023 population for selected municipalities is based on Alberta Regional Dashboard.

Okotoks Population Compared to Other Selected Municipalities



Okotoks Population reflects the population at the end of the 25 year forecast period for each Growth Scenario.

Employment Growth

Three projections of employment growth have been made for both the Town of Okotoks and the Calgary Metro Region as follows:[16]

Employment - Average Annual Growth Rate (%)

	Low	Medium	High	High+
Local	3.0%	4.0%	5.0%	7.0%
Regional	1.1%	1.4%	1.6%	N/A

The employment projections provided represent the number of jobs in Okotoks and the Calgary Metro Region. This is distinguished from the labour force represented by residents of the Town.[17]

Based on the growth forecast rates above, the employment of Okotoks would reach almost 49,000 by 2049 in the High Growth Scenario. The Medium Growth Scenario produces a employment of 36,000 and the Low Growth Scenario employment of almost 27,000 by 2049. The High+ Scenario results in an employment of 84,000 by 2049.

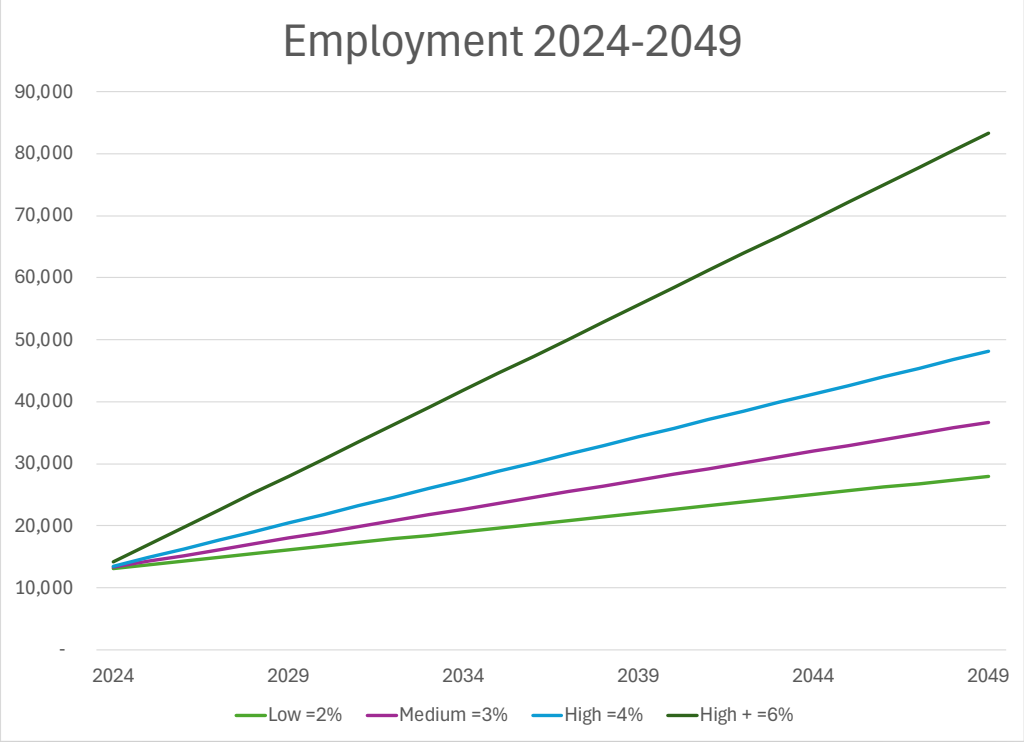
The employment Growth Scenarios have been designed to reach a future assessment balance that meets the 80/20 residential/non-residential assessment target as set in the MDP. It is noted that achieving this assessment balance will be challenging, especially for the higher growth scenarios.[18]

[16] Employment refers to the jobs that are located in the Town.

[17] The number of projected jobs is used to estimate the build of non-residential development in the GFIA.

[18] The 80% residential / 20% non-residential assessment split is a target defined to be achieved by 2033 (MDP page 206). Over the long term (2080) this ratio is targeted to change to 70% residential and 30% non-residential (MDP page 2013). Achieving the 80/20 target requires a significant increase in the Town's non-residential assessment base. Changing this target to 70/30 would require an even larger growth in non-residential development which, especially at the higher population growth rates, would be challenging to achieve.

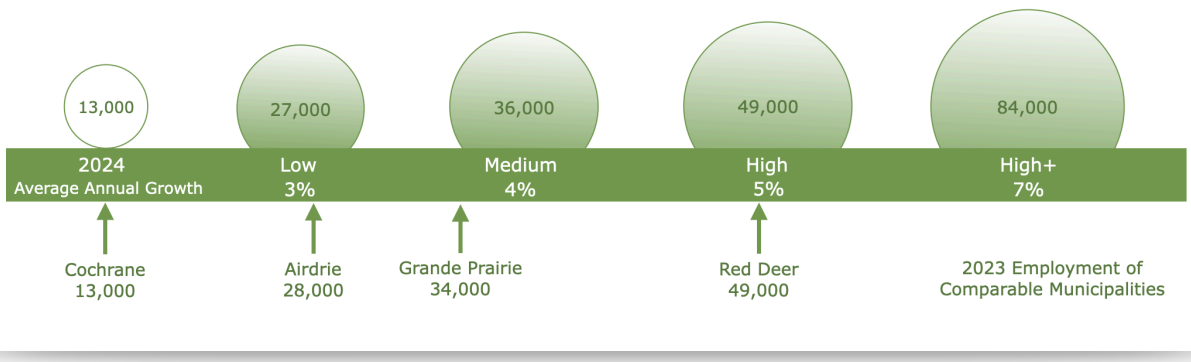
Employment Growth Scenarios



Okotoks Employment Compared to Other Selected Alberta Municipalities

Okotoks is currently a town with an employment base that primarily serves the needs of the local population, including retail, education, health care, personal services and a mix of industrial. As the town grows and transitions into a mid-sized city, its employment base is expected to diversify. This growth will likely attract a broader range of businesses, professional services, and light industry, supporting both local demand and regional economic activity. As Okotoks is projected to grow, the local employment base is compared to the current employment base of comparable communities in the figure below.

Okotoks Employment Compared to Other Selected Alberta Municipalities



Okotoks Employment reflects the number of jobs in the Town at the end of the 25 year forecast period for each Growth Scenario.

Population Forecasting Approach

The population growth forecast is developed using the Standard Component Method, a widely accepted demographic approach. This method projects future population by accounting for the three main components of change: births, deaths, and migration. The cohort-survival model is used to age the existing population forward over time, applying age-specific mortality and fertility rates to estimate natural increase. Migration is then added as a separate component, with assumptions about the number of migrants, age, and gender profile of migrants. Together, these components provide a comprehensive picture of future population growth and demographic shifts.

Cohort Survival

The Cohort-Survival Method projects population by aging each cohort forward over time while accounting for births and deaths. This approach uses age-specific fertility and mortality rates to estimate natural population change, forming the foundation of demographic forecasting. The following section outlines the assumptions related to the estimation of births and deaths in the analysis.

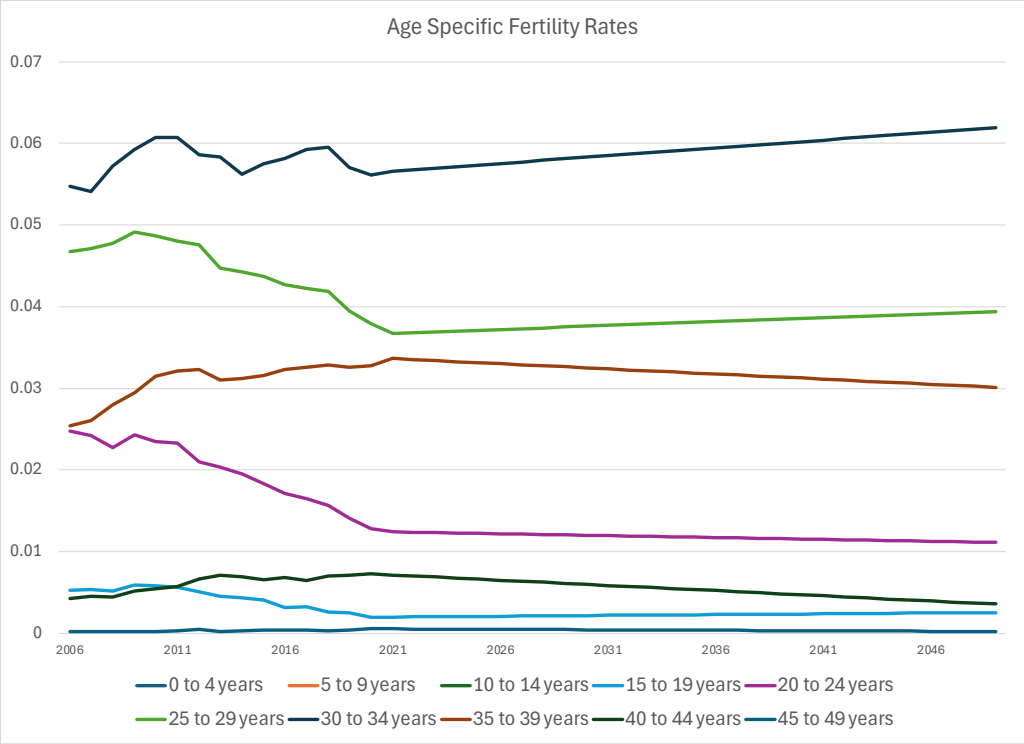
Births

In recent years, fertility patterns have shifted, with a decline in birth rates among younger women. . At the same time, fertility rates for women in their late twenties, thirties and early forties have increased, reflecting broader social trends such as delayed family formation and greater participation in higher education and the workforce. These changes contribute to a rising average age of childbearing and have implications for long-term population growth and planning.

The fertility rates by age of mother are provided in the chart below. The historical fertility rates are based on fertility by age of mother for Census Division 6.[19] The rates for the forest period 2025 to 2049 are projected based on historical trends related to age specific and overall fertility rates. These rates have been applied to all population growth scenarios.

[19] The historical fertility rates are based on births by age of mother for the Census Division 6. Source: Statistics Canada, Demography Division.

Age Specific Fertility Rates



Deaths

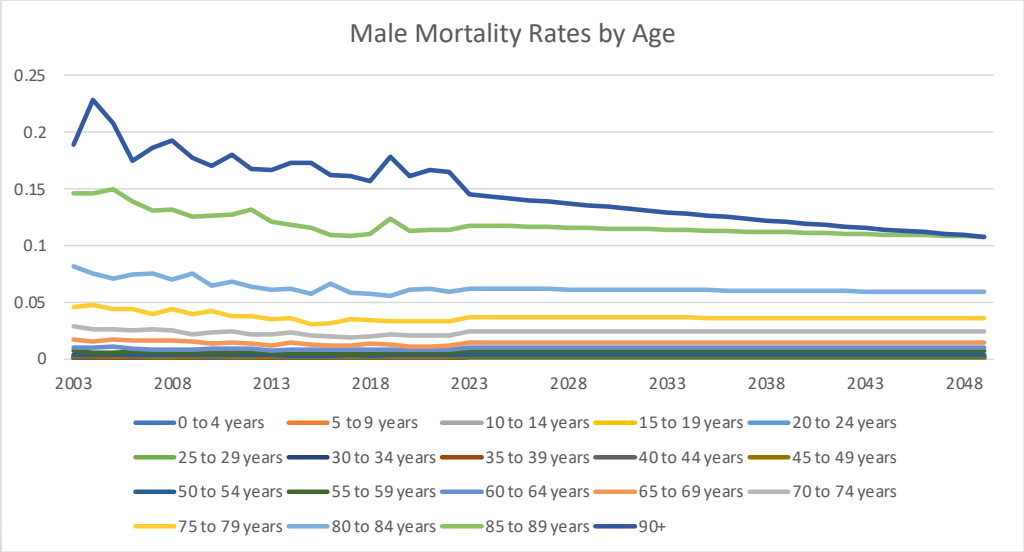
Age-specific mortality rates are used to estimate the number of deaths within each age group over time, which is a key input in population projections. The mortality rates reflect the likelihood of death at each age and are applied to each cohort as the population ages. In recent decades, mortality rates have generally declined across most age groups, particularly among older adults, due to advances in healthcare, improved living conditions, and healthier lifestyles. This trend contributes to increased life expectancy and a growing proportion of older individuals in the population.

The morality rates[20] by age and gender are provided in the charts below. The historical mortality rates are based on mortality by age for Census Division 6.[21] The rates for the forecast period (2025-2049) are based on assumptions of how the historical trends will shape the future mortality rates. These rates have been applied to all population growth scenarios.

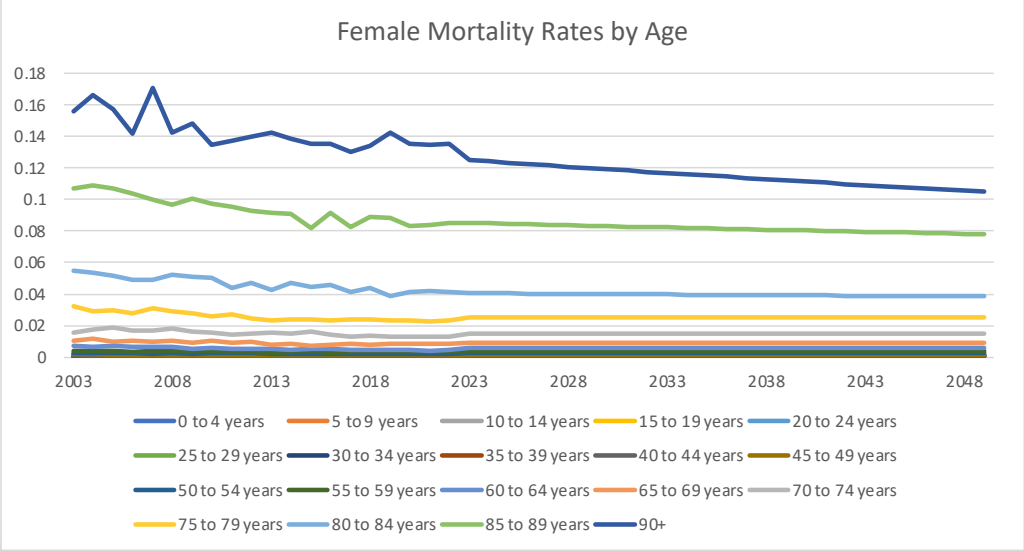
[20] The historical fertility rates are based on births by age of mother for the Census Division 2 which includes the Calgary Region.

[21] The historical mortality rates are based on deaths by age for the Census Division 6. Source: Statistics Canada, Demography Division

Male Age Specific Mortality Rates



Female Age Specific Mortality Rates

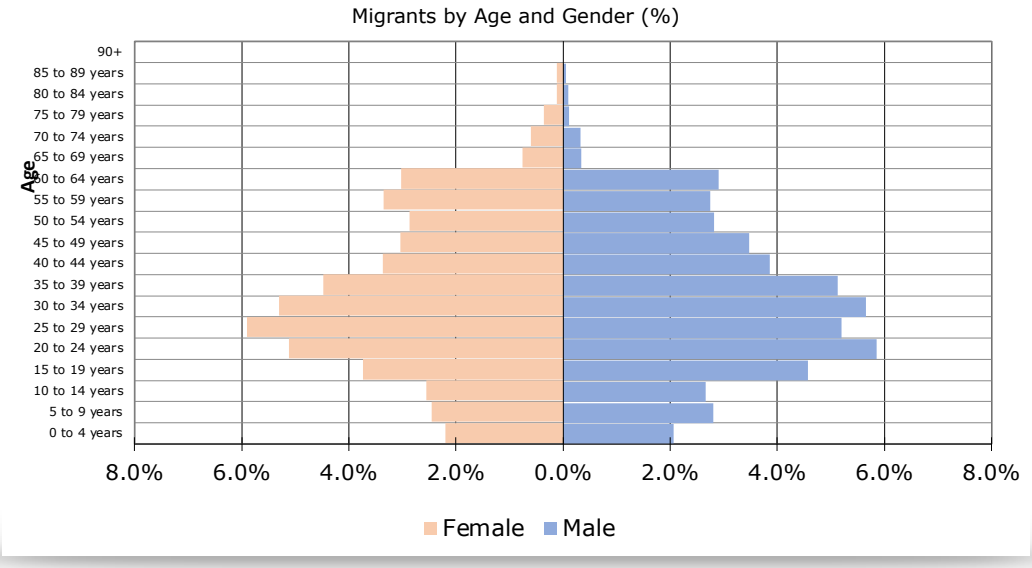


Migration Profile

Migration is a significant component of population growth in the projections. The age and gender composition of migrants can significantly influence a long range population forecast by shaping the future working-age population and affecting overall demographic balance. In this analysis the chart below depicts the age and gender profile of migrants use for all growth scenarios.

Migrants typically have a younger age profile, with the majority falling within the working-age range of 25-64 This influx of younger individuals can help slow the rate of population aging and support labor force growth. The chart below depicts the age and gender distribution of migrants. This profile has been applied to all population growth scenarios.

Migration Profile[22]



- The migration profile has a fairly equal split of male (51%) and female (49%) migrants..
- The largest age category includes those within the labour force age including 25-64 comprising 63% of the profile.
- Those individuals 15-24 comprise 19% of the migration profile.
- Children age (0-14 years of age) comprise 15% of the profile.
- Seniors (aged 65+) comprise 3% of the migration profile.

There are multiple factors that affect the profile of people moving to the Calgary Region and to Okotoks within the region. These include the following:

- Proximity to employment opportunities is one of the most powerful determinants in shaping migration patterns to Alberta's cities and metro-area towns. People tend to move where jobs are accessible, stable, and aligned with their skillsets, making employment hubs a central magnet for both domestic and international migration. In Alberta, metropolitan regions like Calgary and Edmonton serve as major employment centres, offering diverse job markets in sectors such as energy, construction, technology, healthcare, logistics, and finance.
- Towns that are situated within commuting distance of these core urban areas—such as Okotoks—are particularly well-positioned to attract new residents. These communities offer the best of both worlds: access to urban employment and more affordable or spacious housing in suburban or semi-rural settings.
- Housing affordability and availability are also significant drivers of migration. Municipalities that can provide a range of housing types—from detached homes to multi-family units and rentals—are more likely to attract a diverse mix of migrants, including retirees, newcomers, and professionals. In many cases, housing affordability acts as a counterbalance to employment opportunities, as people weigh income potential against living costs.

[22] The age and gender profile is based on a historical analysis of. migrants in the Calgary Region over a 15 year period. This includes international migrants, interprovincial and interprovincial migrants. This data is based on Statistics Canada Components of Population Growth Table; 17-10-0153-01.

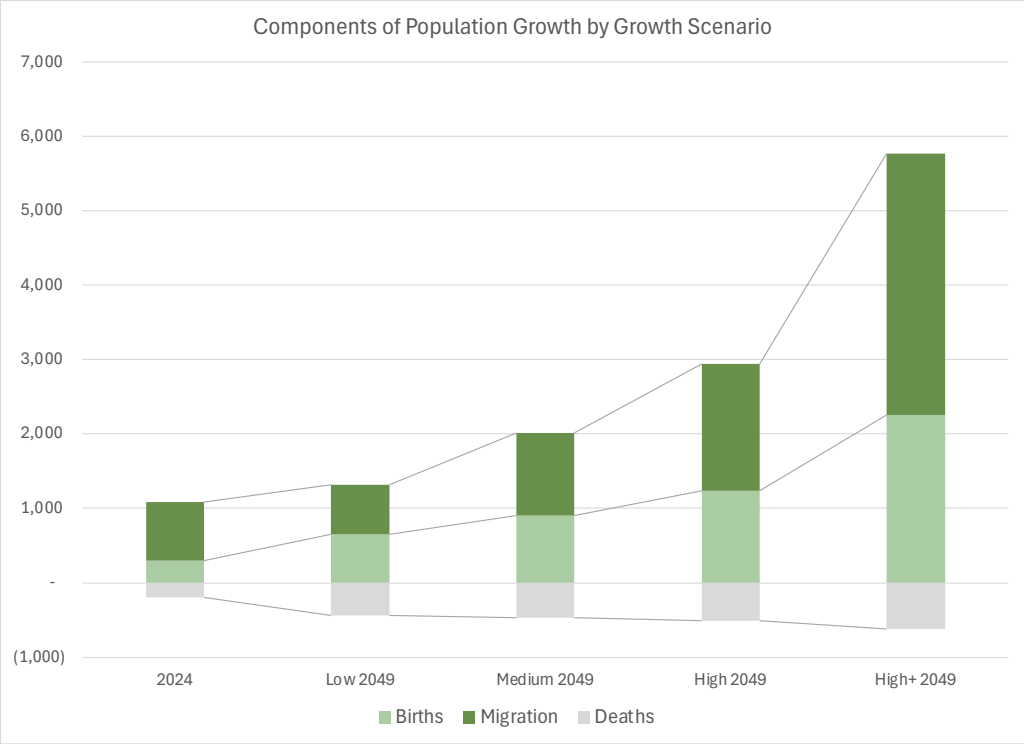
- Lifestyle and quality of life considerations play a central role as well. While some individuals are drawn to large urban centres like Calgary or Edmonton, others prioritize quieter, suburban, or rural lifestyles with proximity to natural amenities such as parks, rivers, or the Rocky Mountains. These factors are particularly important for those with young families or individuals seeking a healthier, more active lifestyle. Community identity, perceived safety, and the availability of good schools also make smaller towns attractive to families and older adults.
- Education and training opportunities influence migration, particularly among younger cohorts. Communities that host post secondary education opportunities attract students who often remain post-graduation if employment and immigration pathways are available. International students and newcomers are especially likely to settle in areas that provide clear pathways to permanent residency and offer robust settlement supports.

Components of Population Growth

Population growth is driven by three main components: births, deaths, and migration. Births and deaths determine the natural increase of a population, while migration accounts for the movement of people into or out of an area. In regions with high population levels—such as rapidly growing urban areas—migration often becomes the largest component of population growth. This is because these areas attract people seeking employment, education, and better living conditions, contributing more significantly to growth than natural increase alone.

Over the forecast period, migration is the largest component of population growth. In 2024, total population growth is approximately 900 people with almost 90% of this growth attributed to migration. The remainder 10% of growth is based on natural increase (net of births and deaths. Across the growth scenarios, total population growth by 2049 ranges from 900 to 5,100. Migration continues to be the key driver for growth across scenarios, ranging from 700 migrants in the Low Scenario to 3,500 migrants in 2049 in the High+ Scenario. While the number of migrants increases from the Low Scenario to the High+ Scenario, the proportion migration represents of the total population growth declines from 90% in 2024 to 70% in 2049. This is a result of natural increase (net of births and deaths) increasing over time, as a result of the migration of workers and families into the community.

Components of Population Growth



A further breakdown of the components of population growth is available in Appendix A for each growth scenario.

Demographic Composition

The demographic composition of the population over the forecast period is shaped primarily by the aging of the existing population and the characteristics of future migration. As the current population ages, there would be a growing proportion of older adults, particularly those aged 65 and over, contributing to an overall aging population structure. However, at the same time, migration plays a significant role in shaping the age and gender profile of the population. Migrants tend to be younger on average and often arrive in working-age groups, which can help offset some of the aging trends. Together, these factors result in a demographic profile that reflects both natural aging and the specific age and gender characteristics of incoming migrants.

In the growth scenarios, there is a shift from the existing age and gender composition of the Town. The overall demographic composition of the Town is younger by 2049 than the current profile in 2024. This is a result of the population growth assumed in theses scenario, which is largely driven from migration.

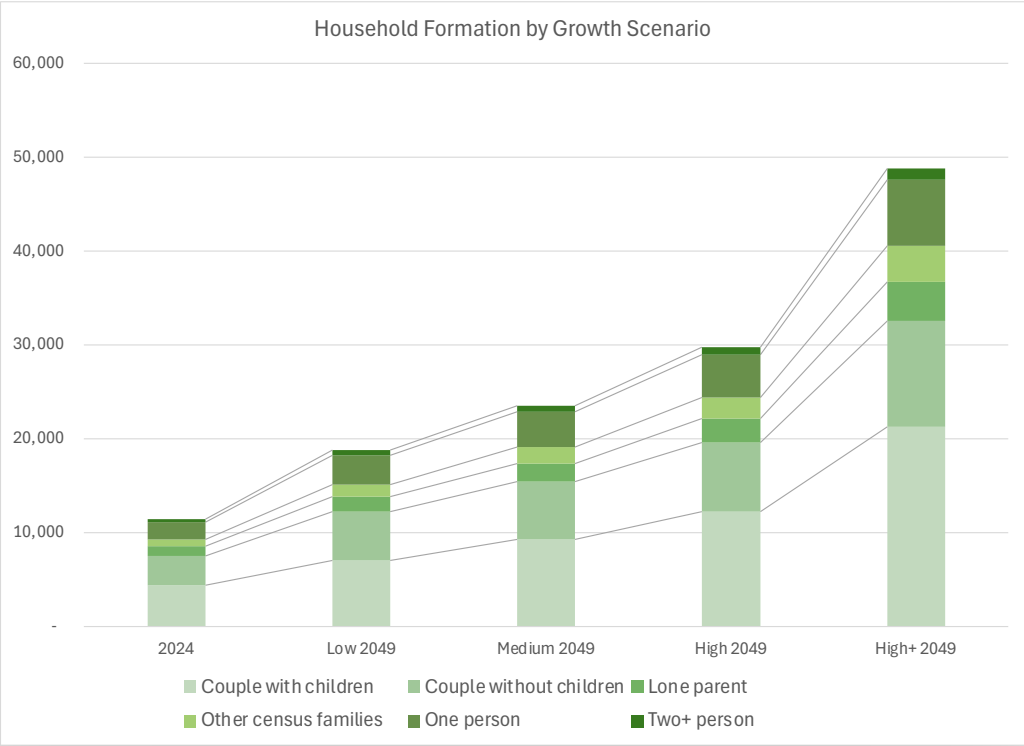
Appendix A provides a population and age pyramid for each growth scenario to demonstrate how the population distribution evolves over the 25 year forecast period.

Household Formation

Population projections directly influence household formation projections, as changes in population size, age structure, and migration patterns shape the number and types of households formed. For example, population growth, particularly among younger adults and new immigrants, typically leads to an increase

in demand for new households. At the same time, an aging population often results in smaller household sizes, such as one- or two-person households, which can increase household formation even if population growth is modest. In essence, more people—especially in key life stages like young adulthood or retirement—mean more households, but the composition of those households shifts with demographic trends.

Household Formation in 2049 by Growth Scenario



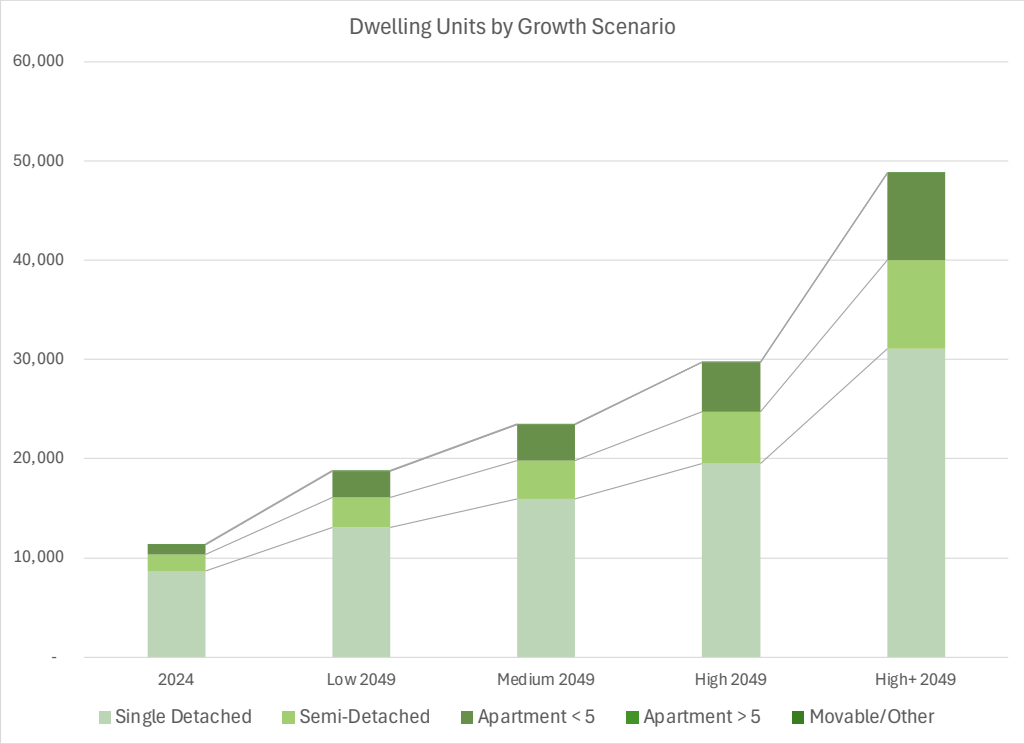
- In 2024, there are an estimated 11,385 households in Okotoks. Over the forecast period the number of households increases: 7,396 new households in the Low Scenario, 12,100 new households in the Medium Scenario, 18,332 new households in the High Scenario, and 37,425 new households in the High+ Scenario.
- In 2024, Couple with children households comprise 38% of total households. This share increases across all growth scenarios with the largest proportion at 44% of households in the High+ Scenario.
- In 2024, Couple without children households comprise 27% of total households. In the Low Scenario in 2049, this share increases to 28% as a result of the aging of the population and more senior households. Across the Medium, High and High+ Scenarios this share declines to 26%, 25% and 23% respectively.
- Lone parent households comprise approximately 9% of total households in 2024. This share remains fairly constant between 8-9% across all growth scenarios.
- Other census families households also remain relatively constant comprising 7% of total households in 2024. This share remains fairly constant at 7-8% across all growth scenarios.

- In2024, One person households comprise 16% of total households. In the Low Scenario, this share increases to almost 17% as a result of the aging population and senior households. In the Medium, High and High+ Scenarios this share declines to 16%, 15% and 14% respectively.
- Two+ person households remains relatively constant at between 2.5% and 3% of total households.

Dwelling Units

Population projections and household formation trends are key drivers in estimating future dwelling unit requirements. As the population grows and more households form there is increased demand for a greater number and variety of housing units.

Dwelling Units in 2049 by Growth Scenario



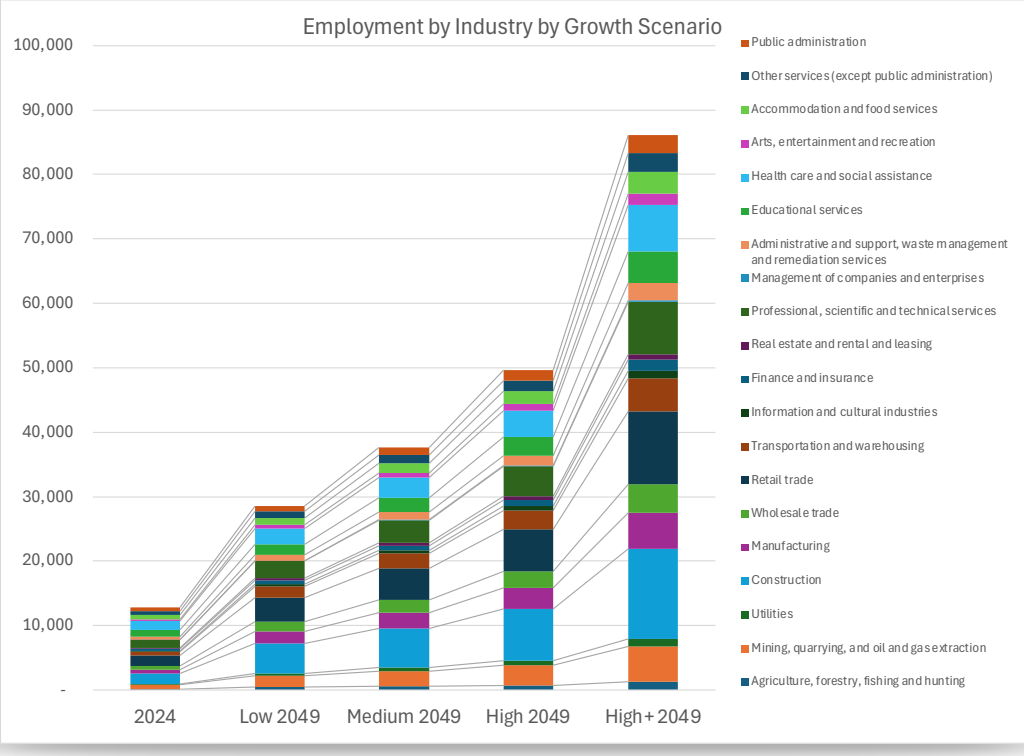
- In 2024, there are an estimated 11,385 dwelling units in Okotoks. Over the forecast period the number of dwelling units increases: 7,396 new units in the Low Growth Scenario, 12,100 new units in the Medium Growth Scenario, 18,332 new units in the High Growth Scenario, and 37,425 new units in the High+ Growth Scenario.
- In 2024, Single detached dwelling units comprise 76% of total dwelling units. This declines to a range of 64% to 70% by 2049 across the growth scenarios. The new single detached units represent 60% of total units across the growth scenarios.
- By 2049, there is additional demand for 4,360 single detached units in the Low Scenario, 7,207 in the Medium Growth Scenario, 10,788 in the High GrowthScenario, and 22,395 in the High+ Growth Scenario.

- Multi-family dwelling units including semi-detached dwellings and apartments comprise 23% of dwelling units in 2024. This increases to a range of 30% to 36% by 2049 across the growth scenarios. The new multi-family units represent 40% of total units across the growth scenarios.
- By 2049, there is additional demand for 3,036 multi-family units in the Low Growth Scenario, 4,893 units in the Medium Growth Scenario, 7,544 in the High Growth Scenario, and 15,029 in the High+ Growth Scenario.[23]

Employment by Industry

The employment projections for each scenario include projections of employment by 2 digit NAICS industry classification[24]. Employment projections for each scenario include growth in key sectors including Manufacturing, Construction, Transportation and warehousing, Agriculture Professional, scientific and technical services and Utilities. There is also an increase in employment in industries that support the local and regional population—such as education, healthcare, and other commercial and non-commercial services. These industries are projected to grow steadily, as they are essential to maintaining community infrastructure and quality of life. These support sectors tend to show consistent job demand aligned with population trends and regional development.

Employment by Industry



[23] Multi-family include semi-detached units, townhouses, row housing and apartments less than and more than 5 stories.

[24] Statistics Canada North American Industry Classification System: https://www23.statcan.gc.ca/imdb/p3VD.pl?Function=getVD&TVD=1369825

- In 2024, the largest sectors in Okotoks include: Construction, Retail Trade, Healthcare and Professional, scientific and technical services. These sectors comprise over 40% of the employment within the Town.
- Over the 25 year forecast period, there is a range of employment growth anticipated from 15,250 in the Low Growth Scenario, 24,000 in the Medium Growth Scenario, 35,000 in the High Growth Scenario and 70,500 in the High+ Growth Scenario.
- Over the forecast period, the key growth industries include Construction, Retail Trade,Professional scientific and technical services, Manufacturing and Transportation and warehousing.
- There is also a need to support the population growth projected across the growth scenarios. It is assumed that 40% of the employment growth jobs are related to support the local population and maintain a level of services and amenities in the community with the growing and evolution population.

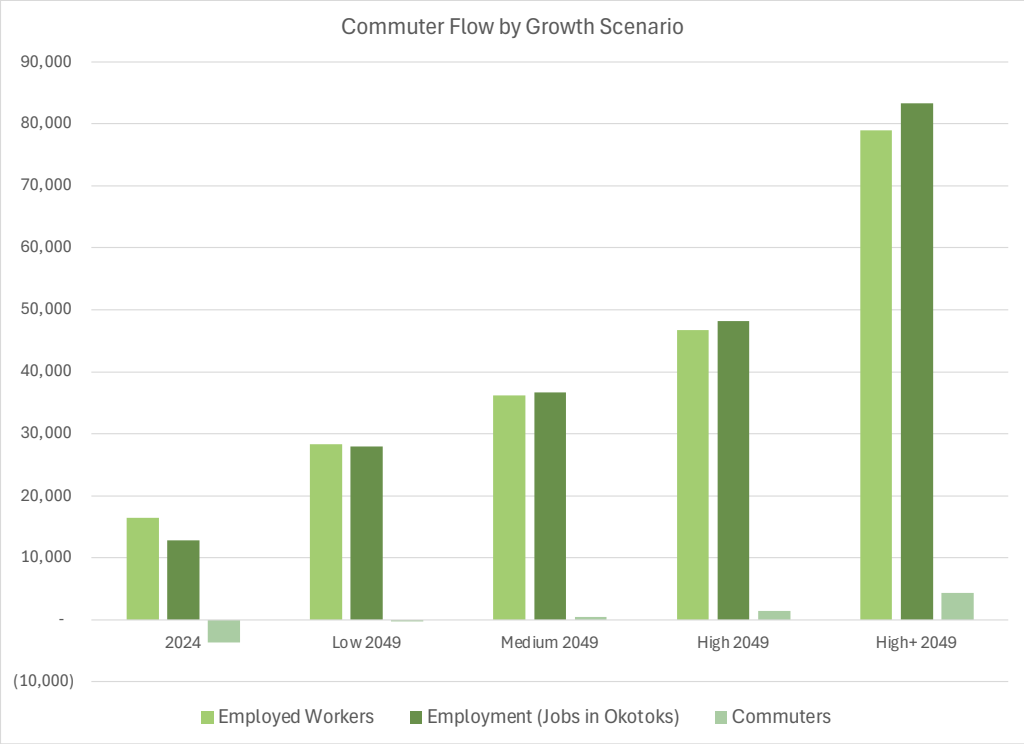
Commuter Flow

Commuter flow projections are available for each scenario, where commuter flow is defined as net of local jobs available in Okotoks as compared to the total work force living in Town. The available workforce living in Okotoks is estimated based on the historical employment rate applied to the population forecast by age in each year.[25]

In 2024, there is an approximate net outflow of 3,000 workers out of Okotoks. Over the 25 year forecast period, the pattern of commuter flow begins to balance in both the Low and Medium Growth Scenarios., with a minimal net flow of workers. By 2049 in the High and High+ Scenarios Growth Scenarios there is a net inflow of workers coming into Okotoks.

[25] The "employment rate" is a statistical measure representing the percentage of the working-age population that is employed. It is a key indicator used to assess the employment status of an economy.

Commuter Flow in 2049 by Growth Scenario



A further breakdown of the commuter flow is available in Appendix A for each growth scenario.

Financial Analysis

The financial analysis presented below provides a forecast of the fiscal impacts of the Growth Scenarios described in the previous section.

What is Fiscal Impact Analysis?

Municipal Fiscal Impact Analysis (FIA) is a planning and financial assessment tool used by municipalities to evaluate the financial consequences of new development. It helps determine whether a proposed residential, commercial, or industrial project will generate enough revenue—through property taxes, user fees, and other sources—to cover the costs of infrastructure, public services, and long-term maintenance. FIA provides a data-driven approach to decision-making, ensuring that growth is fiscally responsible and sustainable.

An FIA typically considers a variety of inputs, including land use type, population and employment forecasts, service delivery costs, infrastructure investment, and lifecycle costs. It compares projected revenues with both capital and operating expenditures over a defined timeframe—often 10 to 30 years. Scenarios can be created to reflect different growth patterns or policy directions, allowing municipalities to analyze the potential impacts of each option on their budget and tax rates.

Municipalities use fiscal impact analysis to guide land use planning, infrastructure funding, growth management strategies, and negotiations with developers. It supports transparent, long-term financial planning by helping councils and the public understand how development decisions affect municipal finances. Ultimately, an effective FIA informs policies that promote balanced growth and protect the municipality's fiscal health over time.

Growth & Fiscal Impact Model

The Fiscal Impact Analysis completed for the Okotoks Growth Strategy uses the Town's Growth and Fiscal Impact Model. This Model creates a comprehensive financial forecast for the Town, with all costs and revenues being allocated to geospatially based on factors that are correlated with both cost responsibility and revenue generated by activity in the zone.

The Model incorporates all relevant capital and operating expenditures and can include municipal capital plans, development levy details and operating departments. Details regarding capital expenditures and cost responsibility (e.g. tax supported, levy supported, utility rate supported) provide for realistic projections of municipal infrastructure required to support growth and how this infrastructure will be financed.

Important to the long range financial sustainability of municipal operations are realistic estimates of the life cycle costs associated with both existing and newly acquired assets, either through purchase or donation from the development process. The Model allows for full consideration of these costs and allows for specific assumptions on how these costs will be financed.

Finally, the growth in the municipal assessment base is determined by the growth forecasts and assumptions required individual structural improvements (dwelling units and square footage of non-residential buildings) required to support the growth forecasts.

Analysis Assumptions

The GFIA uses both base information about the current development and financial picture of the Town in conjunction with assumptions regarding growth and development as well as financial investment required to support the growth projections.

Growth & Development

The growth projected for the Town is incorporated in the GFIA both in aggregate - total population and employment growth - and geospatially for each of the areas defined in the Town. The total amount of growth is distributed geospatially to appropriate growth areas

The amount and type of development in each area is managed by making informed assumptions about where growth is likely to occur and the type of development to occur. This includes identifying the areas available for development, the sequence of development and the type of development—such as residential, commercial, or industrial—is anticipated in each area within the Town. These assumptions help guide planning decisions, ensuring that growth happens in a coordinated and sustainable way across the community.

Municipal Development Plan (MDP)

The Municipal Development Plan (MDP) is the Town of Okotoks' key planning document that guides long-term growth and development. Adopted by Council in January 2021, the MDP presents a 60-year vision for the community, planning. . It sets out detailed policies on land use, infrastructure, housing, economic growth, environmental protection, and overall community well-being. Focused on sustainable, well-managed growth, the plan supports efficient land use while maintaining the town's unique character. Shaped through significant community input, the MDP represents the shared vision of Okotoks' residents and provides a clear framework for future planning and development decisions.

The MDP provides direction on the future land use of planned and unplanned areas within the Town. It also establishes indicators and targets are to measure the successful implementation of the Plan. Some key targets have been utilized to develop inputs for the growth scenario analysis. The following highlights some key assumptions used in the analysis:

- **Land Use Planning**: The MDP designates all lands within the existing Town boundaries for future residential, commercial, industrial, and mixed-use development.[26]
- **Residential Development**: The MDP provides direction on housing to encourage a mix of housing types to accommodate diverse income levels, family sizes, and age groups.
  - **Dwelling Unit Mix**: The analysis projects dwelling units by dwelling unit type, including: Single detached, Semi-detached, Apartment fewer than 5 stories, Apartments 5 or more stories and Movable dwellings. The MDP identifies a target that 40% of new units are multi-residential in

[26] Town of Okotoks Municipal Development Plan Future Land Use Map, page 176.

Okotoks.[27] Across the growth scenarios it has been assumed that 60% of new units are Single detached and 40% are multi-family (semi-detached, apartments).

- **Infill Development**: The MDP identifies a target of 10% as the percentage of infill development out of total residential units developed in the growth forecast.[28] Over the 25 year forecast period, it is assumed that 5% of total residential units developed are infill within existing neighbourhoods.[29]
- **Density**: The MDP provides direction on increasing the residential densities throughout the Town. The growth scenarios realize increasing density through the use of dwelling unit mixes and mixed use centres.

- **Non-Residential Development**:
  - **Lands Designated for Industrial Focus:** The MDP Future Land Use designates lands both in the northeastern and southern portion of the Town for expansion of industrial and business park employment. Over the forecast period these lands can accommodate the range of employment expected in key industrial and commercial sectors. These lands are also flexible to permit a range of employment uses including: light industrial, service, retail and recreational uses.
  - **Facilitate the Development of Mixed-Use Centres**: The MDP encourages mixed-used centres integrated within residential and commercial areas. This supports higher density development, work close to home opportunities, and fewer vehicle trips.
  - **Balanced Growth**: The Town of Okotoks currently maintains a ratio of residential to non-residential assessment of approximately 86% residential/14% non-residential.[30] The MDP provides a target to attain a split of 80% residential and 20% non-residential. All of the growth scenarios reach or exceed this target ratio.

Geospatial Analysis

Future growth is defined in the GFIA by geography. This allows for a determination of the fiscal impacts of growth by neighbourhood or other defined geographies, as well as track revenues from off-site levy benefiting areas. For the purposes of this analysis the geospatial analysis included 50 geographies. Baseline data for each geography has been included in the model.

Planned Areas

Future growth areas where there is an approved or a proposed land use plan. Planned areas such as those outlined in an Area Structure Plans (ASPs) or Neighbourhood Structure Plans (NSPs) play a vital role in guiding future development. These statutory plans provide detailed frameworks for how land will be used, serviced, and phased over time. Together, these plans ensure that growth is orderly, coordinated with municipal services, and aligned with broader community goals, helping municipalities manage development in a predictable and sustainable manner.

For the purposes of this analysis, the key information utilized from planned areas includes the following:

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[27] Town of Okotoks Municipal Development Plan Section D.2.5.1, page 212.

[28] Town of Okotoks Municipal Development Plan [28] Section D.2.1.4, page 206.

[29] An analysis of the 10% infill target concluded that achieving this level of redevelopment would likely require targeting properties that are not yet suitable or ready for redevelopment.

[30] Town of Okotoks Municipal Development Plan [30] Section D.2.1.5,, page 206.

- **Gross Area:** This includes the total area of land within a defined boundary.
- **Gross Developable Area:** This includes the total area of land within a defined boundary that is available for development. This may exclude areas from the gross area such as environmental reserve, and transportation and utility corridors.[31]
- **Net Residential Area (Ha):** This refers to the area within a residential development that is directly used for the development of dwelling units.
- **Net Non-Residential Area (Ha):** This refers to the area that is directly used for the development of buildings for employment uses.
- **Type of Development:** This defines what is going to be developed on the net residential and net non-residential area and the resulting population and employment that can be accommodated on this area:
  - **Residential Area**: The number of units proposed by dwelling unit type.
  - **Non-Residential Area**: The type of non-residential development proposed including industrial uses, business park, commercial, and institutional. The square footage or area allocated to each non-residential uses.

Unplanned Areas

The potential growth that the Town could experience will exceed the capacity of existing planned areas to accommodate this growth, especially in the higher growth scenarios. In addition, it is typical in growing communities that there are more than one growth area available for growth at a same time. This allows for residential location choice in the community and avoids bottlenecks in accommodating future growth. This analysis has sequenced the designated future growth areas based on logical and efficient servicing plans. In addition, a growth threshold has been set that allows for future growth to spill over to the next sequenced area, or areas, after a designated portion of growth has been achieved. To accommodate this realistic picture of how growth occurs, assumptions have been made to currently 'unplanned' areas about what type of growth and the capacity for growth in these areas.

In areas that are not currently planned, have an Areas Structure Plan, the MDP provides direction on the type of land uses that will be accommodate future growth. A number of the geographies in the analysis do not have an approved or proposed land use plan. These are referred to as 'unplanned areas'. Because the growth of the Town is projected to go beyond the 'planned areas', assumptions need to be made regarding how the 'unplanned areas' will develop.

- The Land use for unplanned areas has been aligned with the Future Land Use as per the Municipal Development Plan. The net area available for development has been aligned with the ratio among existing planned areas.
- The overall dwelling unit mixed of unplanned areas attains the dwelling unit mix of 60% single detached and 40% multi-family units.

Sequencing of Growth

Sequencing of future development areas is typically based on efficient infrastructure development and is a strategic planning approach that prioritizes the order in which land is developed to ensure cost-effective, timely, and practical extension of essential services such as roads, water supply, sanitary sewers,

[31] The GDA of each geography was provided by Urban Systems.

and stormwater systems while avoiding premature land fragmentation. This approach seeks to optimize the use of existing infrastructure, reduce redundancy, and minimize the need for premature or isolated service extensions by promoting contiguous, compact, and phased development patterns.

Key principles often considered in the sequencing of development:

- **Contiguous Growth**: Developing adjacent parcels of land to avoid leapfrog development. Efficient planning to consider a development pattern which considers proximity to existing infrastructure which reduces patchwork servicing.
- **Capacity Constraints**: Evaluate whether existing infrastructure (e.g., pipes, roads, treatment plants) can accommodate new growth.
- **Cost Optimization**: Prioritize areas where infrastructure can be shared across multiple parcels or phases.
- **Phased Investment**: Align development phases with capital budgeting cycles and funding availability.
- **Topography and Natural Drainage**: Consider gravity-fed sewer flows and stormwater drainage paths.
- **Policy Alignment**: Reflect long-term statutory municipal growth plans and land use policies (e.g., Official Plan Municipal Development Plan, Area Structure Plans Secondary Plans).

Appendix B provides a map of the geographies and the sequence of development used in the analysis. The following table provides a summary of key planning assumptions by geography.

Summary of Planning Assumptions by Geography

Geography	Type	Planning Document	Gross Developable Area (Ha)	Sequence #
Westridge	Mixed Use	Planned	50	1
Burnswest	Non-Res	Planned	65	1
Southbank Business Park	Non-Res	Planned	40	1
Cimarron Estates	Residential	Planned	32	1
D'Arcy (Excl. N-1,N2a)	Residential	Planned	34	1
Sandstone	Residential	Planned	9	3
S-3	Non-Res	MDP	59	3
S-7	Non-Res	MDP	58	4
S-8	Non-Res	MDP	56	4
S-9	Non-Res	MDP	50	3
N-15	Non-Res	Northpoint ASP	66	3

Geography	Type	Planning Document	Gross Developable Area (Ha)	Sequence #
N-16a	Non-Res	Northpoint ASP	20	1
N-16b	Non-Res	Northpoint ASP	8	1
N-16c	Non-Res	Northpoint ASP	29	1
N-17a	Non-Res	MDP	44	2
N-17b	Non-Res	MDP	22	2
N-18	Non-Res	Northpoint ASP	39	4
N-20a	Non-Res	Northpoint ASP	40	4
N-20b	Non-Res	Northpoint ASP	41	4
S-2a	Residential	West Okotoks ASP	36	2
S-2b (Tillotson)	Residential	Tillotson ASP	25	1
S-2C (Tillotson)	Residential	Tillotson ASP	29	2
S-4	Residential	MDP	23	4
S-6	Residential	West Okotoks ASP	42	3
S-11	Residential	MDP	51	4
S-12a	Residential	West Okotoks ASP	18	3
S-12b	Residential	West Okotoks ASP	54	3
S-13	Residential	West Okotoks ASP	74	3
S-14	Residential	West Okotoks ASP	60	4
N-1 (D'arcy)	Residential	Northwest Okotoks ASP	8	2
N-2a (D'arcy)	Residential	Northwest Okotoks ASP	18	1
N-2b (NorthGateway)	Residential	Northwest Okotoks ASP	21	1
N-3a (Wedderburn)	Residential	North Okotoks ASP	14	1
N-3b (Wedderburn)	Residential	North Okotoks ASP	15	1
N-4b	Residential	North Okotoks ASP	47	1
N-5a	Residential	MDP	23	3
N-5b	Residential	MDP	35	3

Geography	Type	Planning Document	Gross Developable Area (Ha)	Sequence #
N-6	Residential	MDP	64	3
N-7 (Ridgemont)	Residential	Ridgemont	51	1
N-8	Residential	MDP	61	4
N-9	Residential	MDP	64	3
N-10	Residential	MDP	64	4
N-11a	Residential	MDP	32	4
N-11b	Residential	MDP	32	4
N-12	Residential	MDP	65	4
N-13	Residential	MDP	64	4
N-14a	Residential	MDP	32	4
N-14b	Residential	MDP	32	4
Rest of Town Residential	Residential		559	1
Rest of Town Non-Residential	Residential		37	1

Financial Analysis Assumptions

The future financial picture for the Town is created using the projections of growth and a projection of the operating expenditures and infrastructure investments that are required to support this growth.

Base Year

Analysis was started in 2024, the Base Year for the analysis is 2023. The Model has been seeded with 2023 actual development and financial data as it was available. The forecast analysis period of 25 years spans 2025to 2049. The data included in the model is briefly described below.

- **Geographies Included in the Model**: There are 50 geographies defined in the Model. This includes 48 individual growth area geographies and two mature areas: one for residential development and one for non-residential development. As the Growth Strategy analysis is focussed on the implications of growth, detail was included for each of the growth areas. These are defined to include areas where existing approved or proposed plans exist as well as areas that have been defined for the servicing analysis.
- **Existing Development**: The GFIA utilizes existing geospatial data provided by the Town. This data includes: structures (i.e. dwelling units, non-residential buildings), assessment, length of roads, water

lines, sanitary sewer lines, as well as various non-developed or non-developable features. This data was aggregated into appropriate categories by defined geography for the purposes of the analysis.

- **Operating Expenditures**: Base Year (2023) financial data was provided by the Town and entered into the model. Projections of operating expenditures are linked to the growth forecast as follows:
  - **Fixed / Variable Costs**: Operating expenditures for each line of business have been broken into costs that are fixed and do not change with growth, and those that are variable and do change with growth.[32]
  - **Variable Cost Drivers**: The variable portion of costs for each line of business is projected to adjust in response to changes in the metrics that influence the demand for those services.
  - **Service Levels**: The projected operating expenditures have been aligned with existing service levels.
- **Operating (Non-Tax) Revenues**: Non-tax revenues have been defined in the model as follows:
  - **User Fees and Charges**: These revenues are projected by applying the cost recovery rate calculated for each line of business. The Base Year cost recovery rate serves as the basis for estimating future revenues from user fees and charges.
  - **Penalties on Taxes**: Assumed to be a constant share of the total municipal tax requisition.
  - **Investment Income**: Investment income is based on the level of municipal reserves on hand in each year.
  - **Franchise Fees & Concession Contracts**: These revenues are held constant at their 2023 Base Year levels, reflecting a conservative forecasting approach.
  - **Businesses Licenses, Permits and Fees**: These revenues are held constant at their 2023 Base Year levels, reflecting a conservative forecasting approach.
  - **Rental Revenues**: These revenues are held constant at their 2023 Base Year levels, reflecting a conservative forecasting approach.
  - **Fines**: These revenues are held constant at their 2023 Base Year levels, reflecting a conservative forecasting approach.
  - **Operating Grants**: This includes FCSS, MPAG, transportation operating grants and other local government transfers. These revenues are held constant at their 2023 Base Year levels, reflecting a conservative forecasting approach.
- **Capital Expenditures**: Investment in infrastructure includes the following categories outlined below.
  - **Capital Plan**: The Town's capital plan includes both funded and unfunded projects from 2025-2034. Both funded and unfunded projects have been included in the forecast of infrastructure investments as the forecast of growth projects beyond the 10 year horizon of the Capital Plan.
  - **Off-Site Levy Projects**: The Town's capital plan includes off-site levy projects, both funded and unfunded. This has been reconciled with an Infrastructure Summary Memorandum provided with notes.[33] Where the Capital Plan identified off-site levy projects not included in the

[32] Fixed costs represent the operating overheads or costs that would be incurred irrespective of the change in demand for services.

[33] Infrastructure Summary Memorandum, January 21, 2025 with notes that identified some areas of potentially missing projects and some interpretation required between projects that would be tax supported versus levy funded.

memorandum associated with water infrastructure, these have been included in the analysis.[34] Off-site levy projects have been assumed to be funded from available levy reserves. Where levy reserves are insufficient to fund all levy projects, the funding requirement has been assumed to be debt financed.

- **Municipal Infrastructure Beyond the Capital Plan**: The forecast horizon is 25 years, 15 years beyond the 10 year capital plan. To ensure that future investment in infrastructure required to support development is sufficient over the entire forecast period, 22 categories of projects have been defined that include the following: population/growth threshold that triggers a new investment, the value of the incremental investment, type of funding for the project category (i.e. tax supported, utility funded, developer funded, levy funded), annual operating expenditures associated with the infrastructure (as appropriate), the expected life of the category (to estimate life cycle costs) and which line of business sponsoring the project. As these categories of projects are triggered by growth thresholds, the associated investment is responsive to changes in the growth forecasts across the Growth Scenarios.
- **Contributed Assets**: It is assumed that investment in all local infrastructure is the responsibility of the developer. Following a quality assurance process, this infrastructure becomes the responsibility of the Town. The developer investment in local area infrastructure has been estimated in the model. This estimated of contributed assets is used to estimate associated life cycle costs.
- **Life Cycle Costs**: Life cycle costs have been estimated for each of the following - existing assets, assets purchased in the forecast and assets acquired through development.

- **Capital Expenditure Financing**: Funding of capital investment in infrastructure is accomplished in the Model as follows:
  - **Off-Site Levy Revenues**: Off-site levy projects are assumed to be fully funded from development. The GFIA has estimated the levies required to fully fund off-site leviable capital projects.
  - **Grants**: Grants from senior levels of governments are assumed to average $6 million per year over the forecast period. This is consistent with recent historical levels of grant funding.
  - **Debt**: Debt on tax and utility (non-leviable) supported projects is assumed to average $2.5 million per year. In addition, where leviable capital projects investment requirements exceed available reserves, it is assumed the balance is debt financed.
  - **Operations (Pay As You Go)**: Funding capital projects directly from operations is possible, but has not been used in this analysis.
  - **External Sources**: No funding from external (3rd party) sources has been assumed in the analysis except for some identified sanitary sewer projects and some transportation projects that have been deemed required to support development and would typically be directly developer funded.
  - **Transfers From Reserves**: The balance of infrastructure funding required to support capital expenditures is funded from reserves.[35]

[34] It was noted that the Infrastructure Summary Memorandum did not include a complete set of water infrastructure projects.

[35]

- **Transfers To Reserves**: Reserves are funded via Transfers To Reserves from operations. In the GFIA the total capital funding requirement from Reserves is determined. The required Transfers To Reserves from operations required to support this segment of capital funding is determined and allocated over the forecast period.

- **Assessment**: Existing assessment was provided by the Town and aggregated to represent the Base Year assessment by geography. Future assessment is estimated as follows:
  - **Residential Development**: Future population growth is translated into household formation and corresponding demand for dwelling units by type. To estimate future residential assessment growth, the average market value for each type of new dwelling unit is applied to the projected demand for housing consistent with the population growth.
  - **Non-Residential Development**: Future employment growth is converted to demand for non-residential built space based on a Floor Area Ratio (FAR) analysis of space requirements by industry group.[36] A market-based construction value is applied to the projected amount of new non-residential built space in the forecast to estimate future non-residential assessment growth.
- **Off-Site Levies**: The Town's Off-Site Levy bylaw is in the process of being updated. Based on the information provided in the Infrastructure Summary Memorandum, supplemented with offsite levy projects from the 10 year Capital Plan, off-site levy rates have been estimated in the model. As the cost of these projects are expected to be fully funded from levy revenues, there are only two implications of these assumptions: first, any debt required to provide funding for off-site levy projects is included in the Town's debt levels; and, levy funded investments are included in the estimate of future life cycle costs.
- **Tax Rates**: Municipal tax rates are estimated based on the municipal tax requisition and estimated assessment.[37]
  - **Balanced Budget**: The municipal tax requisition is estimated to be the net revenue requirement to balance the municipal budget in each year of the forecast. The resulting municipal tax rates represent this balanced budget requirement.
  - **Tax Rate Split**: The 'tax rate split' allocates the tax burden between residential and non-residential properties. This tax rate split is assumed to bear the same relationship over the forecast period as in the Base Year of the analysis. As a result, any change in tax rates is the same for both residential and non-residential municipal tax rates.
- **Debt**: The municipal debt for the Town is calculated as the outstanding debt in each year as determined from tax, utility and off-site levy supported debt.
- **Reserves**: Municipal reserves are balanced at the end of the forecast to be equal to the reserves in the Base Year. This ensures that there is no 'leakage' of financial impacts associated with growth over the forecast period.

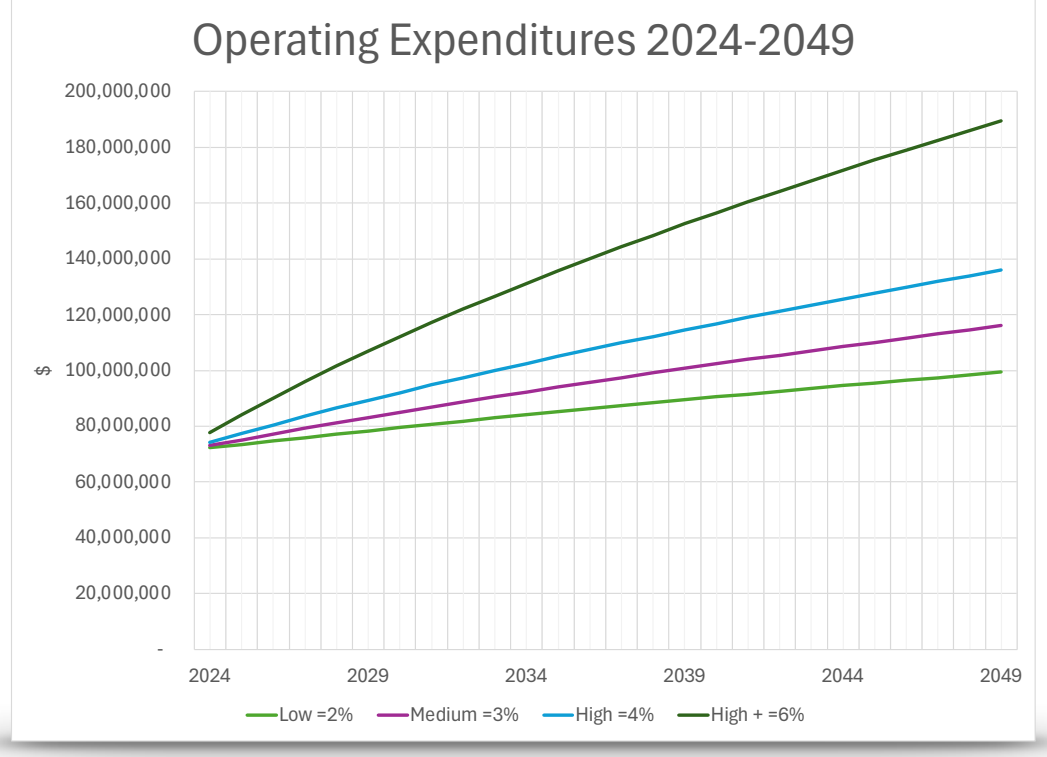
[36] FAR represents the ratio of a building's total floor area to the size of the parcel of land it occupies. In forecasting non-residential growth, expected employment by sector is first converted into land demand, and then FAR assumptions are applied to estimate the total built area required to accommodate future commercial, industrial, and institutional uses. Different FAR values are used depending on the type and density of development, such as higher FARs for office or mixed-use areas and lower FARs for industrial parks. This approach ensures that projected built space aligns with realistic development patterns and zoning regulations.

[37] The analysis includes consideration of only municipal tax rates related to municipal operations.

Operating Expenditures

In 2024, operating expenditures for the Town were approximately $73 million. Over the 25 year forecast period, operating expenditures increase across the growth scenarios. In 2049 they range from just under$100 million in the Low Growth Scenario to $193 million in the High+ Growth Scenario. The following chart depicts the operating expenditures by scenario.

Operating Expenditures

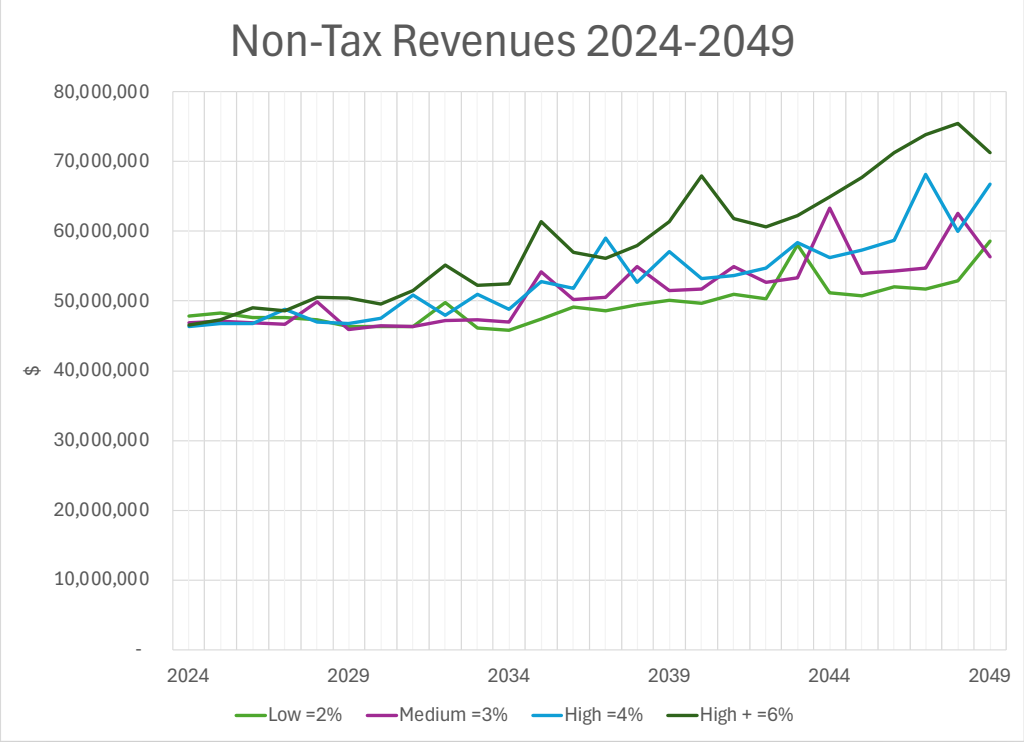


The forecast of operating expenditures per capita for each Growth Scenario are provided in Appendix C. These charts show how the projections exhibit the potential for the Town to capture economies of scale in delivery of municipal services. This results from the fixed operating costs in each line of business being allocated over a larger service base.

Operating (Non-Tax) Revenues

In 2024, operating expenditures net of tax revenues for the Town are approximately $46 million. Over the 25 year forecast period, the operating expenditures increase across the growth scenarios. In 2049 they range from $53 million in the Low Scenario to $74 million in the High+ Scenario. The following chart depicts the operating expenditures net of tax revenues by scenario.

Operating (Non-Tax) Revenues



The non-tax revenues includes grants from senior levels of government for infrastructure projects. In years where there are significant infrastructure investments, there is an increase in grant revenues resulting in variations in the non-tax revenue lines.

Appendix C includes additional charts showing non-tax revenues and non-tax revenues per capital for each of the Growth Scenarios.

Capital Expenditures

Over the 25 year forecast period, the total capital expenditures vary annually across the growth scenarios as the infrastructure required to support development is expected to change. The following chart depicts the annual total capital expenditures by scenario.

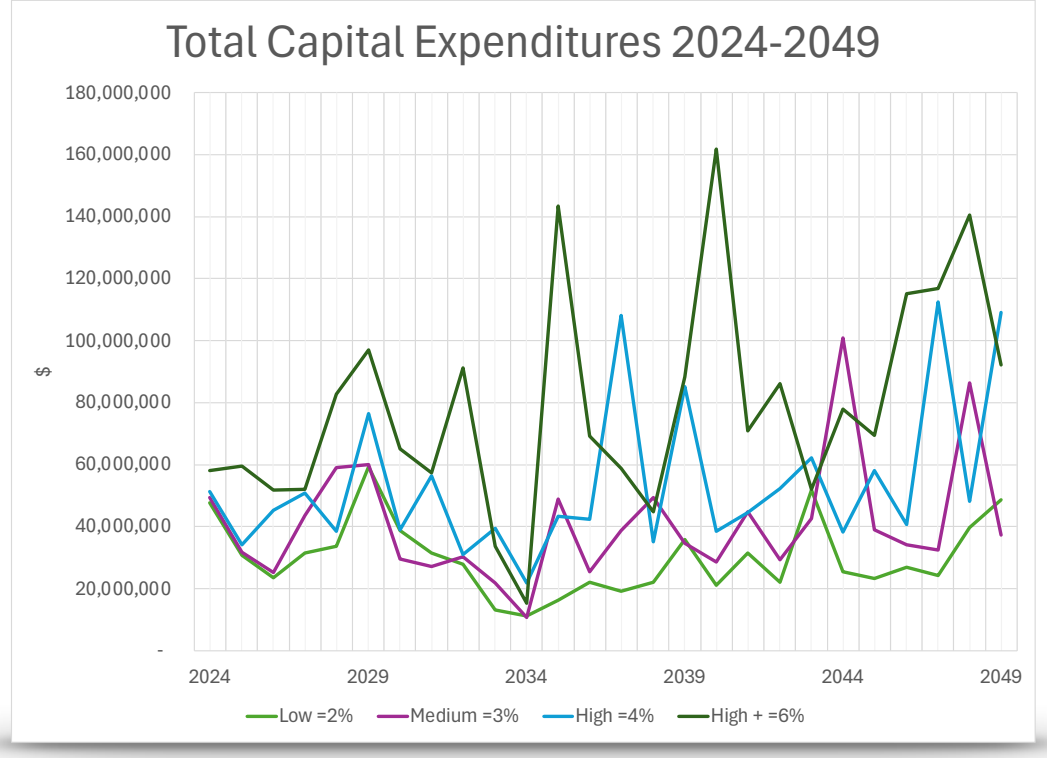
Total Capital Expenditures (Millions $) 2025-2049

	Low	Medium	High	High+
Capital Plan (Non-Offsite Levy Funded/ Unfunded	88.9	88.9	88.9	88.9
Long Run Capital (25 Year Forecast)	119.0	267.5	439.5	722.8
LCC	25.2	34.7	43.6	65.4

	Low	Medium	High	High+
Net Capital Expenditures	**233.1**	**391.1**	**572.0**	**877.1**
OSL	187.5	238.9	293.5	411.0
Total	**420.6**	**630.0**	**865.5**	**1,288.1**

The figure below shows Total Capital Expenditures by Growth Scenario over each year of the forecast. As the timing of many capital projects is linked to the growth forecast, there is significant variation in the spending year over year.

Total Capital Expenditures

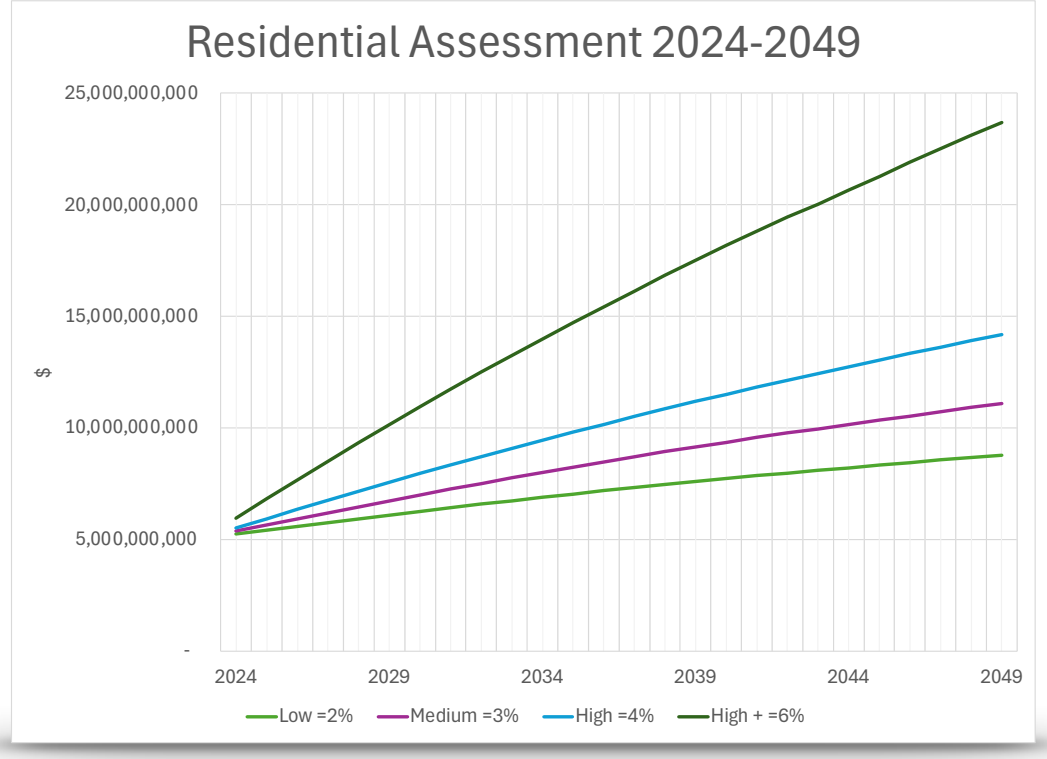


The forecast of Total Capital Expenditures and Net Capital Expenditures for each Growth Scenario are provided in Appendix C. Net Capital Expenditures are those that are funded from either the tax base or utility revenues. Off-site levy capital projects are excluded from this total.

Residential Assessment

In 2024, residential assessment within the Town of Okotoks is $5.2 billion. Residential assessment represents 86% of total assessment. By 2049, the residential assessment increases to $8.8 billion in the Low Scenario, $11 billion in the Medium Scenario, $14.1 billion in the High Scenario, and $23.6 billion in the High+ Scenario. In the High Scenario,-residential assessment in 2049 represents 77% of total assessment.

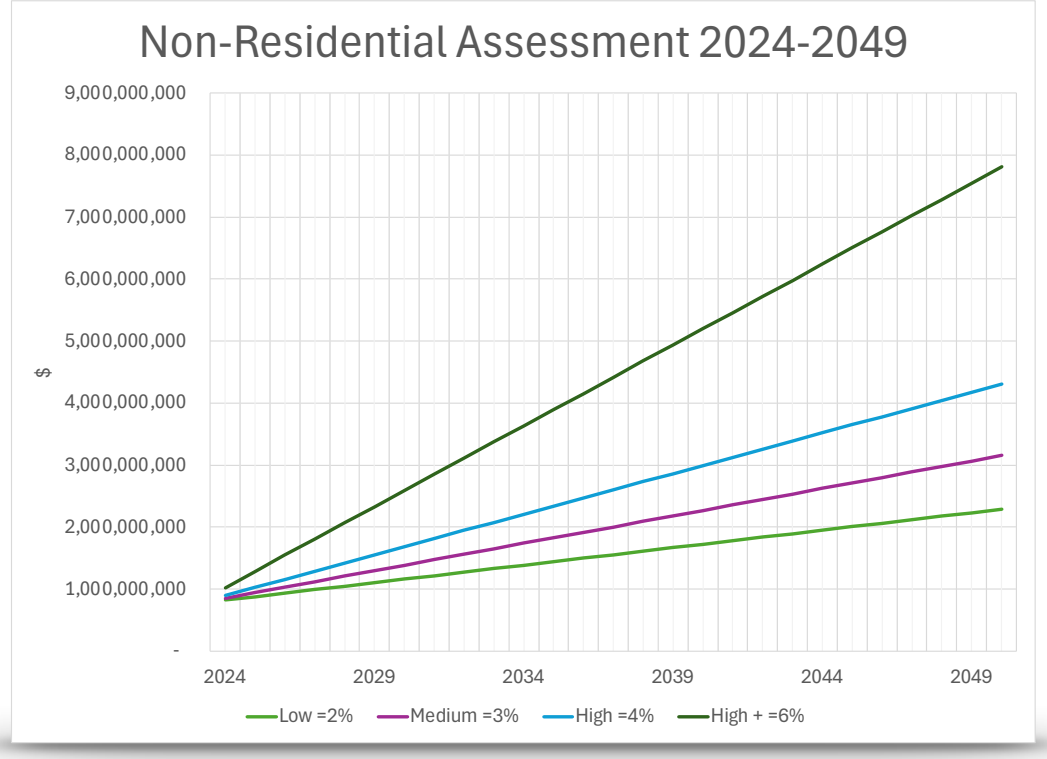
Residential Assessment



Non-Residential Assessment

In 2024, non- residential assessment within the Town of Okotoks is $820 million. Non-residential assessment represents 14% of total assessment. By 2049, the residential assessment increases to $2.2 billion in the Low Scenario, $3 billion the Medium Scenario, $4.1 billion the High Scenario, and $7.5 billion the High+ Scenario. In the High Scenario, non-residential assessment in 2049 represents 23% of total assessment.

Non-Residential Assessment



Fiscal Impact Analysis Results

The fiscal impact analysis has been structured to compare the financial picture of the Town with development in the Growth Scenario and compare this to the financial picture of the Town without this growth. The difference between these pictures is the impact of the Growth Scenario.

This analysis was completed for each of the four Growth Scenarios defined above.

Impact of Growth on the Financial Position of the Town

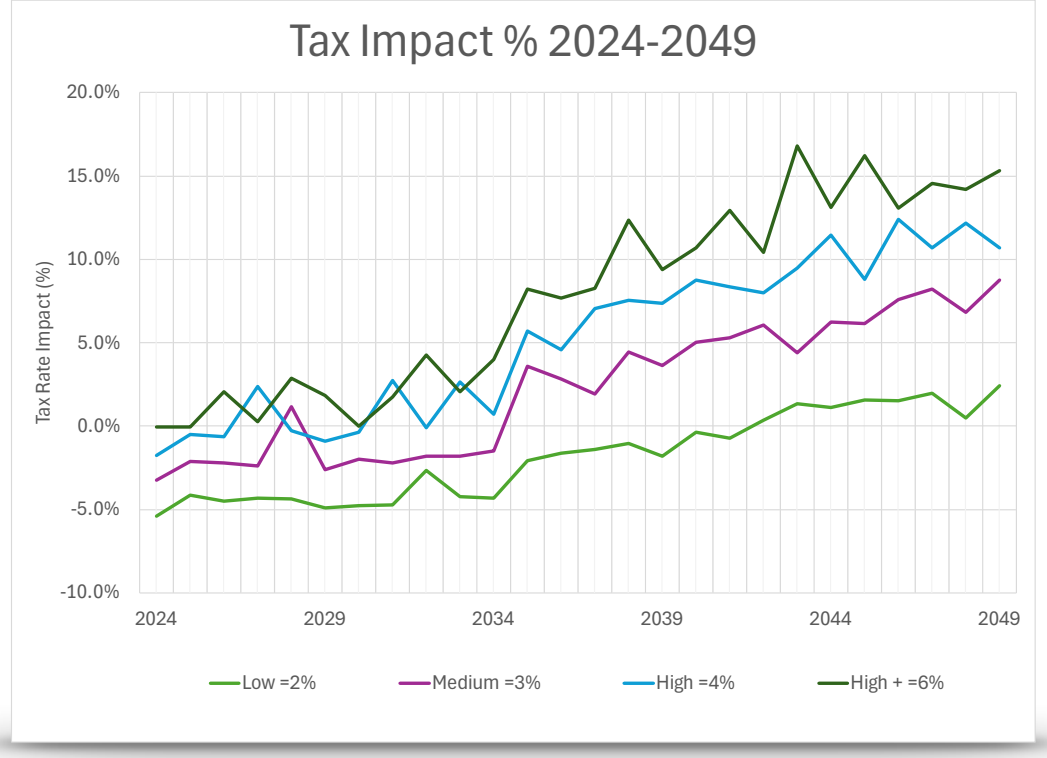
Tax rate impacts have been measured using two approaches as defined below.

Tax Rate Impacts of Growth

A change in municipal tax rates With Growth as compared to the municipal tax rates without growth is depicted in the following chart for each of the four Growth Scenarios.

- A **positive** municipal tax rate impact (greater than zero) means that tax rates are higher with growth. In this instance, existing development in Okotoks will be subsidizing the net cost of future development as defined in the Growth Scenario.
- A **negative** municipal tax rate impact (less than zero) means that tax rates are lower with growth. In this instance, future development as defined in the Growth Scenario will be subsidizing the net cost of existing development in Okotoks.
- All tax rate changes are relative to the tax rates estimated for the Town with no growth.

Tax Rate Impacts of Each Growth Scenario



Observations of the FIA results are as follows:

- **Low Growth**: The Low Growth Scenario municipal tax rates are lower reflecting tax savings for two-thirds of the forecast period, after which the Low Growth Scenario results in moderately higher tax rates than with no growth. The average change in municipal tax rates with the Low Growth Scenarios is -1.8%.
- **Medium Growth**: The Medium Growth Scenario municipal tax rates are lower reflecting tax savings for the first 10 years of the forecast, after which the Medium Growth Scenario results in higher tax rates than with no growth. The average change in municipal tax rates with the Medium Growth Scenarios is -+2.3%.
- **High Growth**: The High Growth Scenario municipal tax rates are lower reflecting tax savings for the first three years of the forecast, after which the High Growth Scenario results in higher tax rates than

with no growth. The average change in municipal tax rates with the High Growth Scenarios is -+5.3%.

- **High+ Growth**: The High+ Growth Scenario municipal tax rates at least as high, or higher than the municipal tax rates than with no growth. The average change in municipal tax rates with the High+ Growth Scenarios is -+7.8%.
- **Trend Over Time**: Generally the tax rate impacts of growth in each of the Growth Scenarios trends higher over the forecast period.

The tax rate impacts (%) for future growth in the growth scenario as compared to no growth are provided by growth scenario in Appendix C.

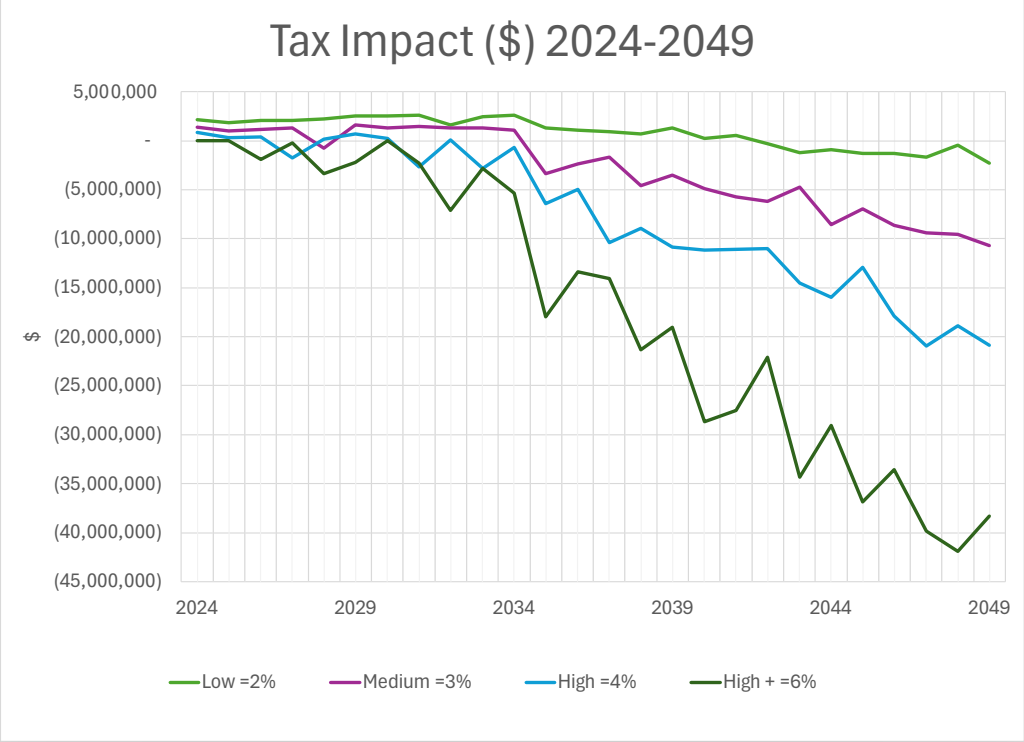
Net Requisition Impact of Each Growth Scenario

Associated with a tax rate change With Growth as compared to the municipal tax rates without growth, is a change in the municipal taxes that must be collected. This impact is in an opposite direction to the tax rate impacts as it reflects how much the municipal tax requisition has to change to pay for the tax increase, or how much is saved when there is a tax decrease.

- A **reduction** in the net municipal taxes collected associated with growth means that existing development in Okotoks will be subsidizing the net cost of future development as defined in the Growth Scenario by this amount. The value represents how much existing Okotoks ratepayers will be subsidizing new development.
- An **increase** in the net municipal taxes collected associated with growth means that existing development in Okotoks will be subsidized by the future development as defined in the Growth Scenario by this amount. The value represents the benefit existing Okotoks ratepayers will receive from new development.

As depicted in the municipal tax rate impacts, the net tax impact is most prominent in the higher growth scenarios.

Tax Impact ($) of Each Growth Scenario



Observations of the FIA results are as follows:

- **Low Growth**: This scenario consistently shows the smallest negative tax impact. It remains relatively close to zero throughout the forecast period, indicating that lower growth results in the least financial burden on municipal tax revenues. By 2049, this scenario shows a tax impact of approximately –$2.5 million, making it the most fiscally stable option over time.
- **Medium Growth**: The Medium Growth scenario starts similarly to the Low Growth line but diverges steadily after 2029. While it produces higher tax costs than the Low Growth scenario, the trajectory remains relatively stable, reaching around –$7.5 million by 2049. This suggests a manageable, though increasing, fiscal pressure as the town expands.
- **High Growth**: The High Growth scenario exhibits a more rapid decline beginning around 2028, with a cumulative tax impact of about –$20 million by 2049. This indicates that higher population and employment growth accelerate fiscal pressure on municipal finances.
- **High+ Growth**: This scenario shows the steepest and most volatile decline, with sharp fluctuations starting in the early 2030s and continuing through the 2040s. By 2049, the tax impact reaches approximately –$42 million, the deepest of all scenarios. This reflects the significant cost burden associated with aggressive growth, including infrastructure demands and service expansion.
- **Trend Over Time**: Generally the tax impacts of growth in each of the Growth Scenarios trends toward greater costs of development with more development over the forecast period.

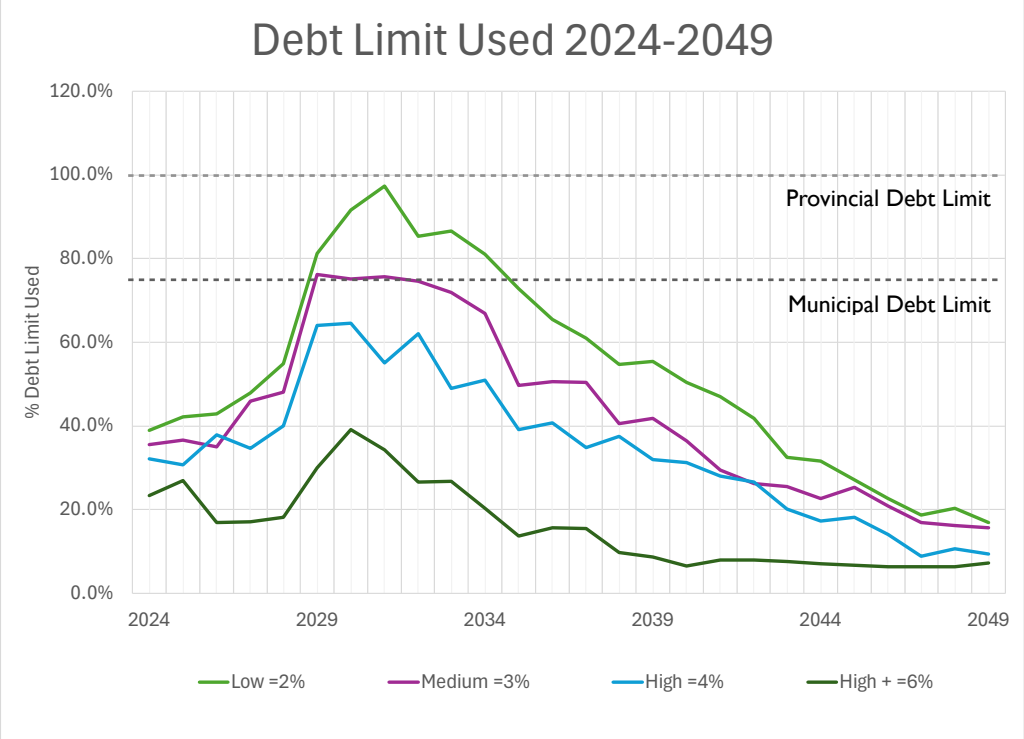
The tax impacts ($) related to the future growth in the growth scenarios as compared to no growth are provided by growth scenario in Appendix C.

Debt Limit Impact of Each Growth Scenario

The municipal debt limit is a provincially regulated cap that sets the maximum amount of debt a municipality can incur, typically based on a percentage of its annual revenues. It represents a safeguard to ensure municipalities maintain financial sustainability and do not take on more debt than they can reasonably repay.

In 2024, the Town of Okotoks was utilizing under 40% of its debt limit. The debt limit used can fluctuate year to year due to changes in how much debt the Town issues or repays within that time. If the Town takes on new loans for capital projects, the amount of debt used increases; if it pays off existing debt, the amount used decreases. Over the course of the 25 year forecast period, the debt limit used peaks around 2030 at close to 95% in the Low Scenario, 75% in the Medium Scenario, 65% in the High Scenario and 40% in the High+ Scenario. By 2049, the debt limit used across all scenario is lower than the current debt limit used for the Town.

Debt Limit Impact of Each Growth Scenario



Observations of the FIA results are as follows:

- **Low Growth**: This scenario uses the highest portion of the debt limit, peaking close to 95% around 2030—nearing the provincial limit and exceeding the municipal debt threshold. Debt use remains elevated into the 2030s before gradually declining to approximately 20% by 2049. This indicates that even modest growth can put upward pressure on debt if revenues do not scale accordingly.
- **Medium Growth**: This scenario also peaks near 80% around 2029–2030, closely tracking the municipal debt limit, but remains below the provincial threshold. It then steadily declines over time to

around 25% by 2049. This suggests a more controlled and stable debt profile compared to the Low Growth scenario.

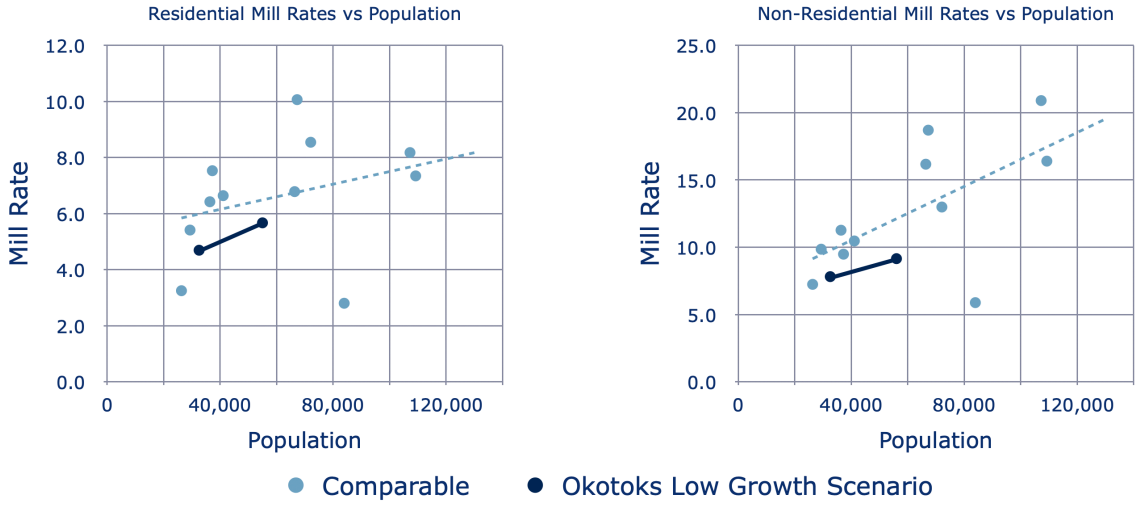
- **High Growth**: The High Growth scenario shows a similar shape to the Medium Growth line, peaking at just over 60% of the debt limit in the early 2030s before declining more rapidly than the Medium scenario. By 2049, it drops to under 20%, indicating that higher growth may provide more fiscal capacity to pay down debt in the long term.
- **High+ Growth**: The High+ Growth scenario maintains the lowest debt usage throughout the forecast period. It peaks at just under 40% around 2029, then declines steadily to below 10% by 2049. This suggests that although High+ Growth is associated with high tax impacts (as seen in the previous chart), it generates enough non-residential assessment or cash flow to reduce reliance on borrowing.

Okotoks FIA Results to Other Selected Alberta Municipalities

To put Okotoks' projected growth into context, 11 other Alberta municipalities—each with current population and employment levels similar to what Okotoks may reach over the next 25 years—have been selected as comparators. These municipalities help illustrate the potential municipal tax impacts associated with Okotoks' future growth.[38] In the charts below, each comparable municipality has been positioned based on its tax rate – residential and non-residential – against its current (2024) population. In each chart there is a general tendency for tax rates to increase as the size of the municipality increases. This is evident from the trend line shown on each chart.

In the Low Growth Scenario, Okotoks is project to grow to a population of approximately 55,000 people. The projected municipal tax rates associated with this growth results in an increase in both residential and non-residential tax rates over the range of growth. It is important to note that Okotoks is currently in a favour able tax rate position vis-a-vis these comparable – Okotoks tax rates are lower than those for the comparables – and are project to remain lower over the range of growth in this scenario.

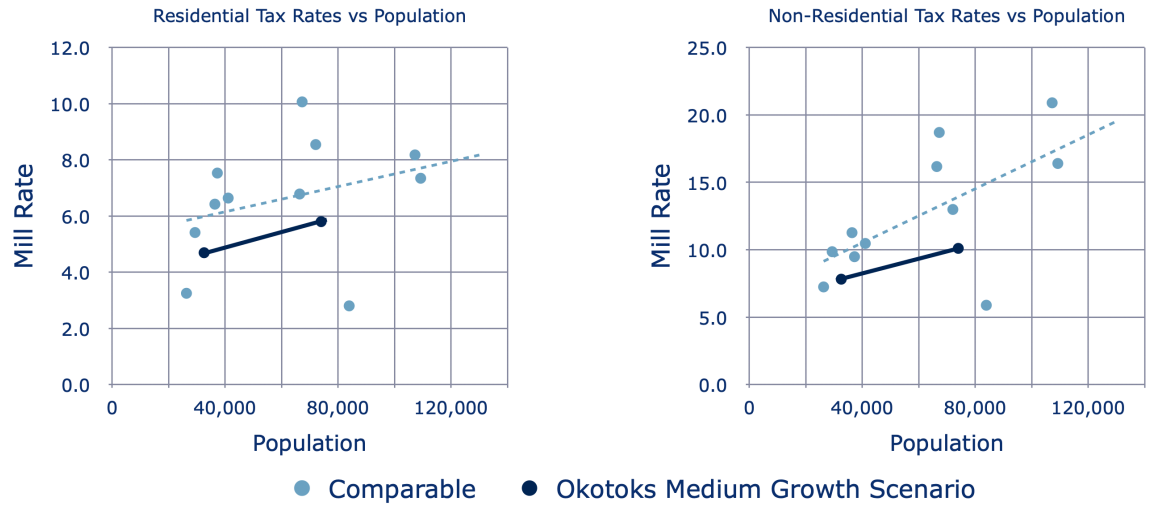
Municipal Tax Rate Change - Low Growth Scenario



[38] Comparable municipalities include: Airdrie, Chestermere, Cochrane, Fort Saskatchewan, Leduc, Lethbridge, Red Deer, Spruce Grove and St Albert.

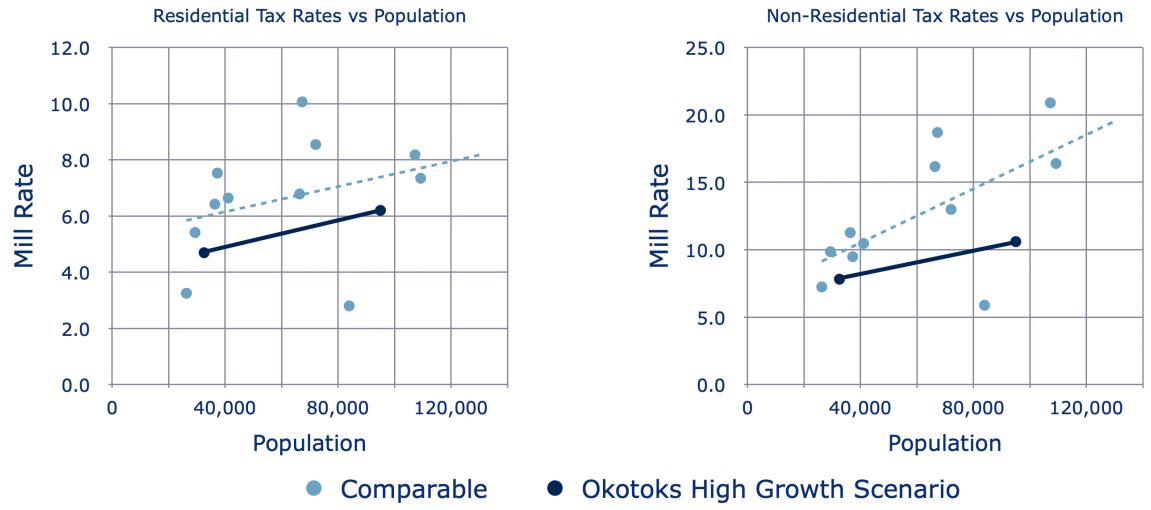
In the Medium Growth Scenario, Okotoks is projected to grow to a population of approximately 72,000 people. As with the Low Growth Scenario, Okotoks' tax rates are lower than those for most of the comparables, and are project to remain below those of the comparables over the forecast period.[39]

Municipal Tax Rate Change - Medium Growth Scenario



In the High Growth Scenario, Okotoks is projected to grow to a population of approximately 95,000 people. As with the previous growth scenarios, Okotoks' tax rates are projected to increase, yet remain below those for most of the comparables.

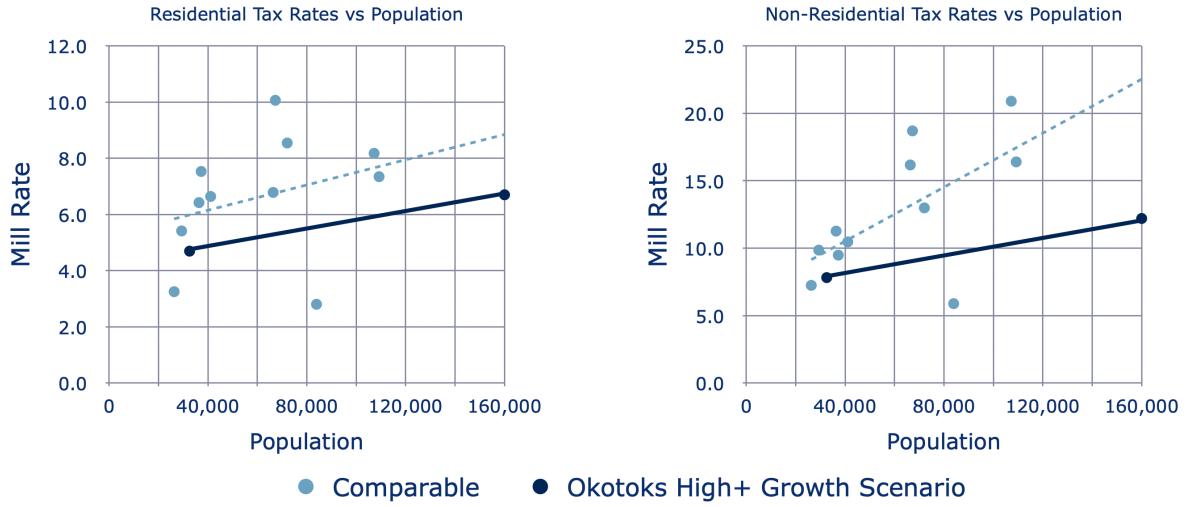
Municipal Tax Rate Change - High Growth Scenario



[39] The comparable municipalities include: Airdrie, Chestermere, Cochrane, Fort Saskatchewan, Grande Prairie, Leduc, Lethbridge, Red Deer, Spruce Grove and St. Albert.

In the High+ Growth Scenario, Okotoks is projected to grow to a population of approximately 160,000 people. As with the previous growth scenarios, Okotoks' tax rates are projected to increase, yet remain below those for most of the comparables.

Municipal Tax Rate Change - High+ Growth Scenario



Sensitivity Analysis

All sensitivity analysis used the High Growth Scenario projection as the starting point.

Numerous sensitivity analyses were conducted during the preparation of the fiscal impact analysis. Of these, three were identified as particularly important and are highlighted in this report.

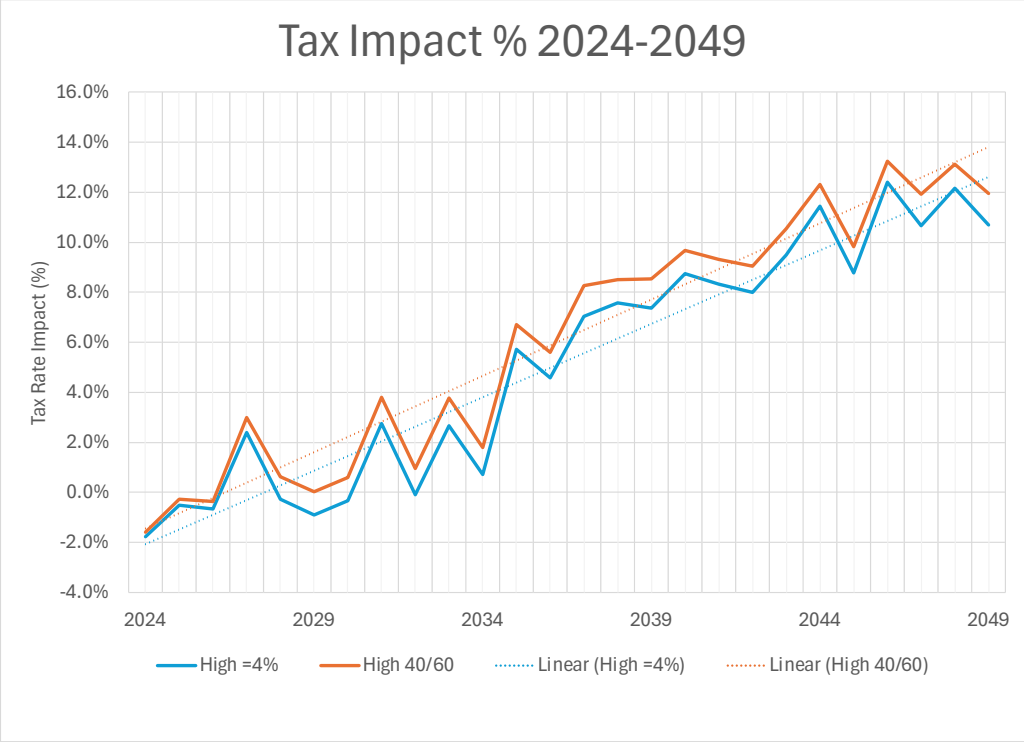
Summary of Sensitivity Analysis Scenarios

	Housing Mix		Tax Assessment		
Scenario	Single Family	Multi-Family	Residential	Non-Residential	Infill
MDP Growth	60%	40%	80%	20%	5%
Sensitivity Analysis					
Increased Residential Density	40%	60%	80%	20%	5%
85/15 Res/Non-Res Assessment	60%	40%	85%	15%	5%
No Infill	60%	40%	80%	20%	0%

Increased Residential Density Scenario

The 40/60 Development Mix Growth Scenario tests the impacts of increasing density by varying the dwelling unit mix. This scenario uses a dwelling unit mix of 40% single family and 60% multi-family for new growth. In comparison, the High Growth Scenario uses a mix of 60% single family and 40% multi-family.

Tax Rate Impacts of Higher Residential Density



Observations of the Sensitivity Analysis results are as follows:

- **High Growth Scenario**: The High Growth Scenario municipal tax rates are lower reflecting tax savings for the first three years of the forecast, after which the High Growth Scenario results in higher tax rates than with no growth.
- **High Growth 40/60 Development Mix Growth Scenario (Sensitivity)**: The High Growth 40/60 Development Mix Growth Scenario municipal tax rates have a slightly higher impact on the tax rates than the High Growth Scenario. Both scenarios tax rate impacts are following a similar trend and are fairly consistent in the first 5 years for the forecast and then result in a gap for the remainder of the forecast period of 0.6%.

Density Economies vs Residential Assessment Yield

Typically, higher-density development is expected to generate a net fiscal benefit for municipalities. This is due to the economies of density attained when more development occurs within a smaller geographic footprint. Compact development reduces the length of required linear infrastructure—such as roads, water, and sanitary lines—and lowers the per-unit cost of delivering municipal services. In this

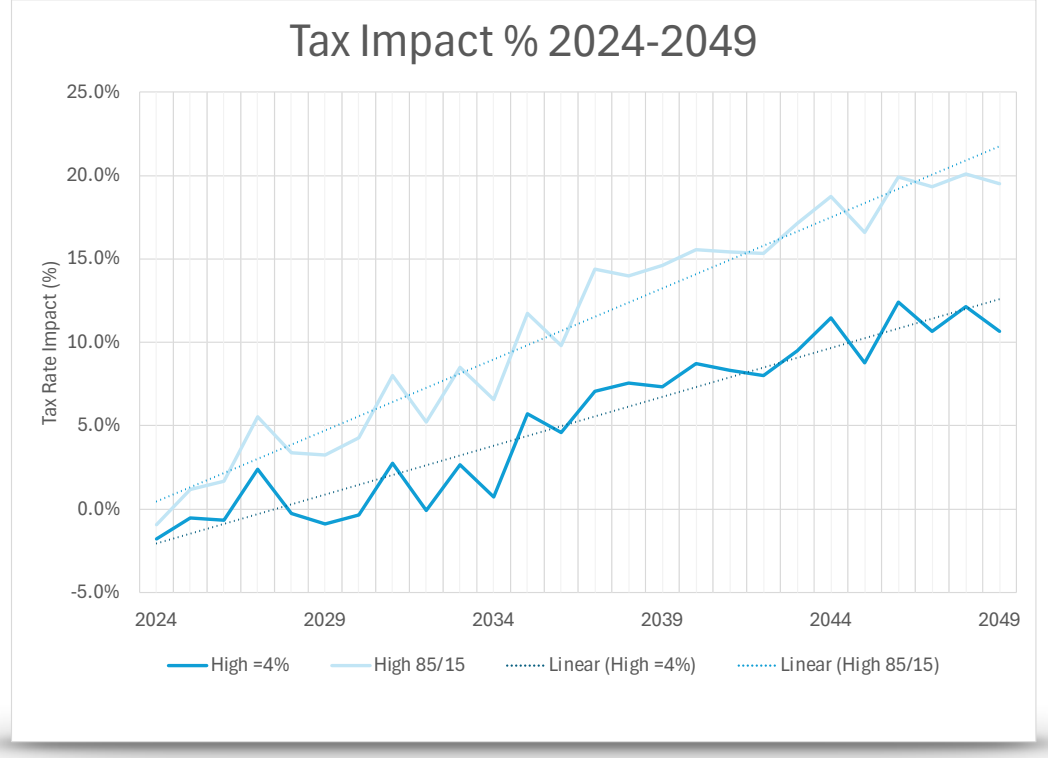
analysis, those benefits are present in the 40/60 Development Mix Scenario, where increased density leads to more efficient infrastructure and service delivery.

However, another factor has an even greater influence on the fiscal outcome: the assessment yield per dwelling unit. As the proportion of multi-family units increases from 40% to 60%, the overall assessment value per unit declines significantly. This is because multi-family units have a lower market value than single-family homes in Okotoks. As a result, the increase in lower-valued units reduces the total residential assessment yield. This reduction in per-unit assessment is significant enough to outweigh the fiscal advantages of compact, efficient development.

85/15 Ratio of Residential to Non- Residential Assessment Value (%)

This scenario tests maintaining a 85/15 ratio of residential to non-residential assessment value (%), which is similar to the current (2024) ratio of 86/14. In comparison, the High Growth Scenario reaches the MDP target 80/20 ratio over the forecast period.

Tax Rate Impacts of 85/15 Ratio Assessment

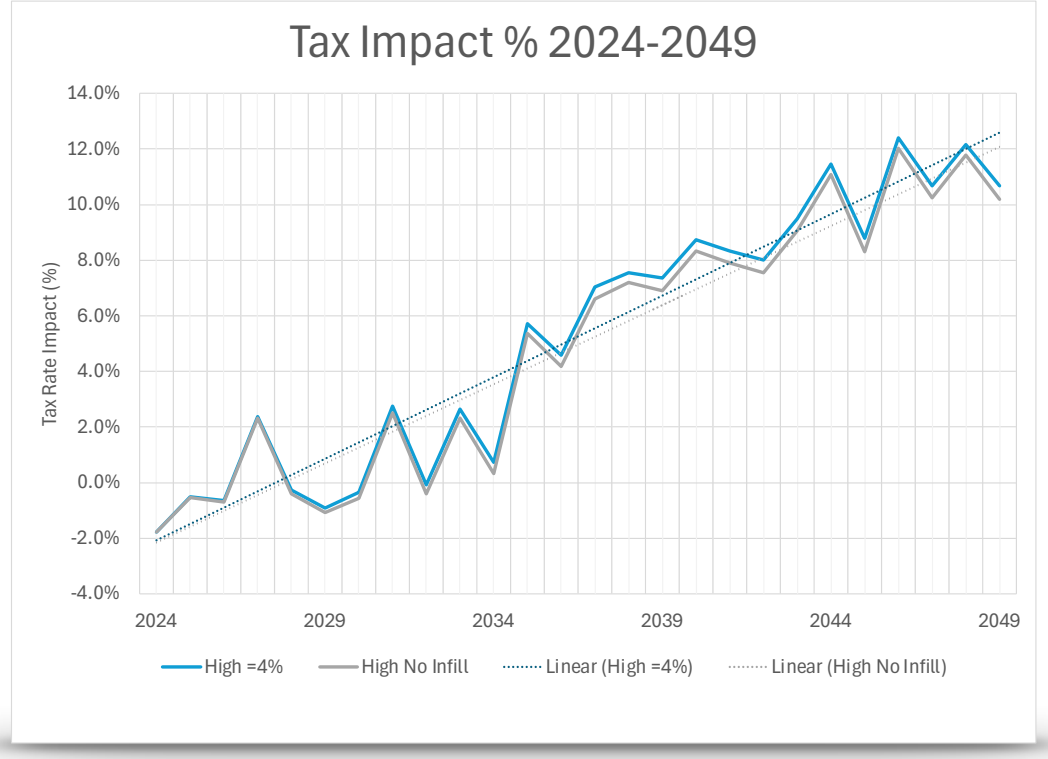


- **High Growth Scenario**: The High Growth Scenario municipal tax rates are lower reflecting tax savings for the first few years of the forecast, after which the tax savings diminish as compared to no growth.
- **High Growth 85/15 Scenario (Sensitivity)**: The High Growth 85/15 municipal tax rates are higher than the High Growth Scenario, reflecting lower non-residential assessment revenues. The average difference over the forecast period in the tax rates is approximately 5.8% higher for the High Growth 85/15 Growth Scenario.

No Infill Development Scenario

This scenario tests the impact on municipal tax rates without any infill development over the 25 year forecast. In contrast in the High Growth Scenario, 5% of total units are assumed to be infill development.

No Infill Development



- **High Growth Scenario**: The High Growth Scenario municipal tax rates are lower reflecting tax savings for the first few years of the forecast, after which the tax savings diminish as compared to no growth.
- **High Growth No Infill Development (Sensitivity)**: The High Growth No Infill Scenario municipal tax rates are fairly similar in the first 5 years of the forecast, after which the No Infill Growth Scenario rates are lower, reflecting tax savings from infill redevelopment. The average difference over the forecast period in the tax rates is approximately 0.3% lower for the High Growth No Infill Development Growth Scenario.

Analysis Issues

In conducting the fiscal impact analysis, several issues were identified that are worthy of note. These are briefly discussed below.

Economies of Scale

The projection of operating expenditures in this analysis is based on the concept of marginal costs—the additional expenditures required to meet increased demand for services as the Town grows. As

population and development increase, the cost of providing services is expected to decrease on a per-unit basis due to economies of scale. In this analysis, those economies are reflected by maintaining service levels at those observed in the Base Year, thereby holding per capita costs steady while accounting for growth in overall service demand.

Often, the economies of scale realized through growth are captured within the municipal budgeting process and used to support new initiatives or expand existing services. As communities grow, demand for services naturally increases, prompting municipalities to enhance service levels—partly funded by the cost efficiencies gained through increased scale. Consequently, the municipal tax rates projected in this analysis, which are based on maintaining current service levels, can be viewed as being on the lower end of what would likely be budgeted in the future as service expansion occurs.

Economies of Density

The sensitivity analysis that evaluates increasing residential development densities yields a counter intuitive result - that being that increasing density worsens the financial picture of the Town. As noted above, there are two basic forces at work contributing to this result.

- **Economies of Density**: The MDP target of 60% Single Family / 40% Multi-Family residential development will increase the density of development in Okotoks over its current levels. There are economies of density attained by increasing the number of dwelling units within a development area that result from a reduction in the length of linear municipal infrastructure and efficiencies in the delivery of municipal services to a more compact development footprint. In conducting sensitivity analysis separating this element of the analysis from others demonstrates these economies are included in the calculations.
- **Dwelling Unit Mix Changes and Residential Assessment Yield**: Imbedded in the increase in development density is a change in the housing mix that is required to accommodate this density. That is there are more multi-family dwelling units and fewer single family dwelling units. The assessment for multi-family units is generally lower than single family units which in turn results in less assessment per unit where densities are increased. In the analysis completed, this lower assessment yield is greater than the economies of density attained through more compact development.

It should be noted that variations in density and the mix of dwelling units can affect this result. Further, the expected assessment yield per dwelling unit, by type of dwelling unit is also an important variable. This result has some interesting implications for municipal development policy:

- **Housing Assessment Yield**: To increase the assessment yield from multi-family residential development, the Town could implement land use and zoning strategies, apply design controls and quality standards, and encourage developers to incorporate neighbourhood amenities that enhance property values.
- **Housing Affordability**: Municipal policies to increase residential assessment yields by increasing value will work at odds with other objectives – that is creating a housing mix that provides for affordable housing.

Timing and Completeness of Capital Investment

This analysis includes projections of future capital investment required to support growth in Okotoks from various sources: the 10 year capital plan, Infrastructure Summary Memorandum[40], long range capital projects based on population growth thresholds,[41] and modelled estimates of developer investments.[42] Where possible the timing of future capital investment has been linked to the projected growth of the Town. The only components of the Town's future capital investment that has been fixed in time is the 10 year capital plan as it relates to both funded and unfunded non-OSL projects.

It is noted that there are several assumptions and issues with the Infrastructure Summary Memorandum worthy of note:

- **Additional Projects**: There may be additional projects yet to be identified and costs that have not been included in the provided analysis.
- **Funding Allocation**: There may be refinement in the allocation of project costs, specifically between off-site levy funded projects and those that would be funded from the tax base or utility revenues.

Balanced Growth

The Towns MDP sets a balanced growth target of 80/20 which would result in the Town's assessment base to be comprised of 80% residential assessment and 20% non-residential assessment. This assessment balance target is aimed to encourage the Town to have a sufficient amount of non-residential development to help defer the tax cost of providing municipal services that support residential development. This policy of 'balanced growth' is one that many municipalities employment to help attain a fiscal capacity that makes future municipal budgets affordable.

In this analysis, the Municipal Development Plan's (MDP) objective of achieving 'balanced growth' has been applied across all Growth Scenarios. As demonstrated through the sensitivity analysis, this approach is effective in enhancing the Town's fiscal capacity when compared to maintaining the current development pattern. However, achieving the 80/20 balanced growth target requires a substantial increase in non-residential development within Okotoks. For instance, under the High Growth Scenario, non-residential activity would need to grow to more than 3.5 times its current level. While this level of commercial and industrial expansion is attainable, it will require a carefully coordinated and strategically implemented effort to attract new businesses from across the Calgary Region—particularly in the face of strong regional competition for this development.

Further, while 'balanced growth' in the MDP is set in terms of assessment, the revenue generated from this assessment through the non-residential tax rate is a truer basis of using the concept of 'balanced growth' as a measure of fiscal capacity. In each of the growth scenarios and alternative mix scenarios, we have not changed the existing relationship between the residential and non-residential municipal tax rates. An increase in 'balanced growth' could alternatively be achieved by increasing the non-residential tax rate for a given amount of non-residential assessment. This policy option should be considered in light of the relative non-residential tax rates of other municipalities in the Calgary Region.

[40] ISL, Infrastructure Summary Memorandum, January 21, 2025

[41] Various discussions with Town officials regarding future capital investment requirements and associated population growth thresholds.

[42] The GFIA can incorporate specific developer investment costs where available. Where these costs are not available the Model estimates these costs based on generated estimates of the linear infrastructure required to support development in the defined geography.

Balanced Budgets

The GFIA forces the municipal budget to be balanced in each year of the forecast. This is attained by funnelling all costs in excess of revenues from all non-tax sources to the municipal tax requisition, which is then spread over the projected assessment to determine municipal tax rates. As some of the annual expenditures and revenues can create some significant 'in-year' changes – either increases or decreases – the resulting municipal tax rate reflects these changes. Normally, as part of the budget process, Administration and Council make adjustments to 'smooth out' these adjustments so that municipal tax rates don't abruptly change from year to year. The Model does not make these adjustments. However, the analyst can modify assumptions in the model, specifically around capital project financing, to approach a smoothing process similar to what municipalities accomplish with the annual budget.

One important area for potential adjustment lies in the relationship between projected municipal tax rates and the level of debt accumulated over the forecast period. In this analysis, capital project financing assumptions have been held constant across all scenarios to preserve the integrity of the impact analysis and ensure that the results reflect the influence of each growth scenario without being affected by changes to financing assumptions. However, it is noted that in some scenarios—particularly those where debt levels approach or exceed provincial or municipal debt limits—adjusting the approach to capital project funding could bring debt levels back within an acceptable range.

Recommendations

Based on our review of the Town's growth projections and fiscal impact analysis, we have identified seven key areas for policy recommendations.

Balanced Growth Target (80/20 Residential to Non-Residential Assessment Ratio)

Achieving the Municipal Development Plan (MDP) target of 80% residential and 20% non-residential assessment remains fiscally advantageous. The analysis confirms that higher proportions of non-residential assessment reduce long-term municipal tax pressures and improve fiscal capacity across all growth scenarios.

To reach the 80/20 balance, especially under the High Growth and High+ Growth Scenarios, the Town must increase its non-residential tax base by more than 3.5 times. This will require a strategic and sustained effort to attract business development, particularly in the face of strong competition from other municipalities in the Calgary region.

Policy implications:

- Prioritize employment lands in future Area Structure Plans.
- Introduce incentives or servicing support to stimulate commercial/industrial development.
- Actively promote Okotoks as a regional hub for targeted sectors.

Housing Mix and Residential Assessment Yield

The sensitivity analysis shows that increasing residential density (e.g., 60% multi-family / 40% single-family) offers some infrastructure efficiency (economies of density) but can reduce assessment yield due to the lower market value of multi-family units in Okotoks.

Despite operational savings from compact development, the reduced per-unit assessment weakens long-term municipal revenue growth.

Policy implications:

- Encourage higher-value multi-family forms (e.g., stacked townhomes, mixed-use apartments).
- Use urban design guidelines to enhance neighbourhood appeal and property values.
- Balance density goals with financial performance by diversifying housing forms.

Infill Development

A 5% infill target contributes positively to the Town's fiscal picture by leveraging existing infrastructure and services. The No Infill Scenario results in marginally higher tax impacts over time.

Policy implications:

- Invest in infrastructure and amenity upgrades in mature neighbourhoods.
- Provide incentives for redevelopment and housing renewal projects.

Debt Management and Capital Financing

Debt peaks under the Low and Medium Growth Scenarios, nearing 95% of the provincial debt limit. High and High+ Growth Scenarios show more manageable debt trajectories due to larger assessment bases.

Policy implications:

- Monitor and align capital project timing with fiscal thresholds.
- Explore alternative financing tools (e.g., grants, phased development triggers).
- Model debt smoothing strategies to mitigate abrupt tax rate fluctuations.

Growth Sequencing and Infrastructure Efficiency

Strategic sequencing of new development areas based on infrastructure readiness and absorption capacity is critical to minimizing upfront capital strain.

Policy implications:

- Phase new ASPs in alignment with infrastructure capacity and market demand.
- Use infrastructure cost-recovery mechanisms to reduce municipal exposure.

Tax Policy Adjustments

Maintaining competitive non-residential tax rates while ensuring sufficient revenue generation is key to balanced growth. Modest tax policy adjustments may improve the Town's fiscal position.

Policy implications:

- Benchmark Okotoks' tax rates against regional peers.
- Consider moderate increases in non-residential rates where feasible to offset residential burdens.

Integration with Long-Term Planning

The FIA results assume steady service levels, which may underestimate future budget needs as the Town expands and demands grow.

Policy implications:

- Regularly update the fiscal model to reflect new data and development trends.
- Incorporate service level escalation triggers in capital and operating forecasts.
- Use FIA insights to guide budgeting, rate setting, and infrastructure planning.

Appendix A: Growth Scenario Details

Detailed results for each of the four growth scenarios is provided below.

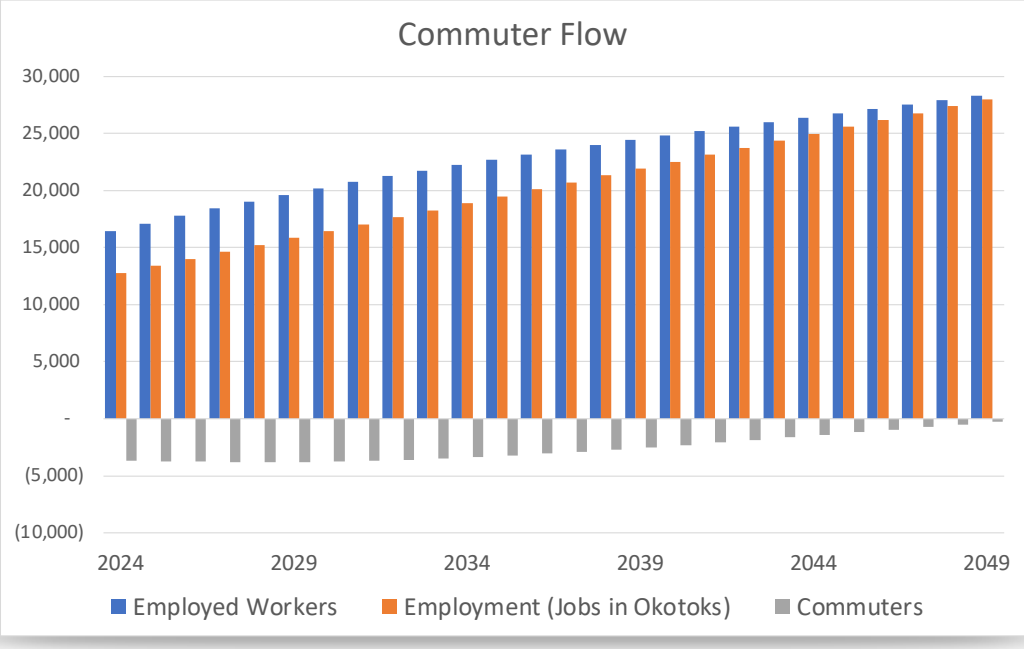
Commuter Flow

Commuter flow refers to the movement of workers into and out of a community for employment. When more people commute into a community for work, it often indicates the presence of a strong local employment base or regional economic hub. Conversely, when more people commute out of a community, it suggests that residents rely on nearby cities or towns for employment opportunities. Understanding commuter flows helps planners assess local job availability, transportation needs, and opportunities for economic development within the community.

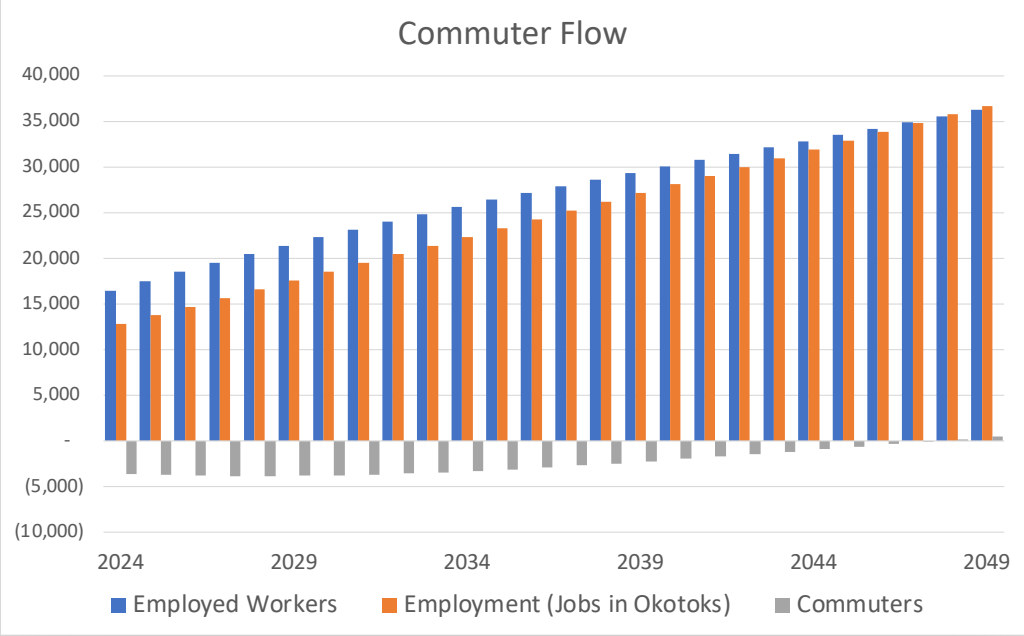
In 2024, the net commuter flow for the Town of Okotoks is estimated at a net outflow of 3,646 workers. As presented below, across the range of growth scenarios, the net outflow of workers diminishes as the employment base within the Town expands.

In both the Low and Medium Scenarios, the net outflow of workers continues to steadily decline and by the end of the 25 year forecast period there is a balance between the number of workers living in Okotoks and the numbers jobs in Okotoks.

Commuter Flow - Low Growth Scenario

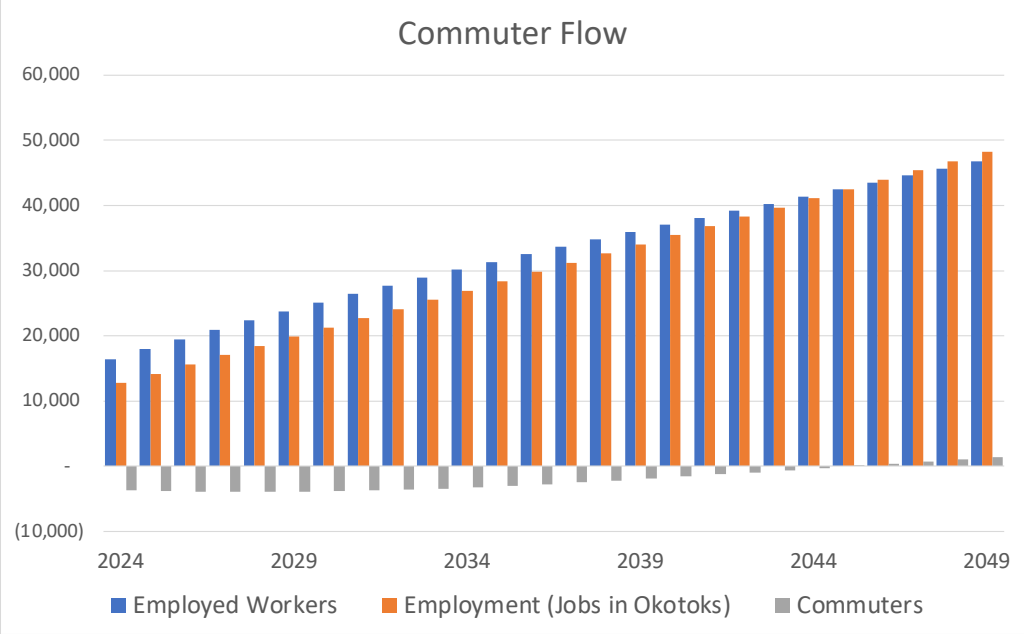


Commuter Flow - Medium Growth Scenario



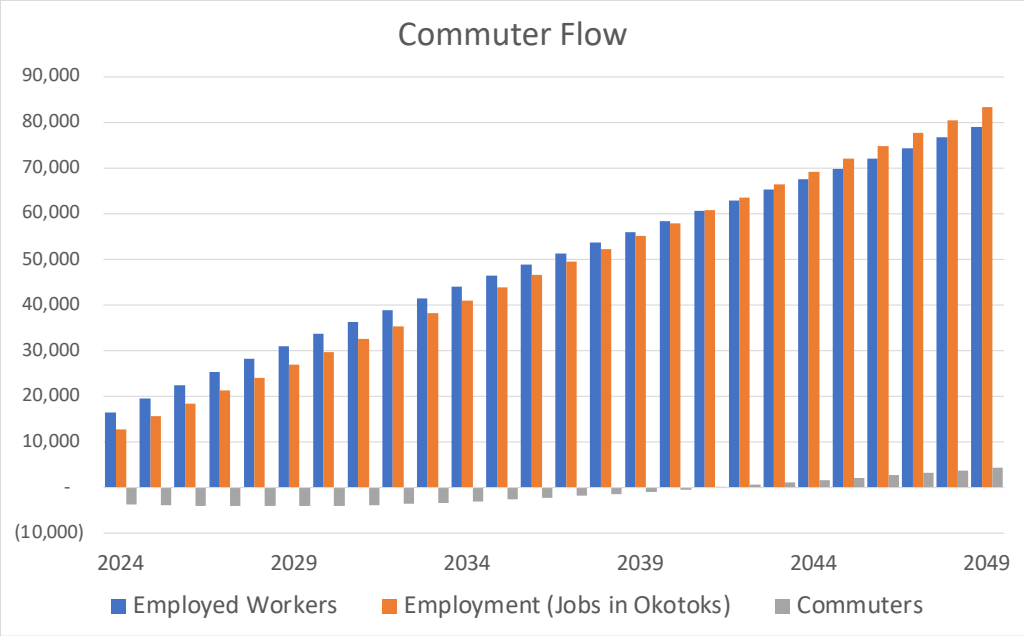
In the High Scenario, the net outflow of workers diminishes over the forecast period and by 2049 there is roughly a net inflow of 1,500 into the Town.

Commuter Flow - High Growth Scenario



In the High+ Scenario, the net inflow of workers exceeds 4,000 workers by 2049. This is similar to the net outflow that exists in 2024.

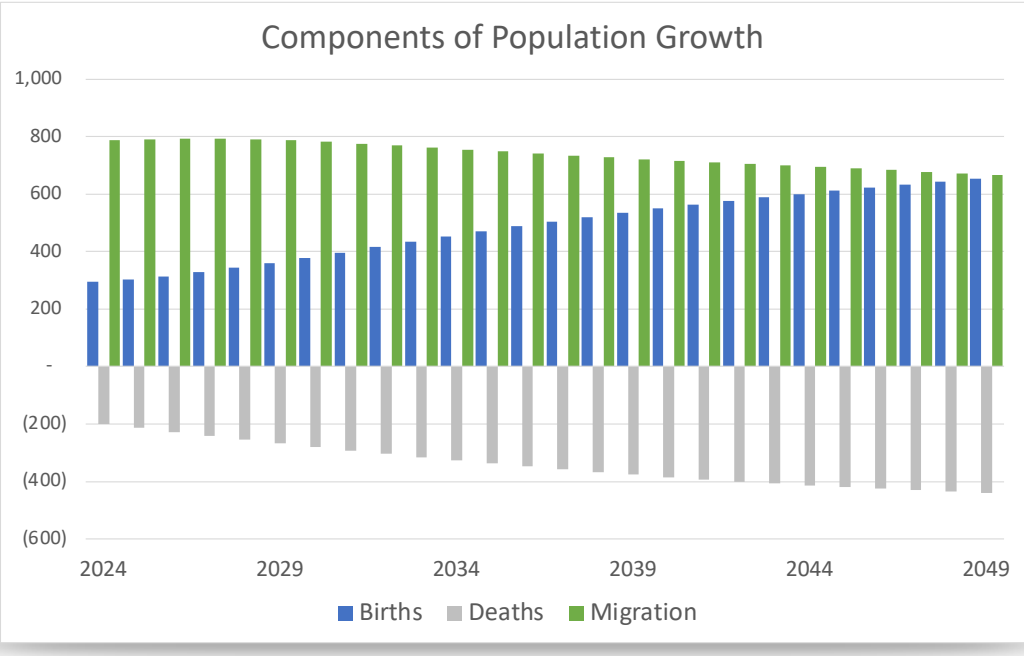
Commuter Flow - High+ Growth Scenario



Components of Population Growth

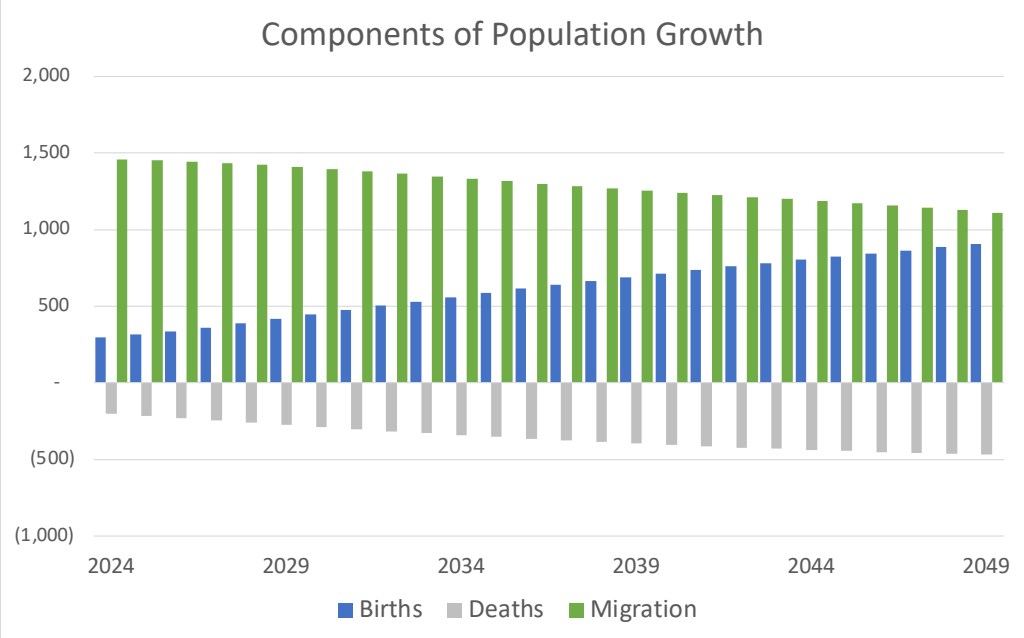
In the Low Scenario, there is an average population growth of 880 in each forecast year. This is comprised of approximately 740 migrants and net natural increase (births - deaths) of 140.

Components of Population Growth - Low Growth Scenario



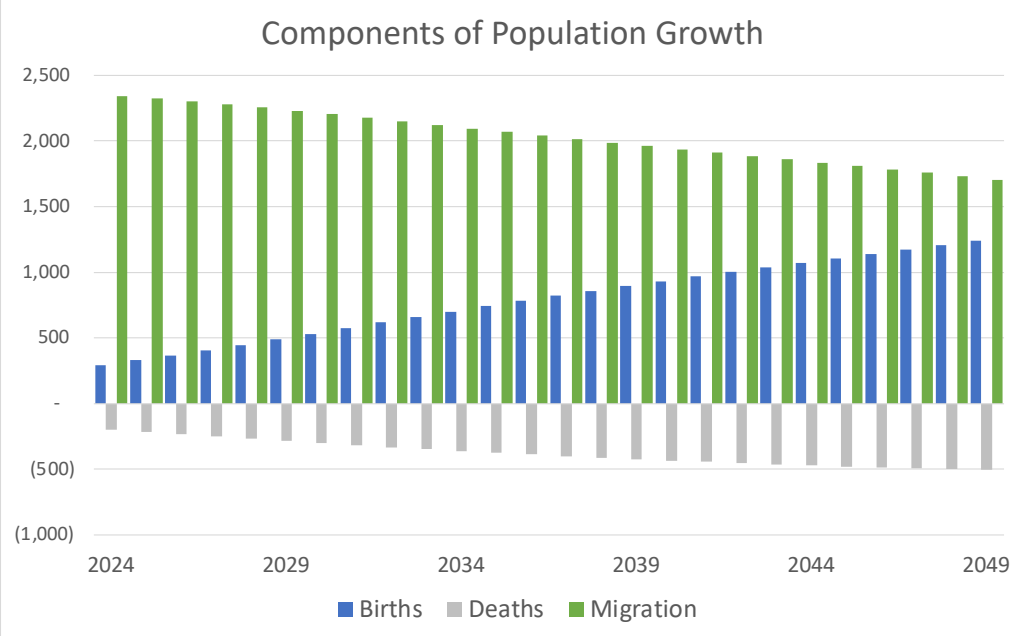
In the Medium Scenario, there is an average population growth of 1,550 in each forecast year. This is comprised of approximately 1,300 migrants and net natural increase (births - deaths) of 250.

Components of Population Growth - Medium Growth Scenario



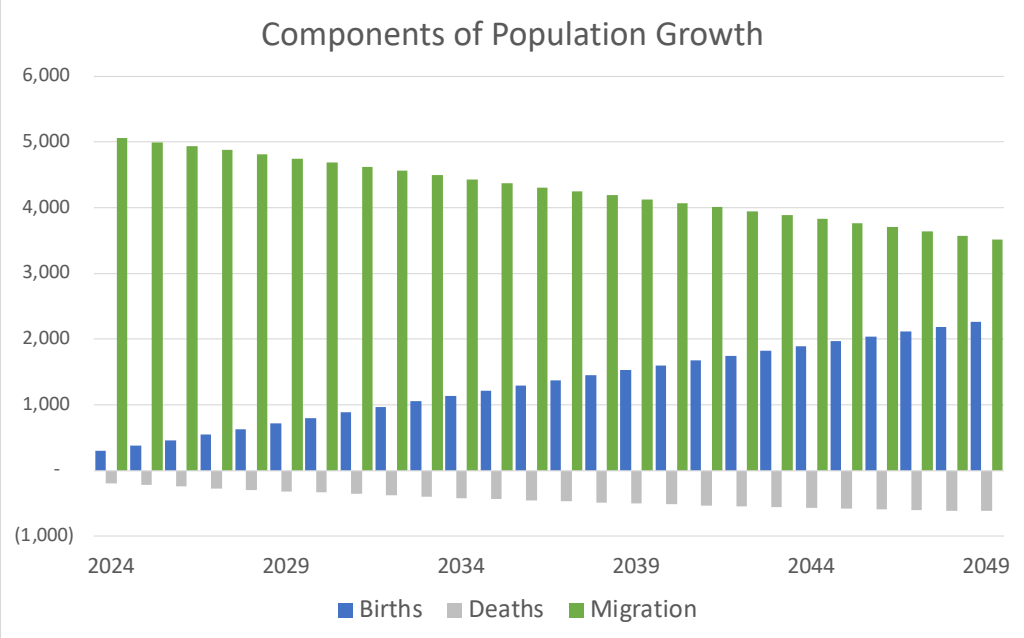
In the High Scenario, there is an average population growth of 2,400 in each forecast year. This is comprised of approximately 2,000 migrants and net natural increase (births - deaths) of 400.

Components of Population Growth - High Growth Scenario



In the High+ Scenario, there is an average population growth of 5,100 in each forecast year. This is comprised of approximately 4,200 migrants and net natural increase (births - deaths) of 900.

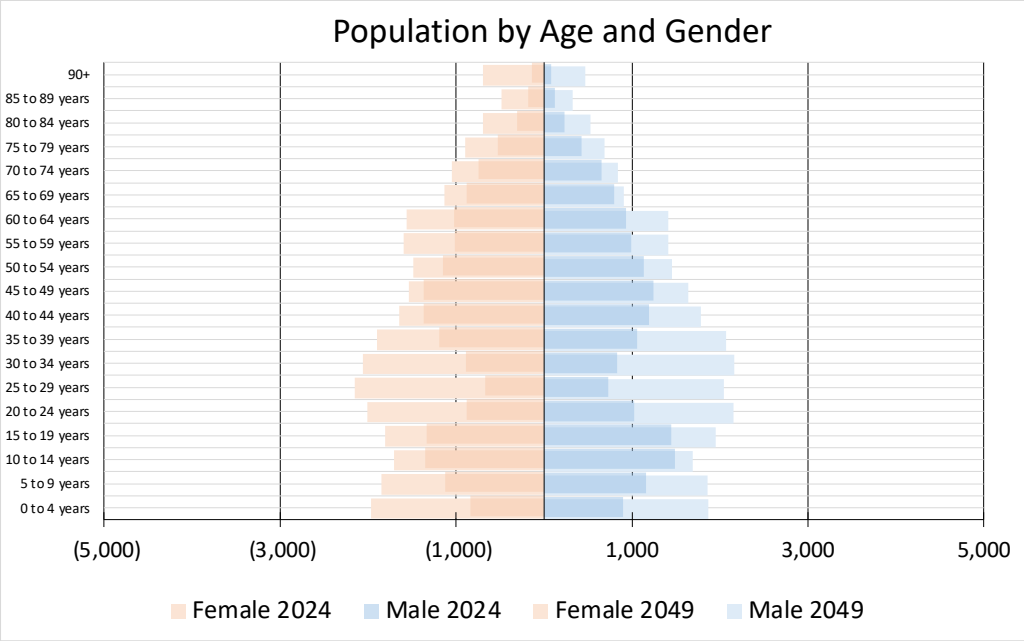
Components of Population Growth - High+ Growth Scenario



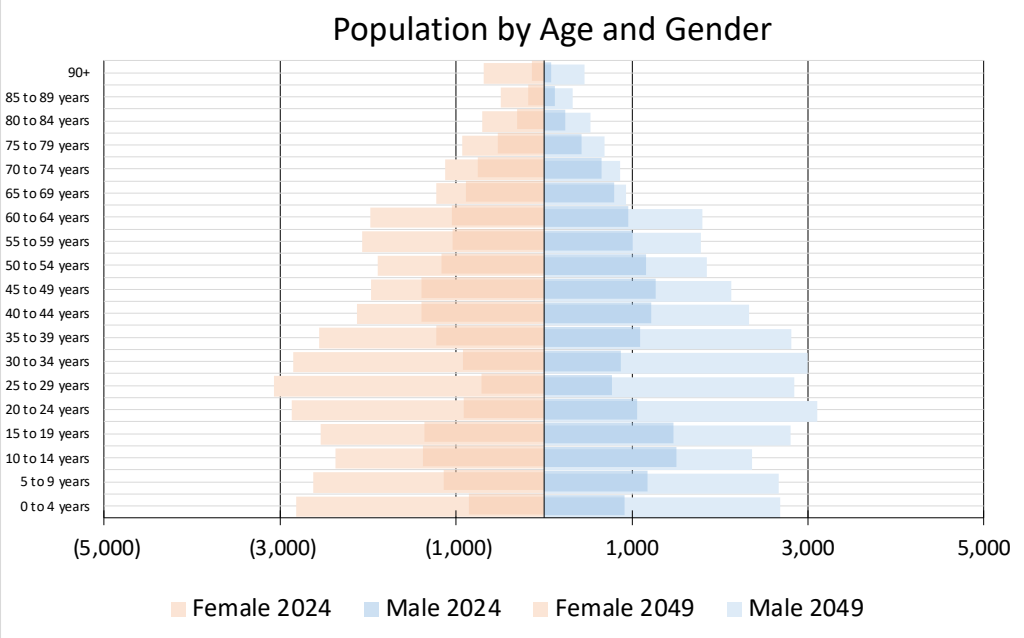
Demographic Composition

The demographic composition of the population by age and gender is represented in the following charts by growth scenario. In each of the growth scenarios, the distribution of the population by age is evolving to reflect the composition of migrants (including workers and their families) into the community.

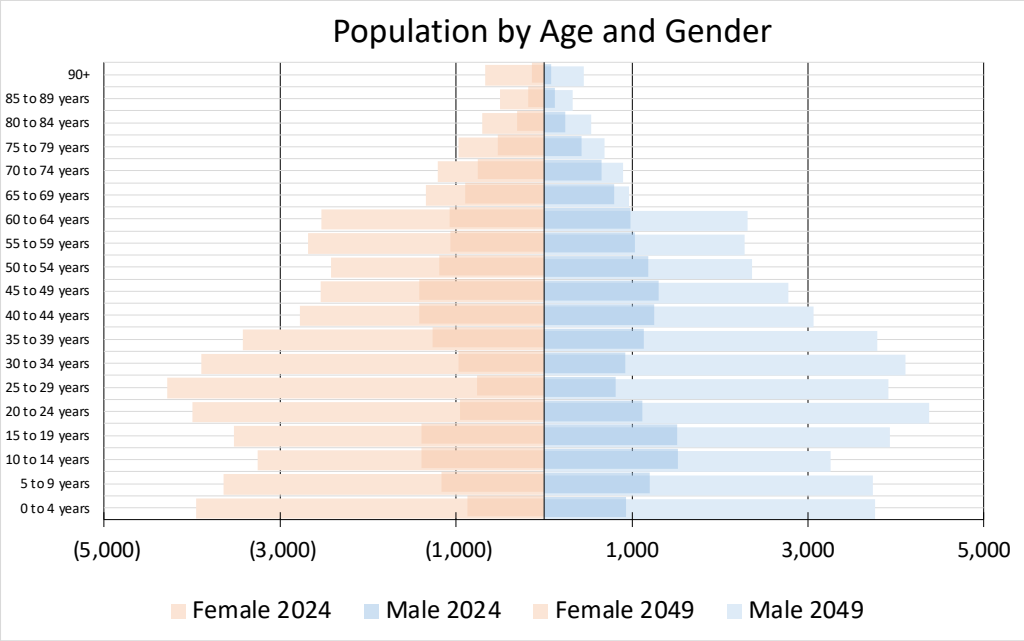
Age and Gender Population Pyramid - Low Growth Scenario



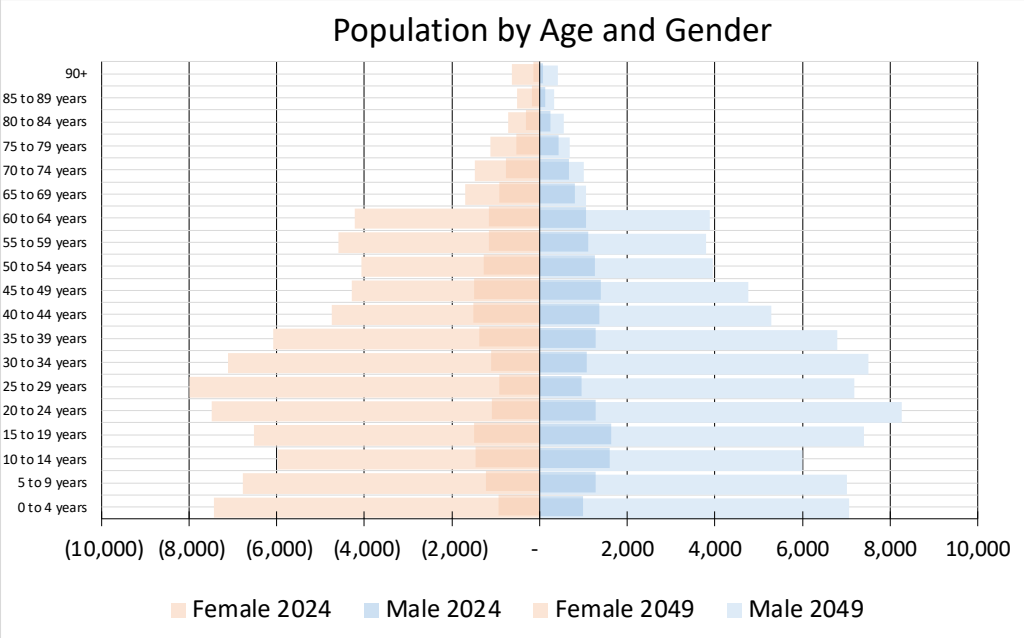
Age and Gender Population Pyramid - Medium Scenario



Age and Gender Population Pyramid - High Growth Scenario

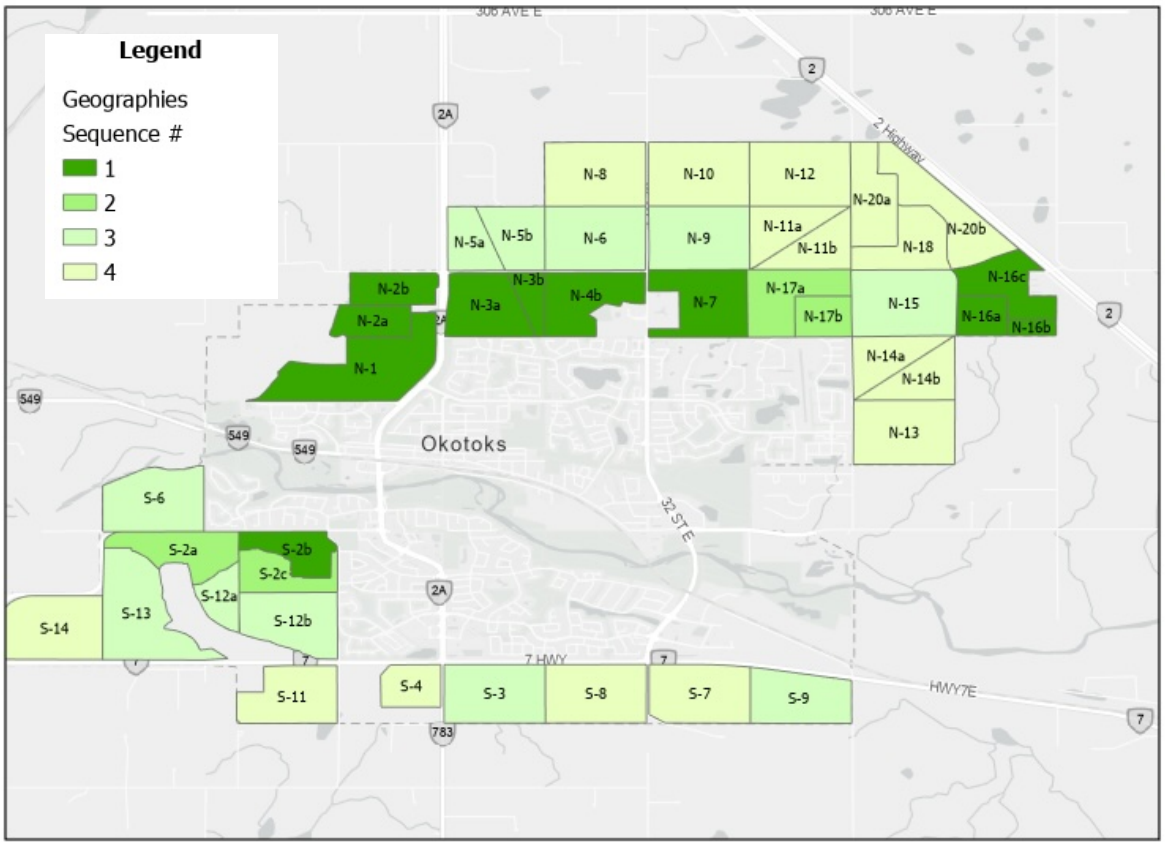


Age and Gender Population Pyramid - High+ Growth Scenario



Appendix B: Map of Geospatial Sequencing

Geospatial Sequencing of Geographies



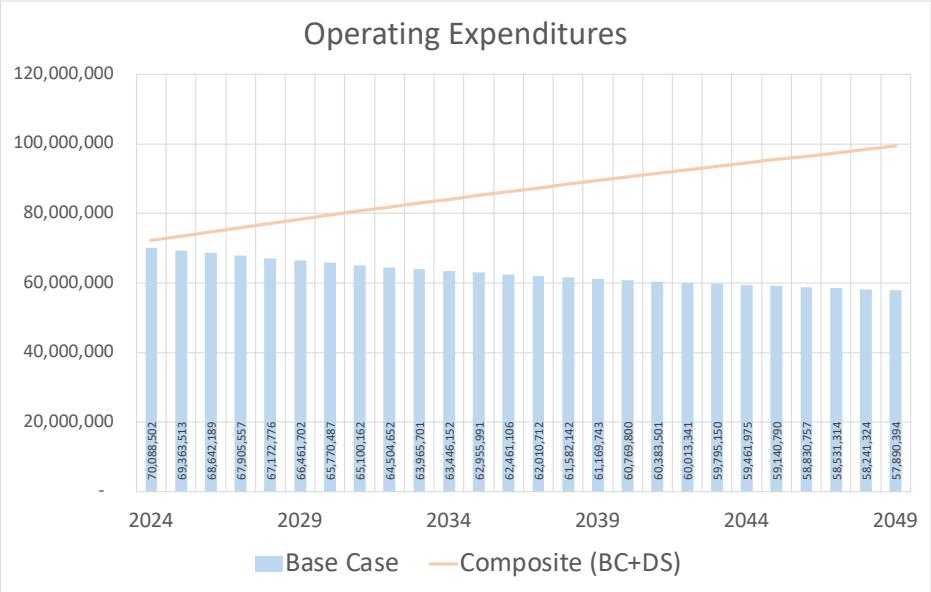
Appendix C: FIA Details

Detailed results for each of the four Growth Scenarios is provided below.

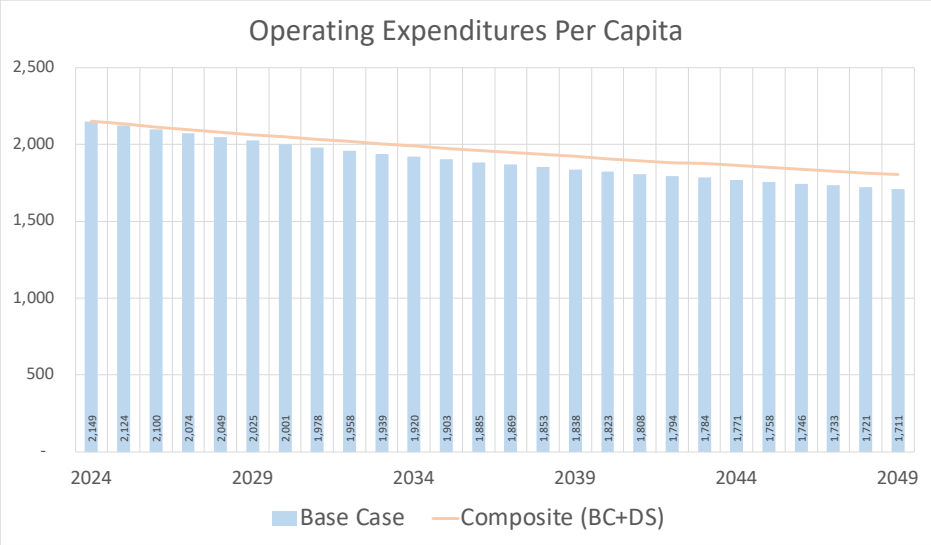
Operating Expenditures

The (NOTE: The graphs are just place holders waiting for the real graph)

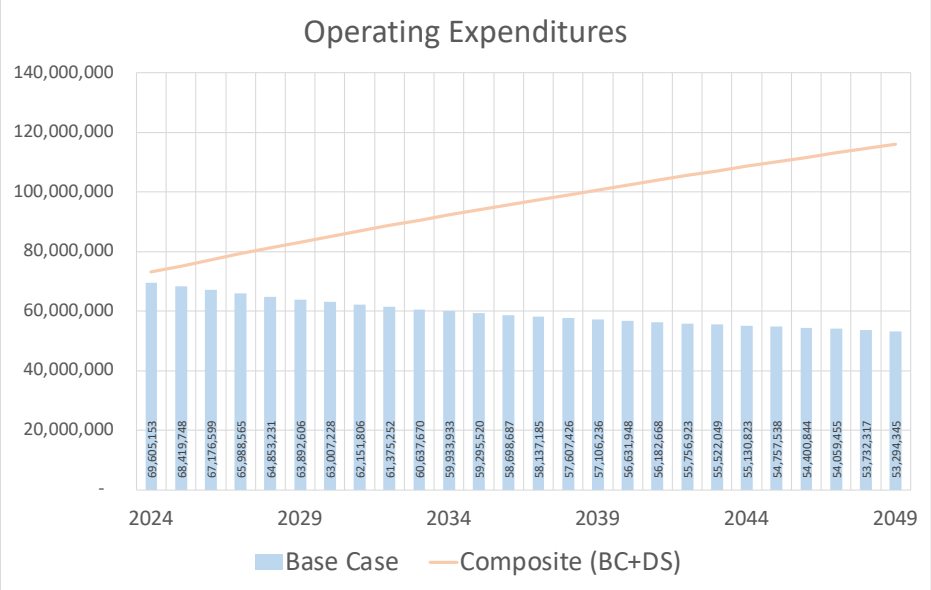
Low Growth Scenario Operating Expenditures



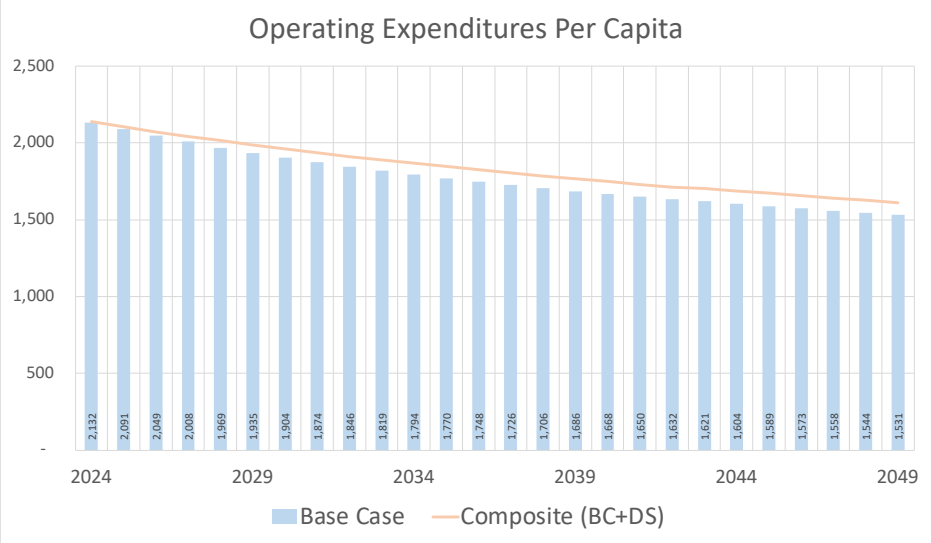
Low Growth Scenario Operating Expenditures Per Capita



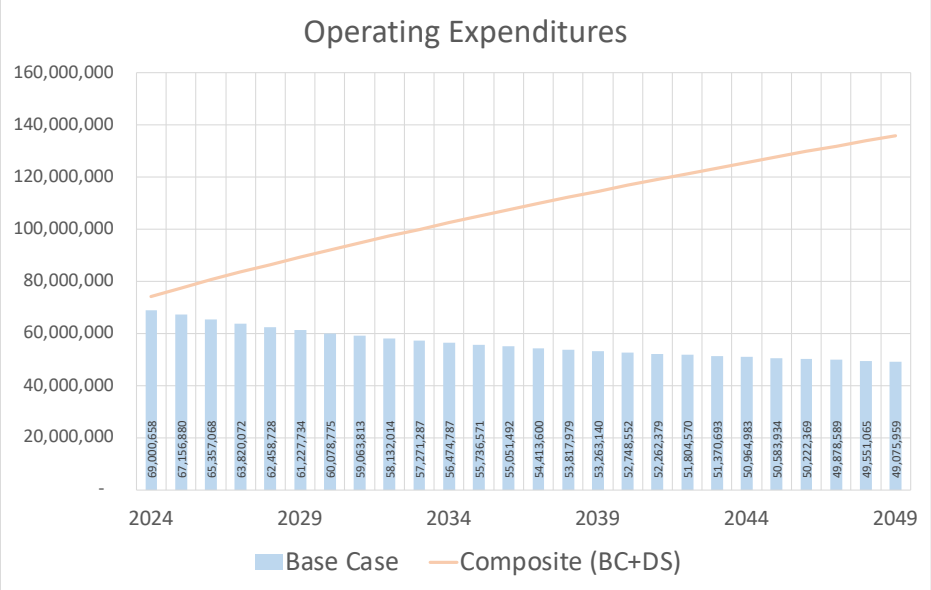
Medium Growth Scenario Operating Expenditures



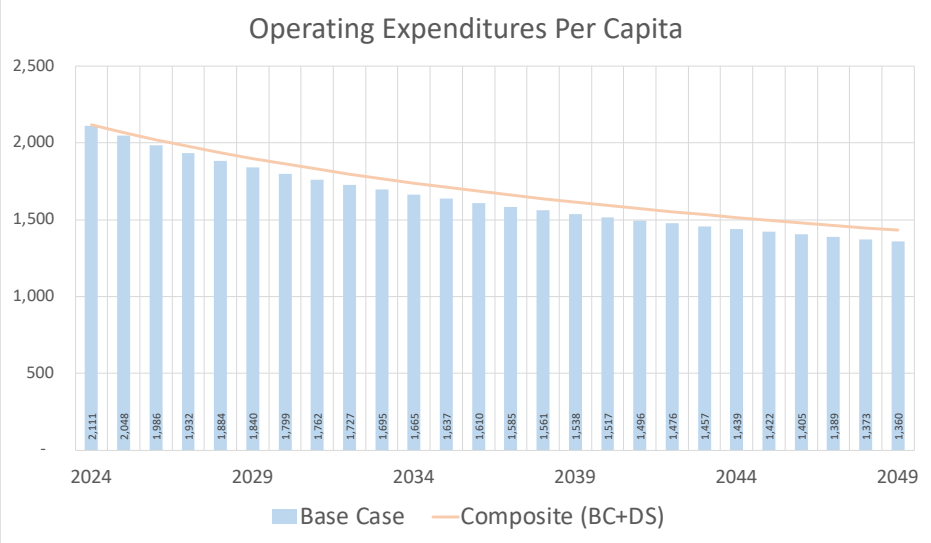
Medium Growth Scenario Operating Expenditures Per Capita



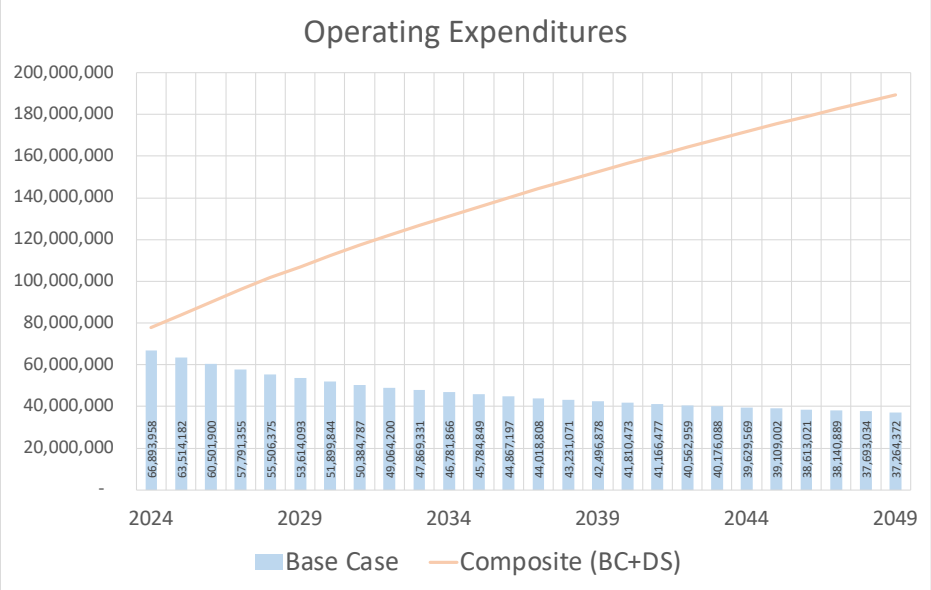
High Growth Scenario Operating Expenditures



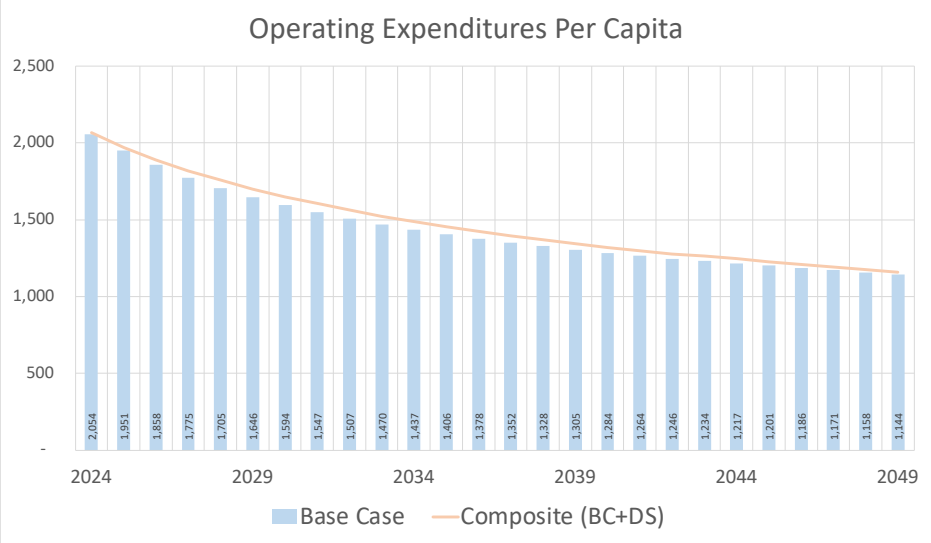
High Growth Scenario Operating Expenditures Per Capita



High+ Growth Scenario Operating Expenditures



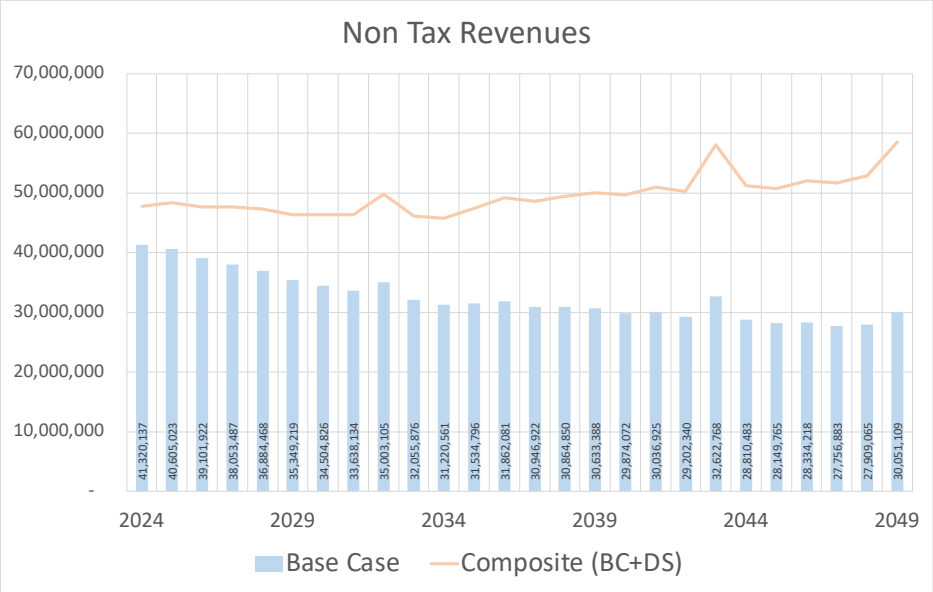
High+ Growth Scenario Operating Expenditures Per Capita



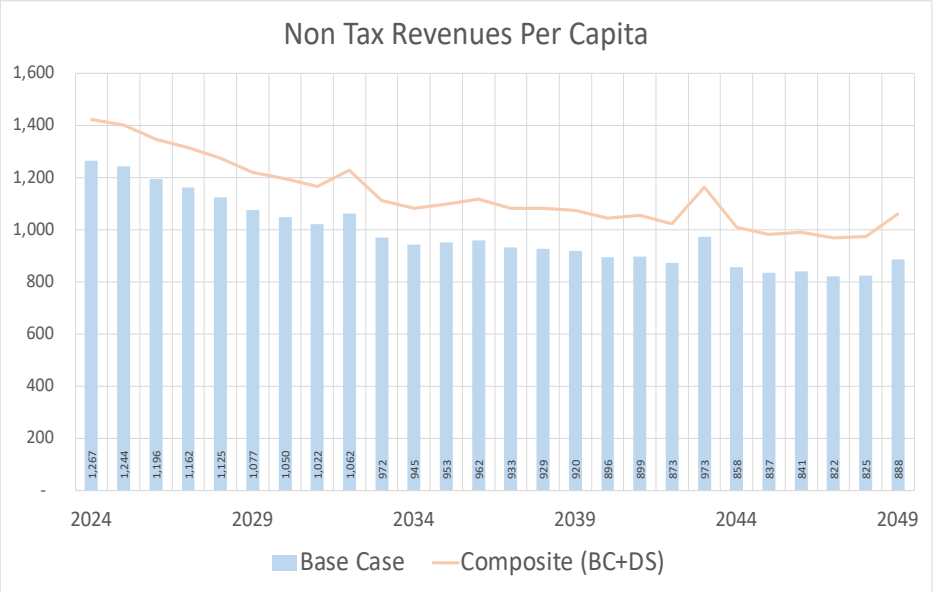
Non-Tax Operating Revenues

The (NOTE: The graphs are just place holders waiting for the real graph)

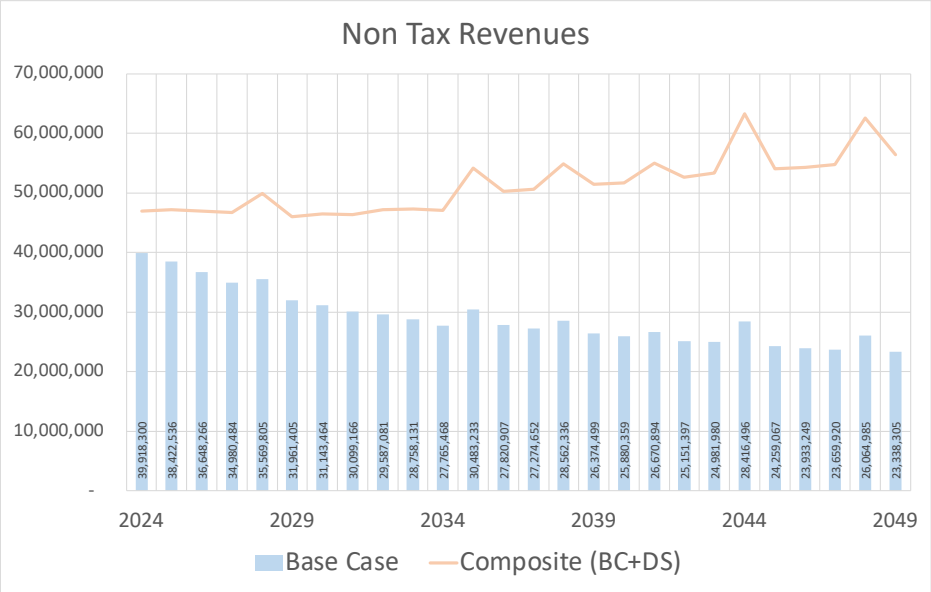
Low Growth Scenario Non-Tax Operating Revenues



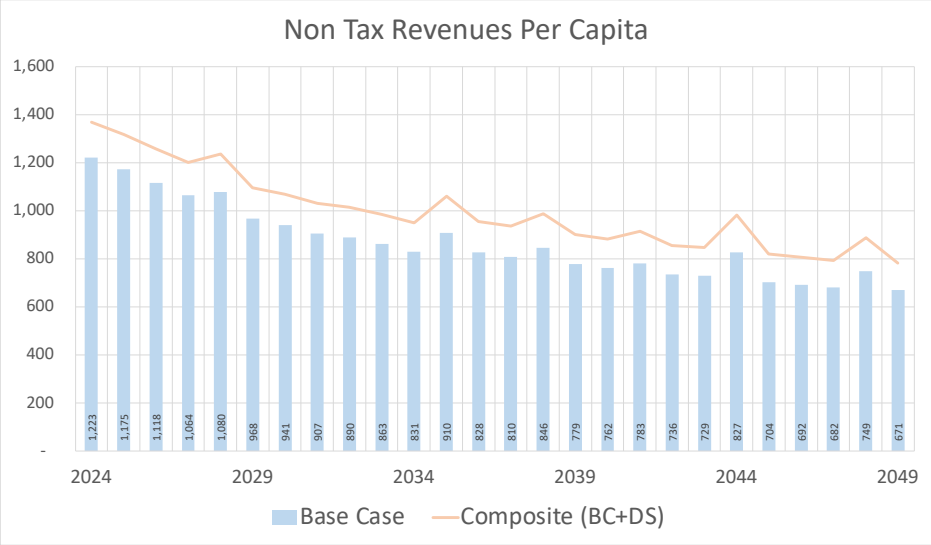
Low Growth Scenario Non-Tax Operating Revenues Per Capita



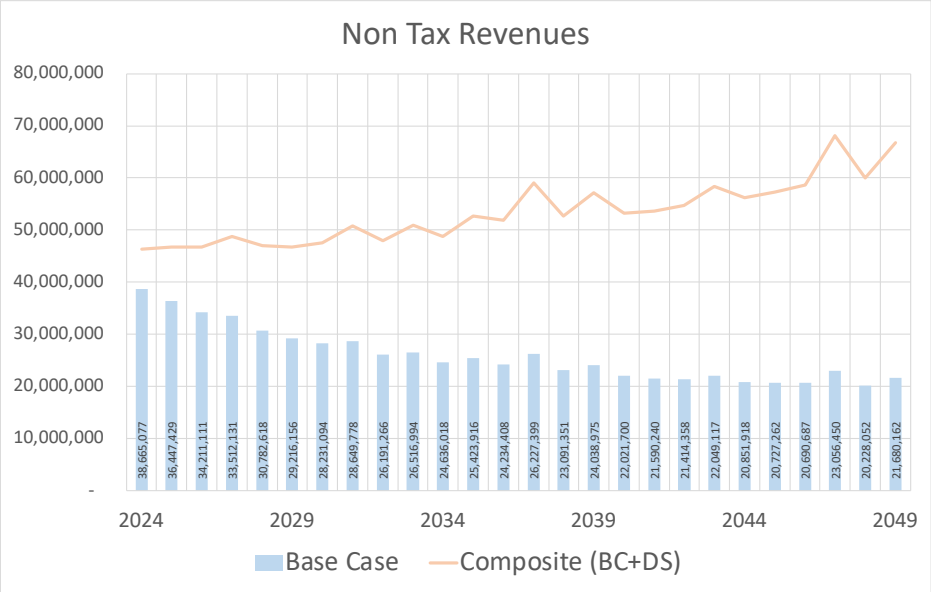
Medium Growth Scenario Non-Tax Operating Revenues



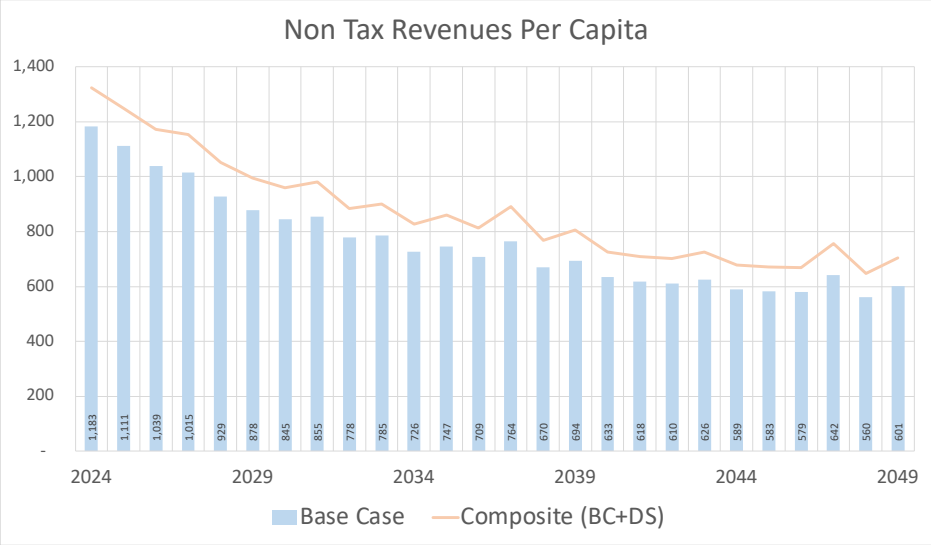
Medium Growth Scenario Non-Tax Operating Revenues



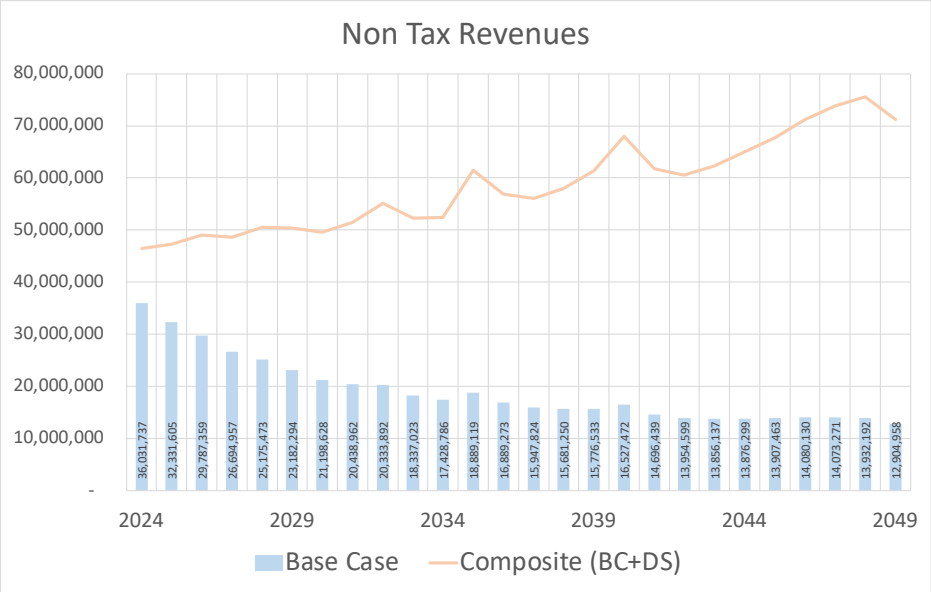
High Growth Scenario Non-Tax Operating Revenues



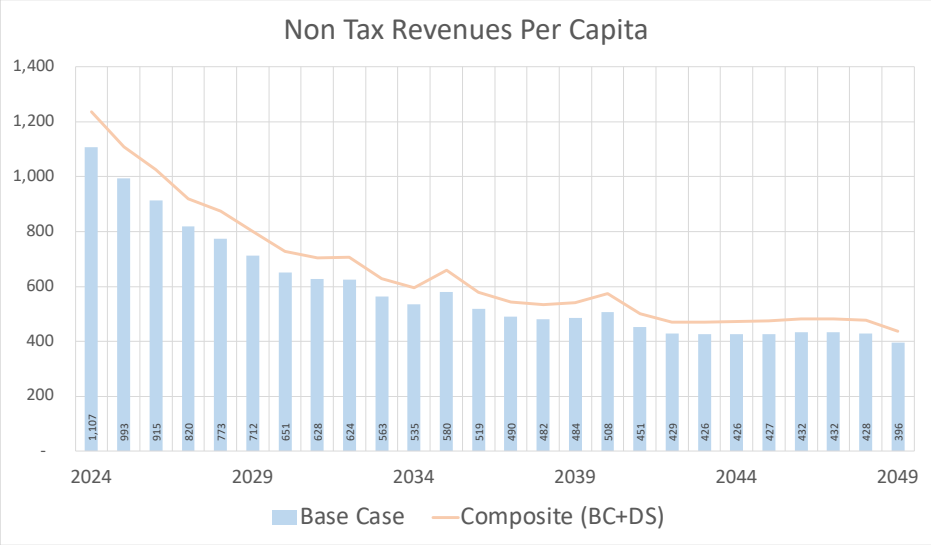
High Growth Scenario Non-Tax Operating Revenues



High+ Growth Scenario Non-Tax Operating Revenues



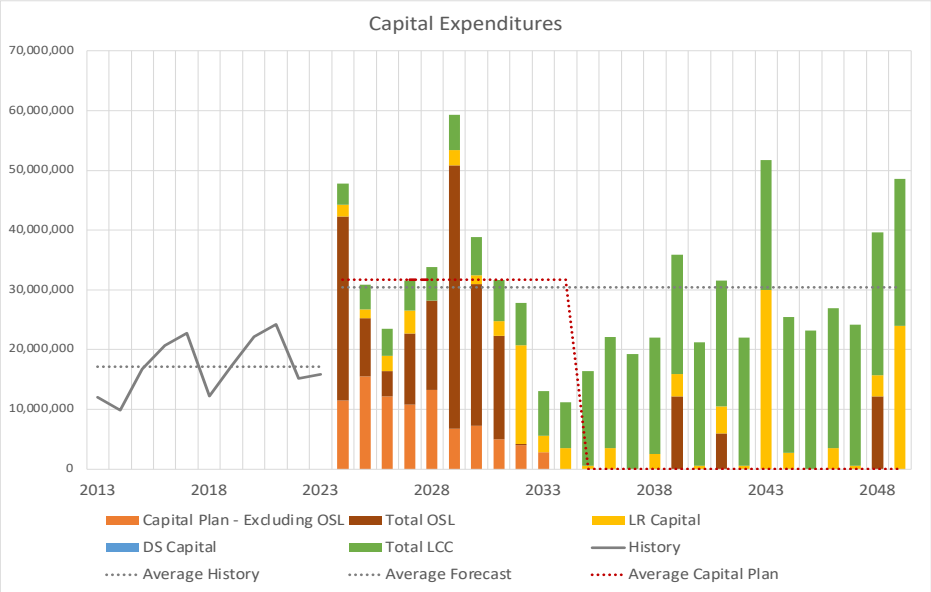
High+ Growth Scenario Non-Tax Operating Revenues



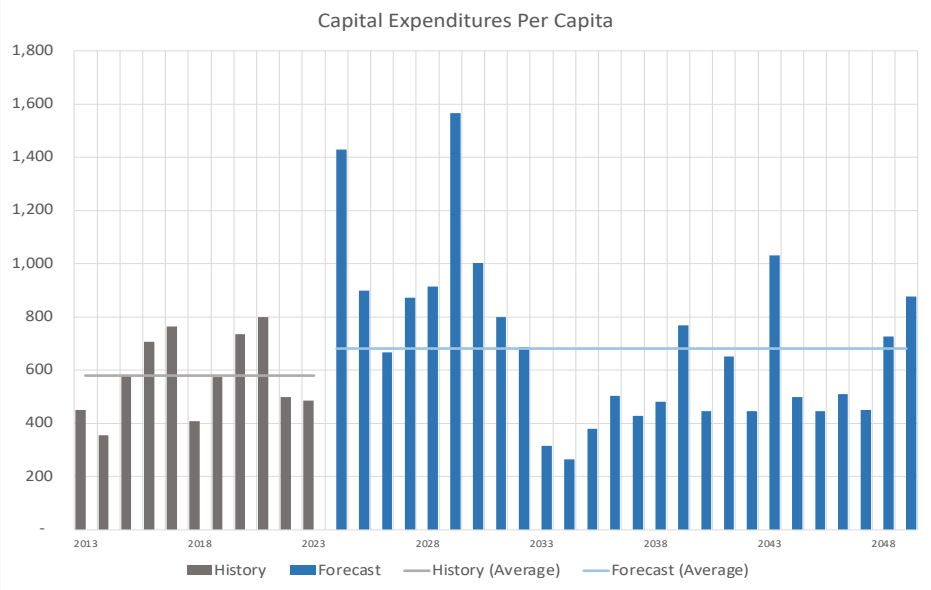
Total Capital Expenditures

The (NOTE: The graphs are just place holders waiting for the real graph)

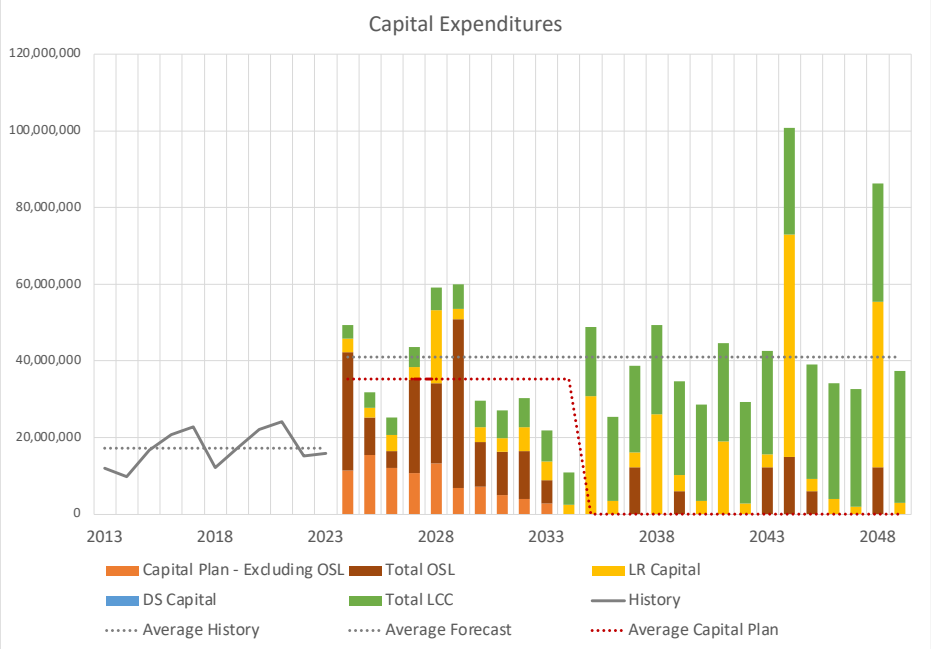
Low Growth Scenario Total Capital Expenditures



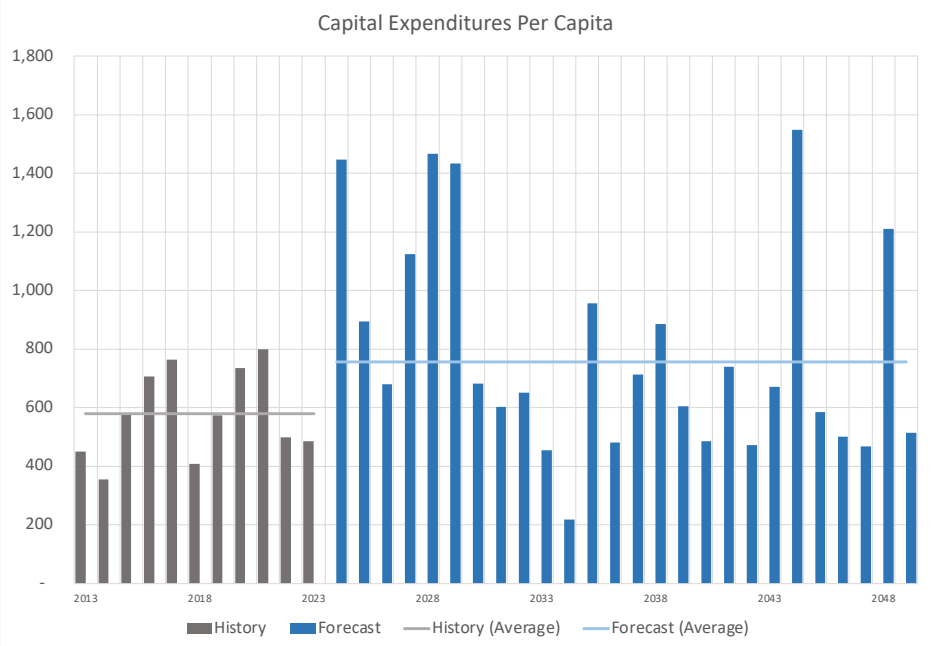
Low Growth Scenario Total Capital Expenditures Per Capita



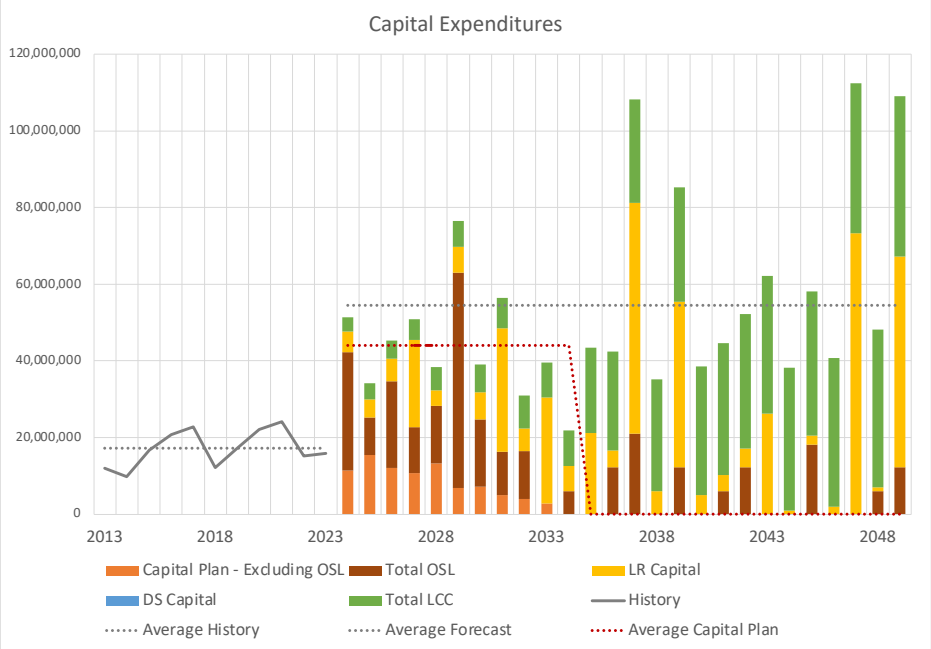
Medium Growth Scenario Total Capital Expenditures



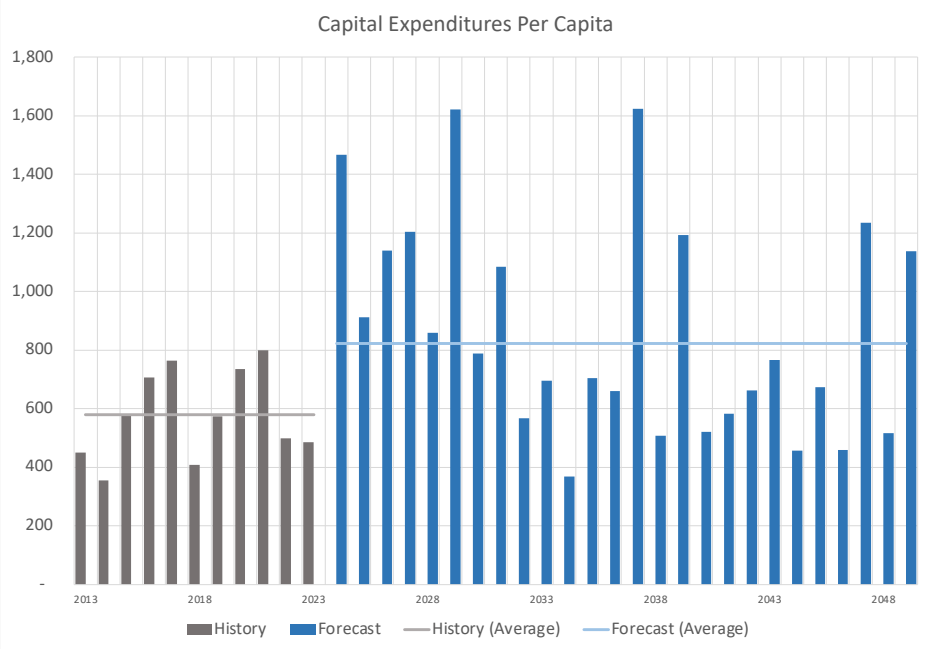
Medium Growth Scenario Total Capital Expenditures Per Capita



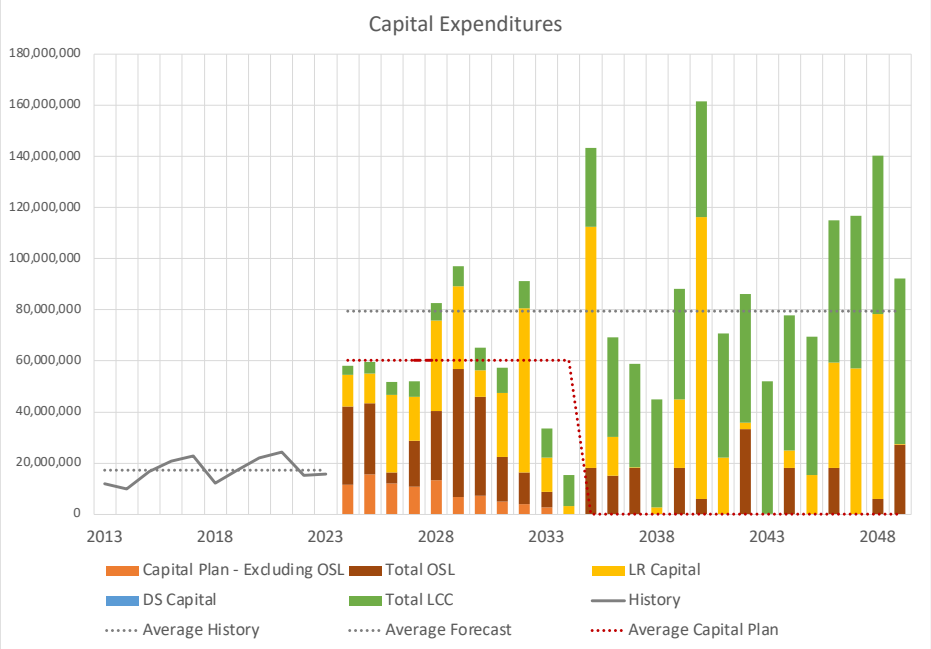
High Growth Scenario Total Capital Expenditures



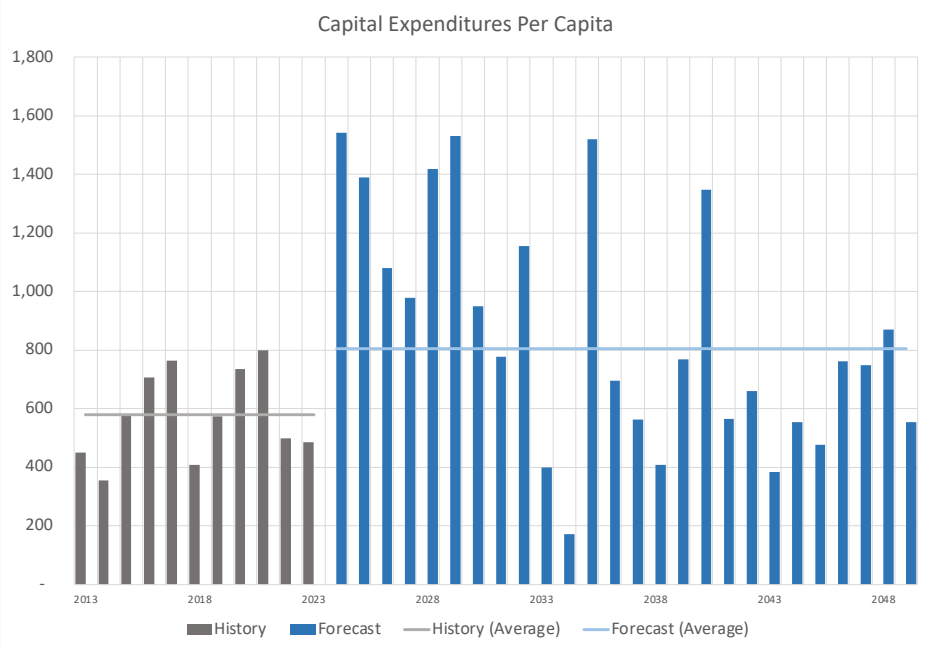
High Growth Scenario Total Capital Expenditures Per Capita



High+ Growth Scenario Total Capital Expenditures



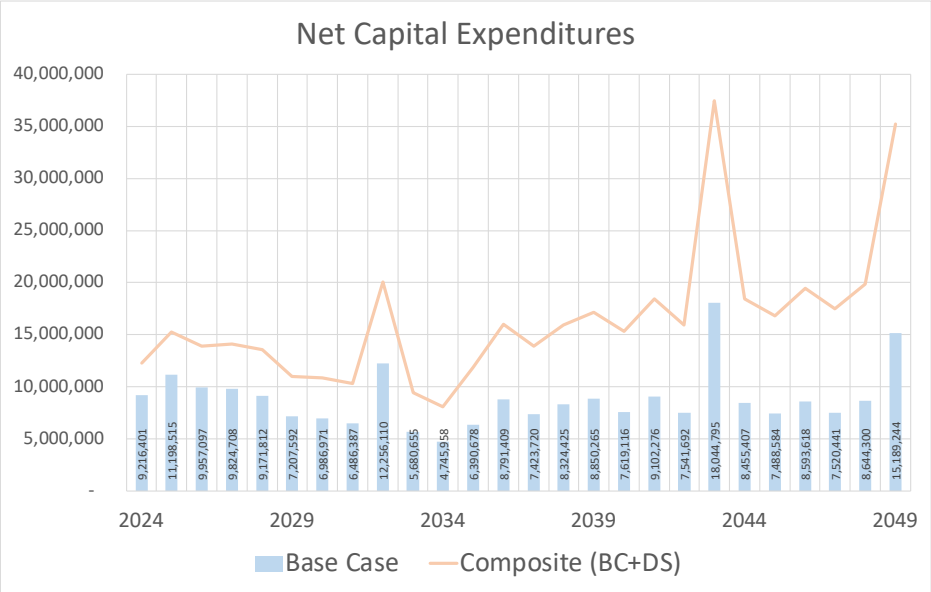
High+ Growth Scenario Total Capital Expenditures Per Capita



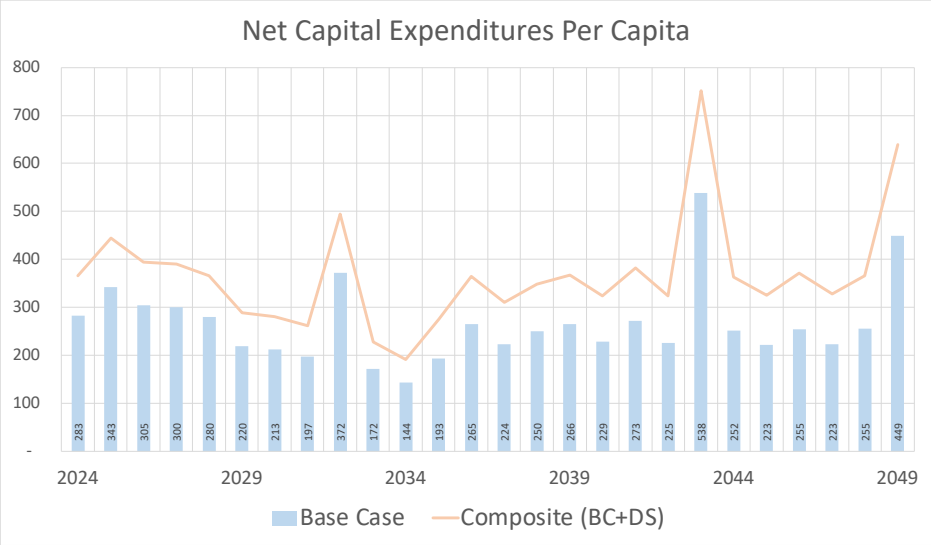
Net Capital Expenditures

The (NOTE: The graphs are just place holders waiting for the real graph)

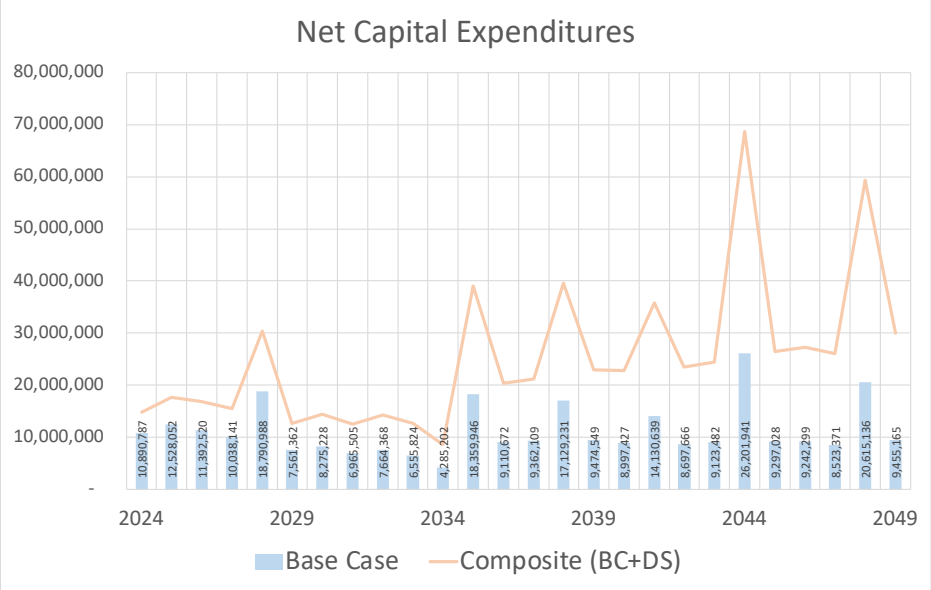
Low Growth Scenario Net Capital Expenditures



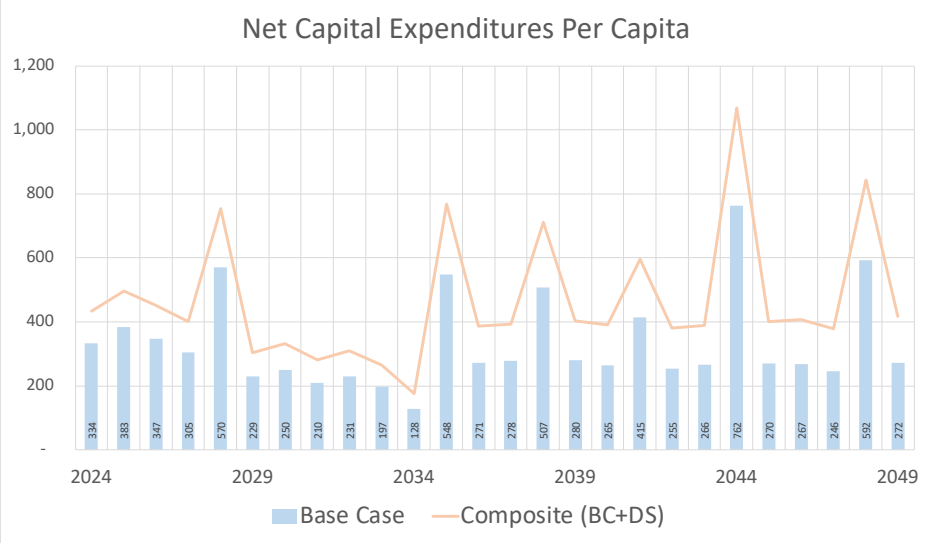
Low Growth Scenario Net Capital Expenditures Per Capita



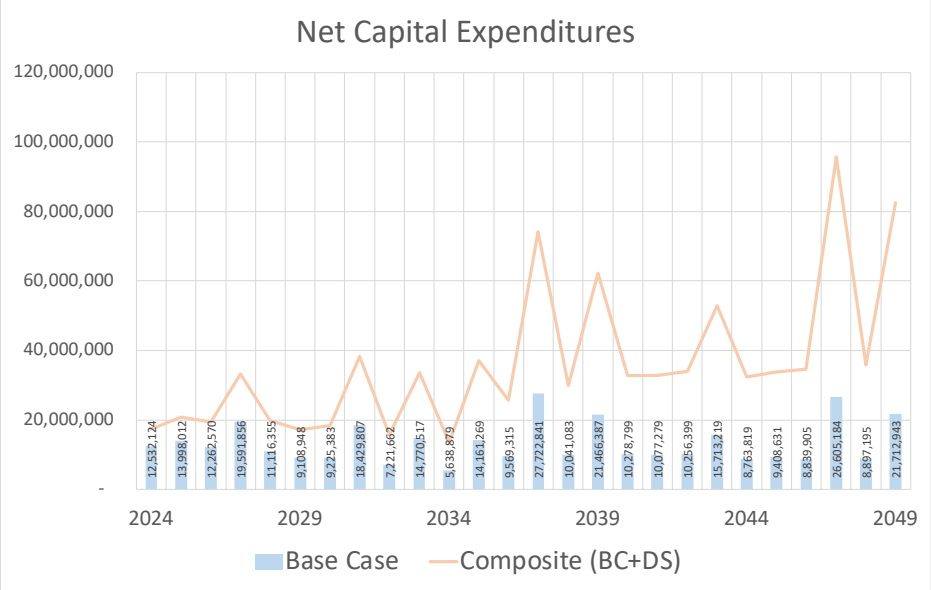
Medium Growth Scenario Net Capital Expenditures



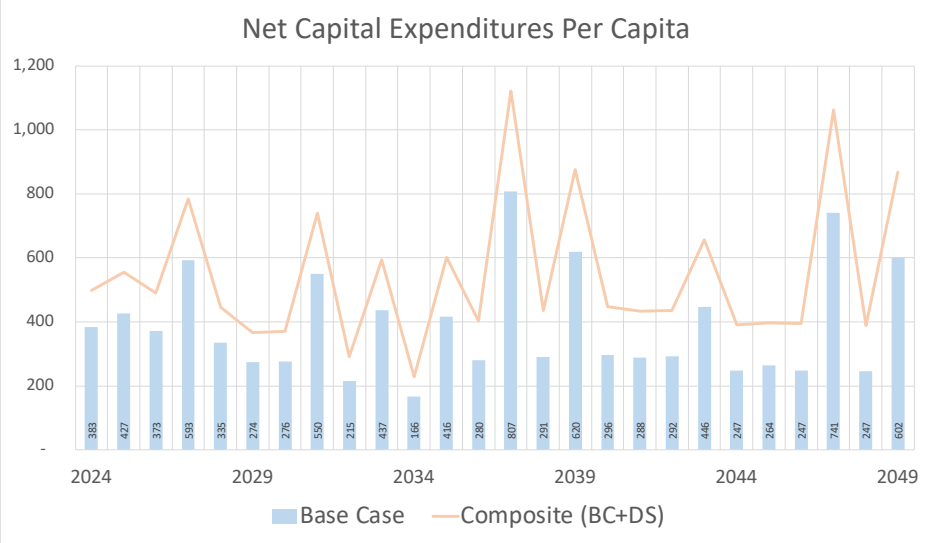
Medium Growth Scenario Net Capital Expenditures Per Capita



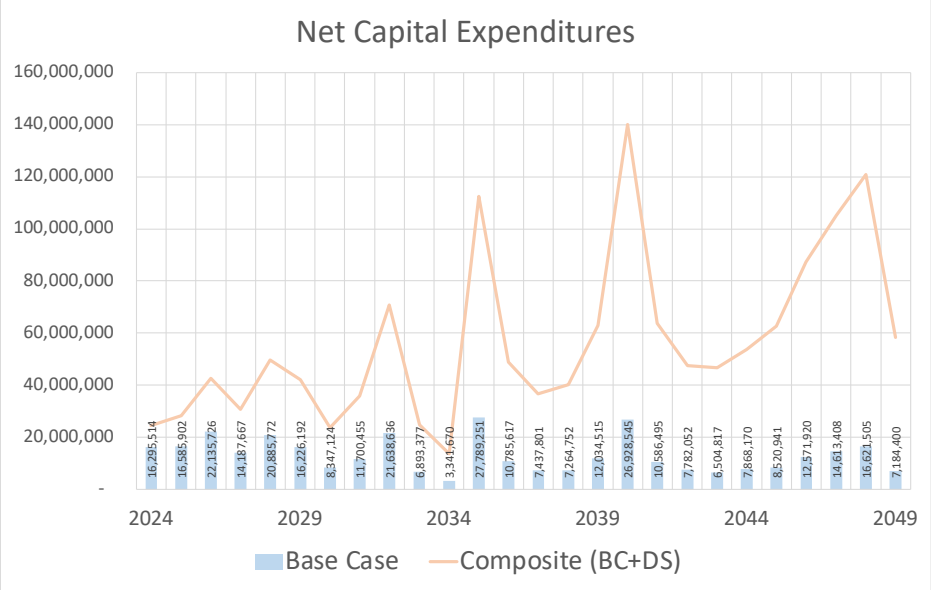
High Growth Scenario Net Capital Expenditures



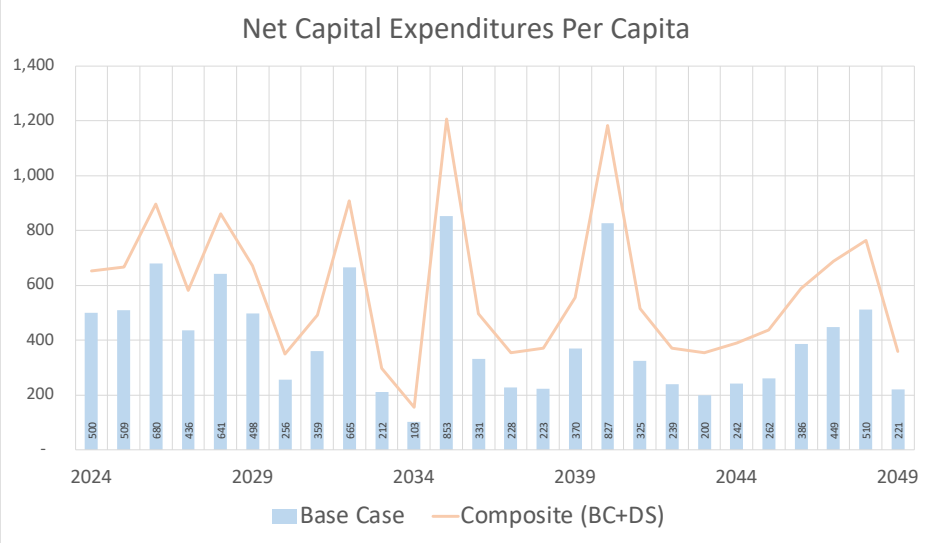
High Growth Scenario Net Capital Expenditures Per Capita



High+ Growth Scenario Net Capital Expenditures



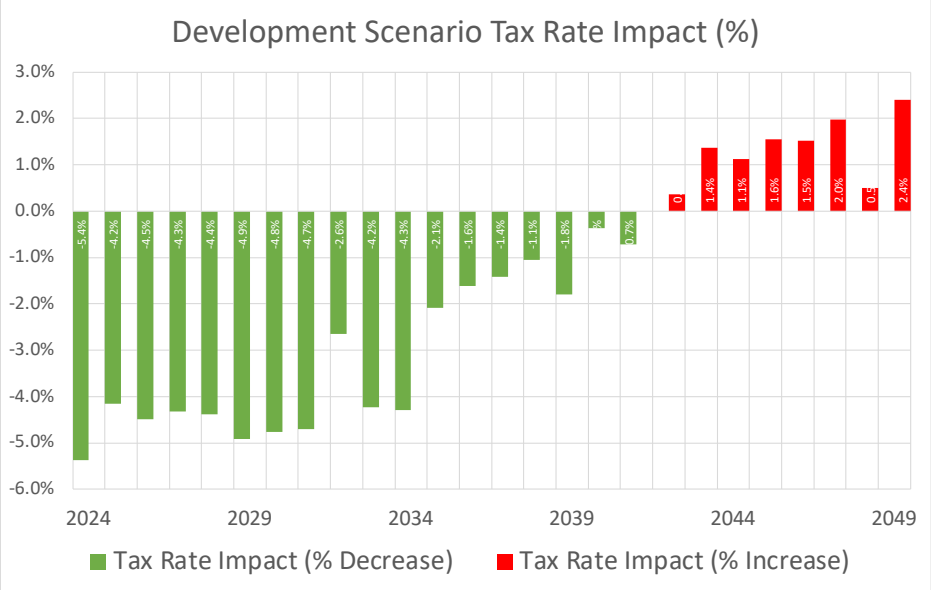
High+ Growth Scenario Net Capital Expenditures Per Capita



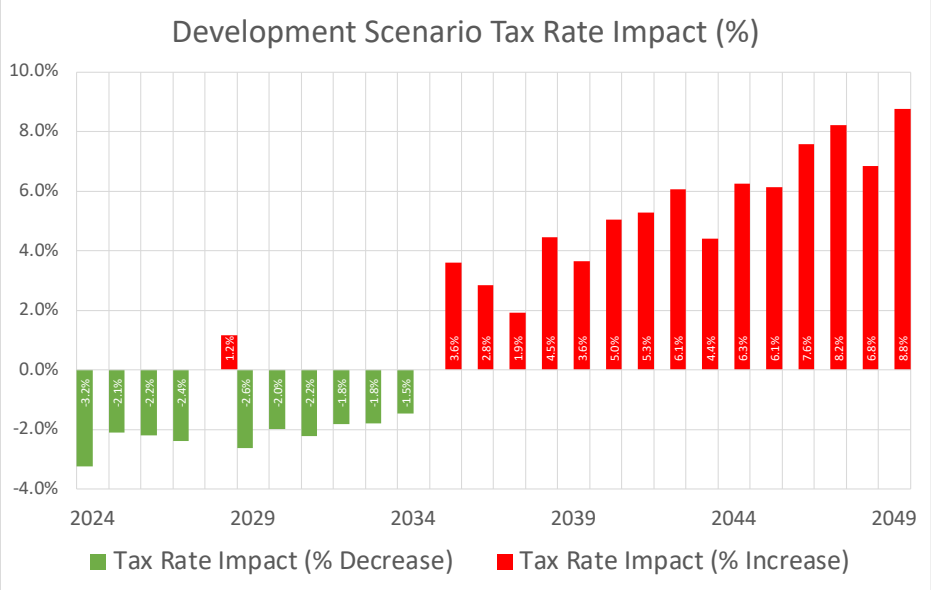
Municipal Tax Rate Impact

The (NOTE: The graphs are just place holders waiting for the real graph)

Low Growth Scenario Municipal Tax Rate Impact

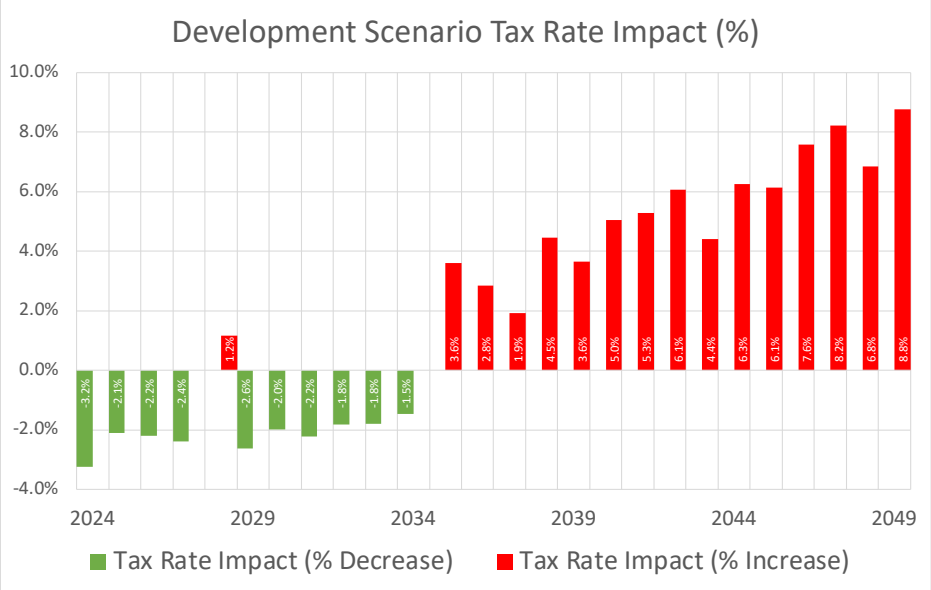


Low Growth Scenario Net Impact

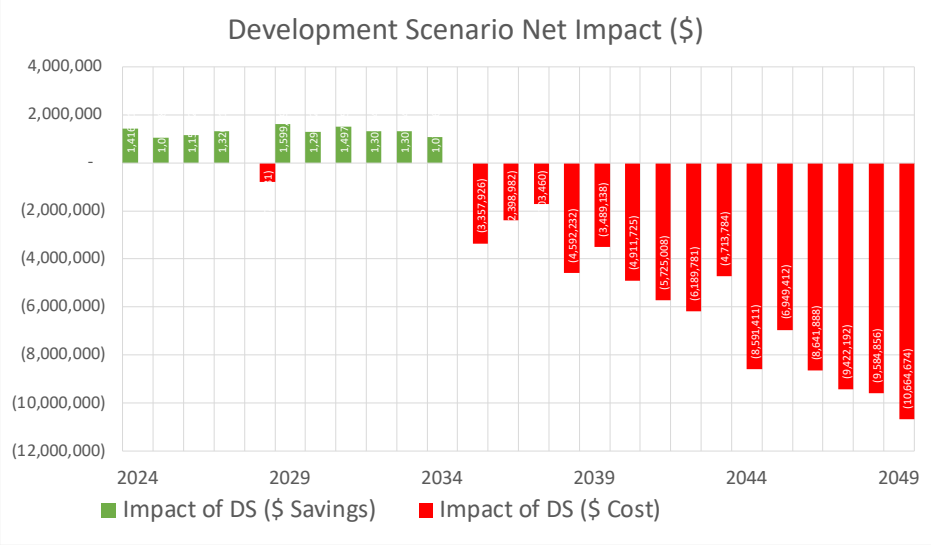


($)

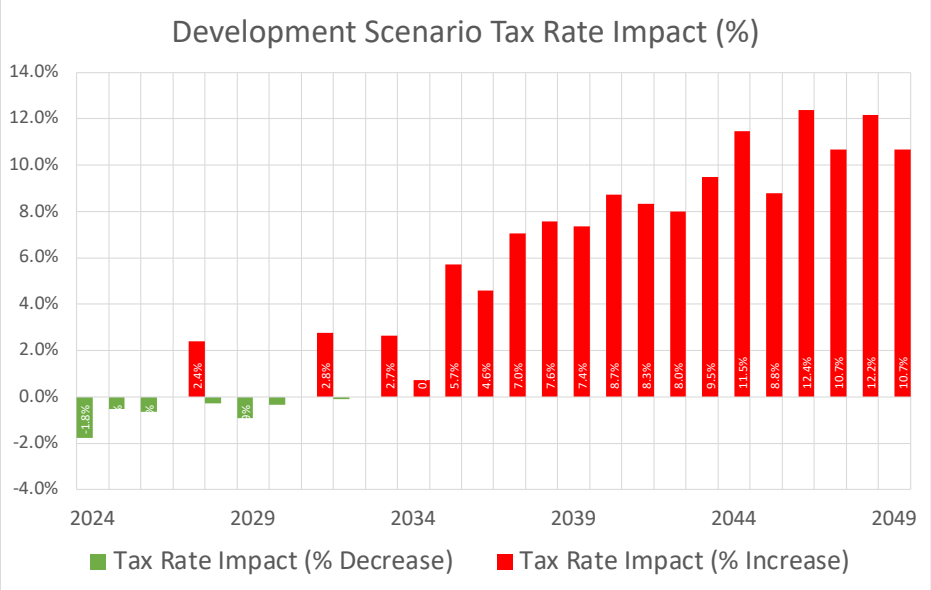
Medium Growth Scenario Municipal Tax Rate Impact



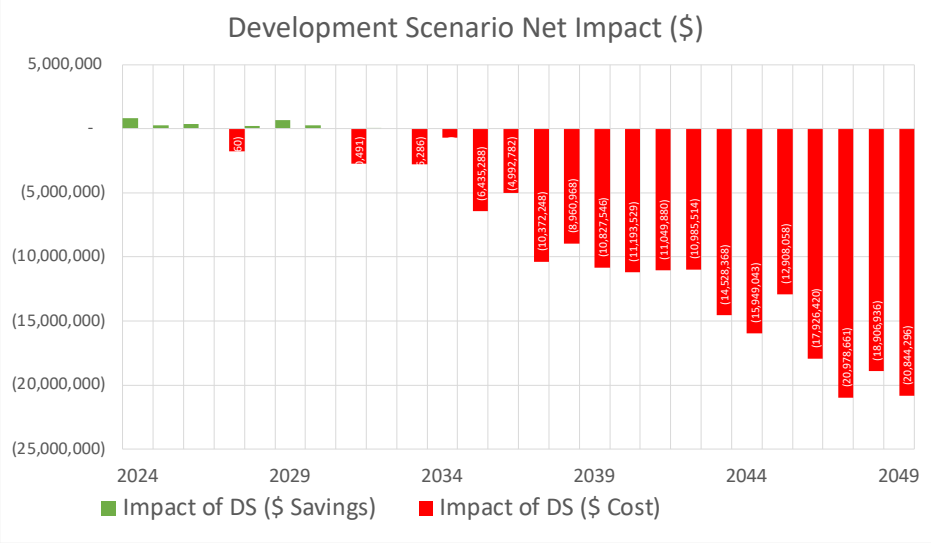
Medium Growth Scenario Net Impact ($)



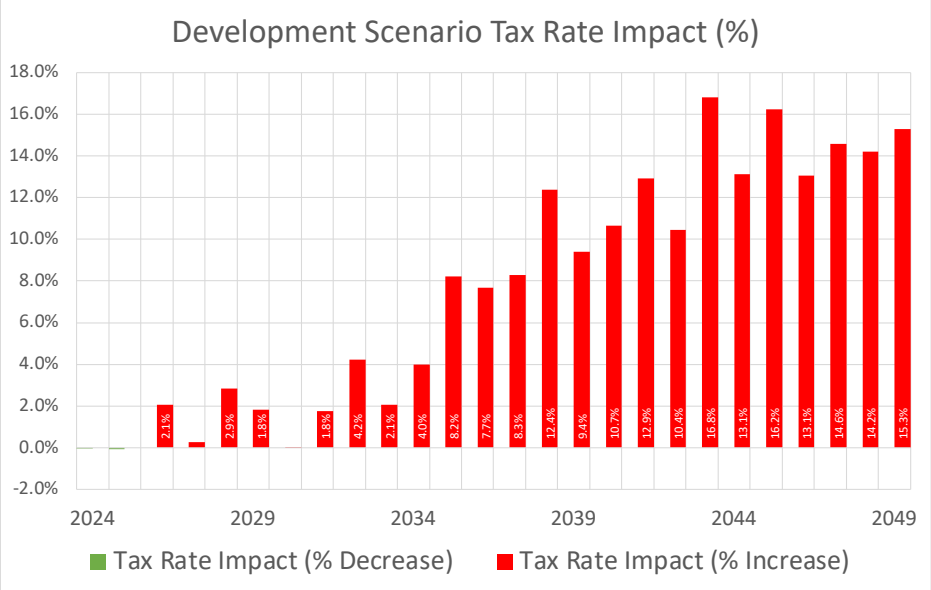
High Growth Scenario Municipal Tax Rate Impact



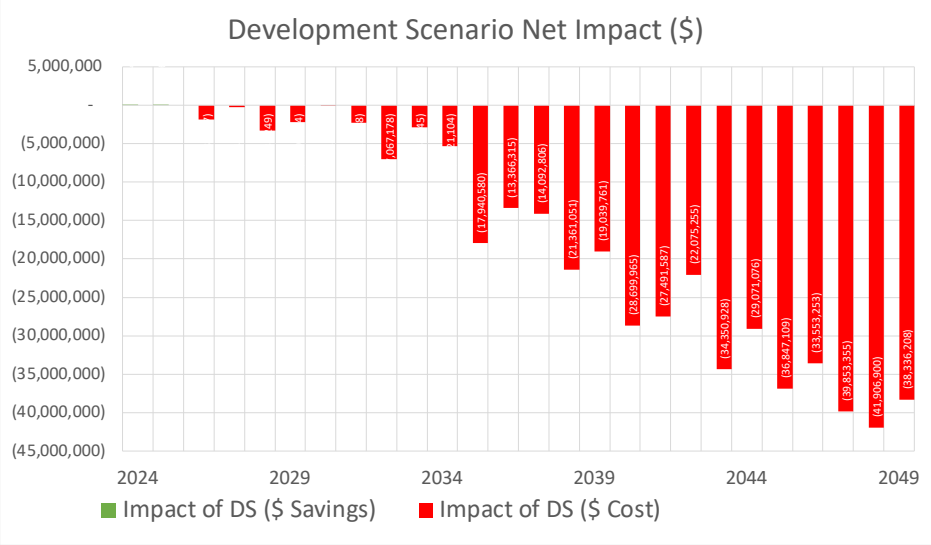
High Growth Scenario Net Impact ($)



High+ Growth Scenario Municipal Tax Rate Impact



High+ Growth Scenario Net Impact ($)



Appendix C

Servicing Strategy Brief, ISL, 2025

Memorandum

4015 7 Street SE, Calgary AB T2G 2Y9, T: 403.254.0544 F: 403.254.9186

To:	**Town of Okotoks**	Date:	**November 17, 2025**
Attention:	**Richard Boonstra, M.Sc., P.Eng., PMP, Engineer**	Project No.:	**28689**
Cc:			
Reference:	**Servicing Strategy Brief – 2025 Update**		
From:	**Stephen Voegtlin, E.I.T., Sarah Barbosa, P.Eng., ENV SP and Geoffrey Schulmeister, P.Eng., SCPM**		

1.0 Introduction

ISL Engineering and Land Services Ltd. (ISL) was engaged by the Town of Okotoks (the Town) to complete an update to their Servicing Strategy Brief (SSB), which was originally completed by ISL for the Town in 2019. This document is intended to outline infrastructure needs to accommodate proposed future growth in preparation for an update to the Town's Growth Strategy.

The purpose of this Servicing Strategy Brief (i.e. memorandum) is to summarize the infrastructure proposed to accommodate the future forecasted growth to the full build-out, based on recently completed technical documents, and the costs associated with these infrastructure projects. These projects and costs were utilized to develop a total servicing cost for both benefiting area and commercial/industrial growth node scenarios to aid in recommendations of development phasing for these areas and nodes. Considerations for unit servicing costs per hectare were reviewed, similar to an off-site levy methodology, while total cost to develop areas and growth nodes was prepared, considering costs of all areas to get to a specific area if it were to be developed out of logical sequence. The logical servicing progression from lowest total off-site infrastructure cost to highest was then developed.

Thus, this Servicing Strategy Brief lays out:

- Infrastructure needed to accommodate proposed future growth.
- Servicing cost for both benefitting areas and commercial/industrial growth nodes to support development of phasing strategies.
- Logical servicing progression generally from lowest total off-site infrastructure costs to highest.

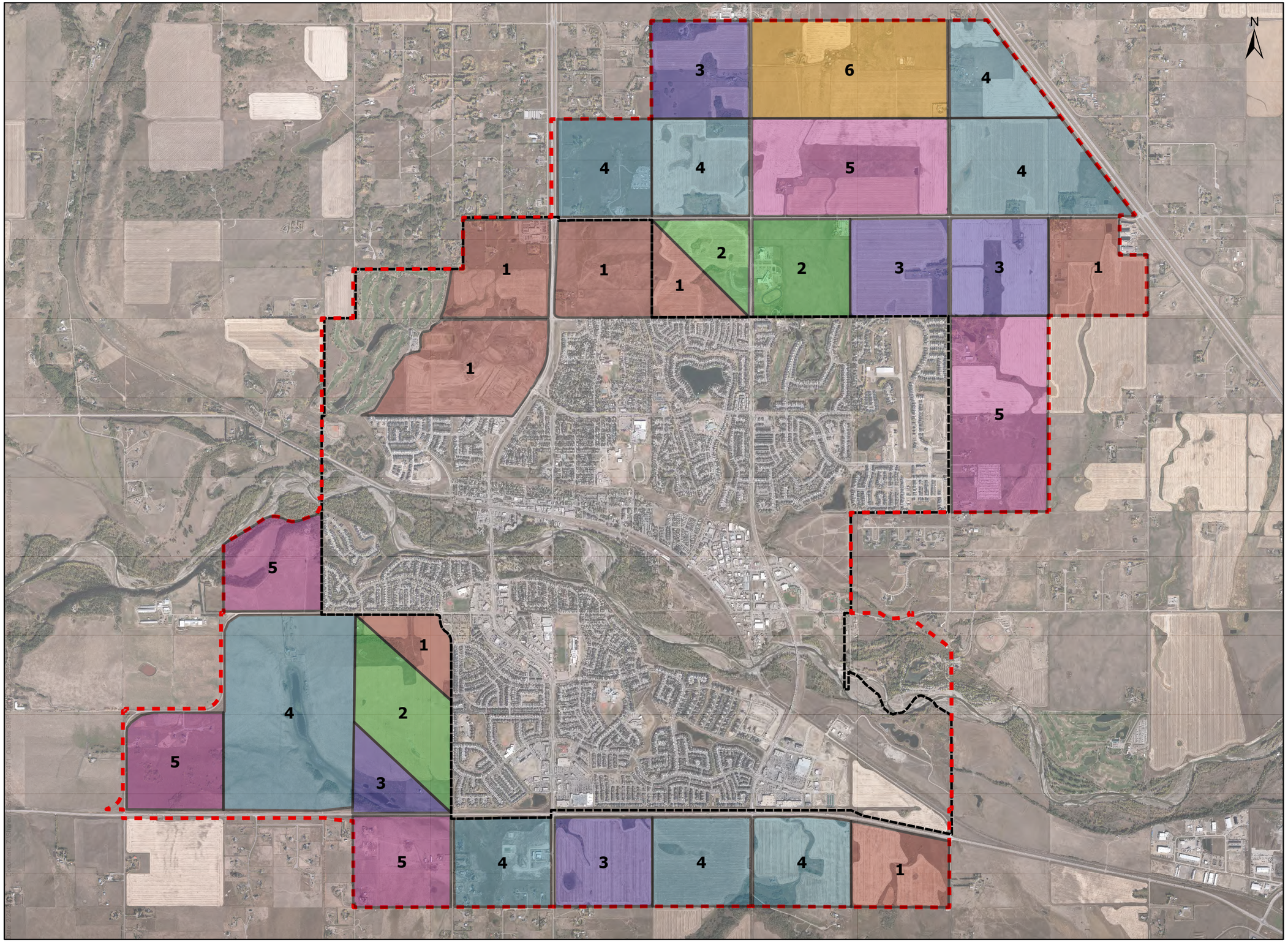
2.0 Background

The infrastructure projects applied to this analysis were compiled using several documents provided by the Town, summarized in **Table 2.1**. An area phase plan (**Figure 2.1**) depicts the anticipated build-out, dividing the surrounding land into zones that correspond to six approximated phases. The phase plan is based on preliminary assumptions provided by the Town at the onset of this project, thus is subject to change. It is intended to provide a general understanding of the anticipated growth direction to full build-out.

It should be noted that most stormwater infrastructure was not included as part of this evaluation. The reason for excluding stormwater infrastructure is that the stormwater flows from development areas are intended to be managed to pre-existing conditions by the developer. There is one regional stormwater project included under the transportation projects (T-81) given its broader benefits to the region. It is also noted that land acquisition may be needed for certain projects but was determined to be negligible thus excluded from the costs represented herein.

Table 2.1 Summary of Background Documents

System Type	Report Name	Author	Date Published
Varies	Bylaw 06-23 Off-Site Levies	Urban Systems Ltd.	December 2020
	Servicing Strategy Brief to Accommodate the Draft Growth Strategy	ISL Engineering and Land Services Ltd.	July 8, 2019
	Tillotson Neighbourhood Area Structure Plan (ASP) Servicing Study	Jubilee Engineering Consultants Ltd.	November 18, 2022
Water	North Point ASP – Water Servicing	CIMA+	November 15, 2023
	Zone 3S Reservoir Feasibility – Phase 1	CIMA+	April 28, 2022
	Zone 3S Reservoir Feasibility – Phase 2	CIMA+	August 15, 2022
	Ridgemont NASP Staged Water Servicing Report	CIMA+	December 7, 2023
	Water Master Plan	WSP	February 2020
	Final Zone 4N Watermain Project Design Basis	ISL Engineering and Land Services Ltd.	November 18, 2024
Wastewater	Okotoks Sanitary Servicing Master Plan Update Memorandum	ISL Engineering and Land Services Ltd.	February 11, 2020
	Okotoks Sanitary Servicing Study Update	ISL Engineering and Land Services Ltd.	April 11, 2024
	Okotoks WWTP Phase II Preliminary Design Phase Order of Magnitude Construction Cost Estimate	AECOM	2022
	Okotoks Capacity and Upgrades Deferral Study	AECOM	2024
Transportation	West Okotoks Area Structure Plan	B&A Planning Group	April 28, 2020
	Town of Okotoks Transportation Master Plan (TMP) Update Network Analysis	WATT Consulting Group	July 3, 2020
	Big Rock Trail Functional Planning Study	WATT Consulting Group	June 1, 2023
	Town of Okotoks Transportation Master Plan Update	WATT Consulting Group	September 14, 2016
	338 Avenue Functional Study	ARCADIS	February 16, 2024



Legend

- Pre-Annexation Boundary
- Post-Annexation Boundary
- Phase 1, 380 Ha
- Phase 2, 168 Ha
- Phase 3, 283 Ha
- Phase 4, 617 Ha
- Phase 5, 436 Ha
- Phase 6, 129 Ha

Phasing based on preliminary assumptions provided by the Town.

Coordinate System:
CANA83-3TM114

1:30,000

0 300 600 1,200 Meters

FIGURE 2.1
DEVELOPMENT PLAN PHASES
TOWN OF OKOTOKS

Okotoks
Historic Past, Sustainable Future

ISL

3.0 Servicing Areas

Servicing areas were based primarily on the Town's Municipal Development Plan (MDP) published in 2023, using the Future Land Use Concept shown in Map D.9. This map was used as a baseline for the benefiting area and commercial/industrial growth node scenarios outlined below. This land use map is shown in **Figure 3.1**.

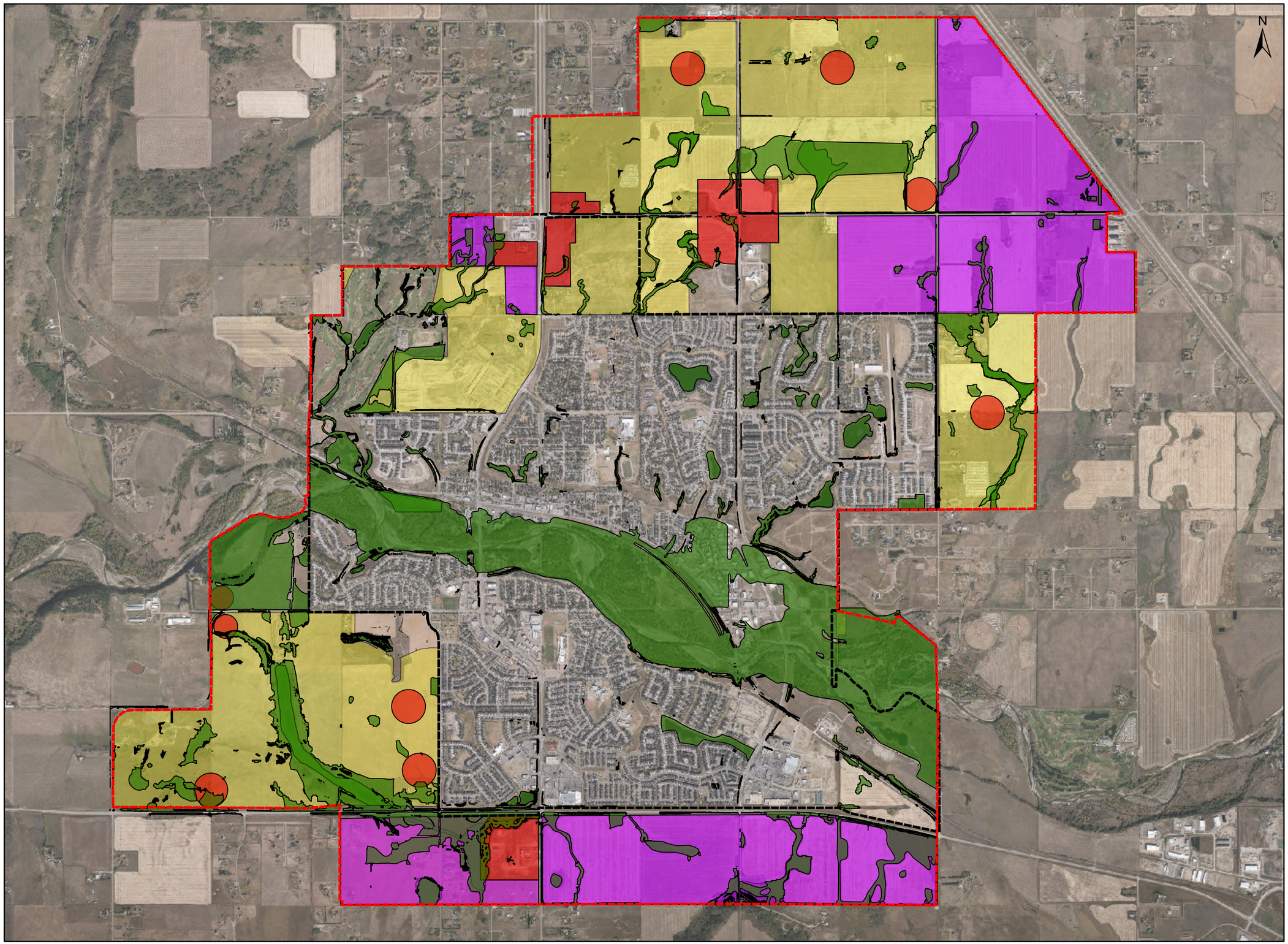
3.1 Benefiting Areas

Benefiting areas were divided primarily by quarter section based on the approach adopted in the original SSB. All benefiting areas that contain defensive areas consider the gross area, including the defensive zones. Similar to the original SSB, some modifications to these areas were made based on the wastewater catchments outlined in the Okotoks Sanitary Servicing Study Update (ISL, 2024). These catchments were developed according to topography for cost efficiency and feasibility of connections. It is noted that the wastewater servicing concept is subject to change as development proceeds or updates to the Sanitary Master Plan are issued, which may impact the wastewater catchments and therefore the benefiting areas.

The benefiting areas have been assigned IDs based on those in the original SSB wherever possible to maintain consistency and were modified where necessary. The benefiting areas and their IDs are shown in **Figure 3.2**, along with the region (i.e., North or South) each benefiting area is in.

3.2 Commercial/Industrial Growth Nodes

Commercial/industrial growth nodes were based on the MDP Map D.9. These areas were combined or divided in some instances based on proposed land use or location. These growth nodes are shown in **Figure 3.3**.



Legend

- Post-Annexation Boundary
- Pre-Annexation Boundary
- Defensive Areas
- Future Land Use - Commercial
- Future Land Use - Industrial
- Future Land Use - Residential
- Future Land Use - Open Space

Coordinate System:
NAD 1983 3TM 114

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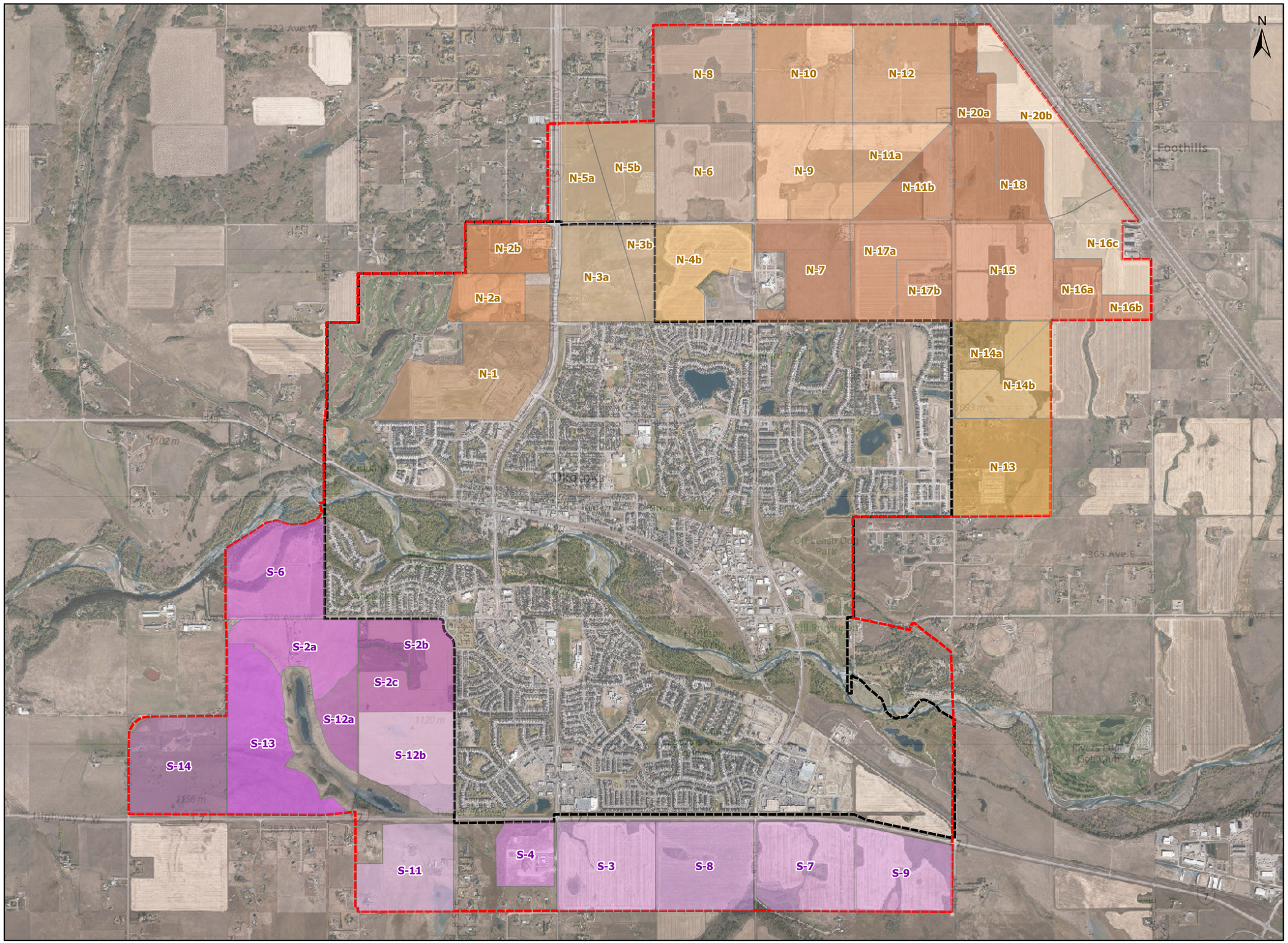
FIGURE 3.1
LAND USE
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL



Legend

- Post-Annexation Boundary
- Pre-Annexation Boundary

Benefitting Area

- North
- South

Coordinate System:
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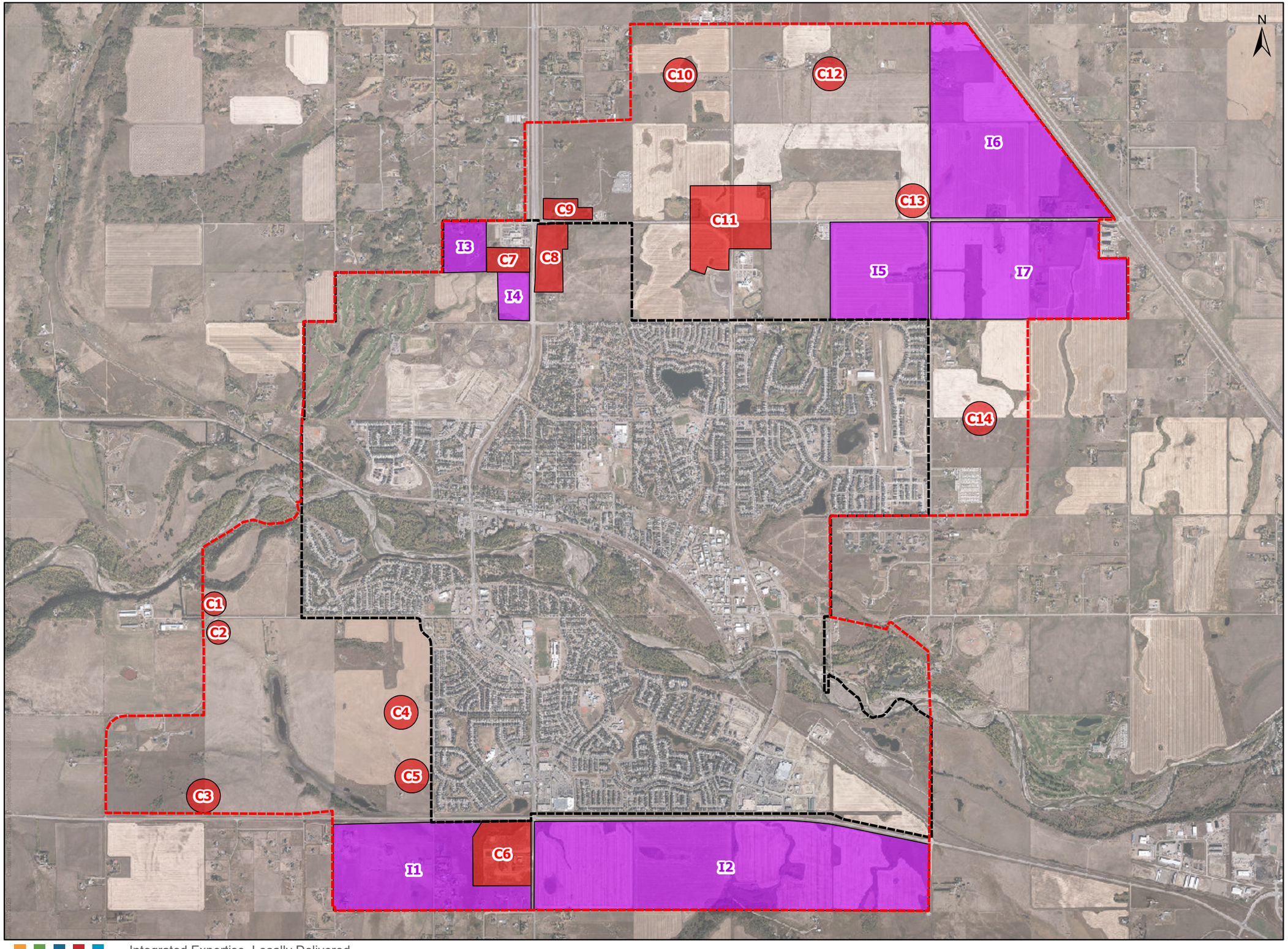
0 300 600 1,200 Meters

FIGURE 3.2
BENEFITTING AREA MAP
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL



Legend

- Post-Annexation Boundary
- Pre-Annexation Boundary
- Commercial Growth Nodes
- Industrial Growth Nodes

Coordinate System:
NAD 1983 3TM 114

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0 300 600 1,200 Meters

FIGURE 3.3
COMMERCIAL AND INDUSTRIAL
GROWTH NODES
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL

4.0 Infrastructure Project Development and Costing

Infrastructure projects included below are based on the reports documented in **Table 2.1**. The following assumptions were made for each infrastructure system in determining the projects and establishing costs.

4.1 Water

The water infrastructure projects considered are summarized in **Table 4.1** and shown in **Figure 4.1**. The water infrastructure projects include the installation of a 500 mm feeder main servicing Zone 4N (W-10) and a Sub-Regional Raw Water Pipeline (W-11), sourcing water from the Bow River. Additionally, a twinned 450 mm supply main, totaling 2,470 m, will be installed at the new South Reservoir based on the medium term build out (W-8). A 400 mm watermain in the North Point ASP Water Servicing Study, totaling 4,280 m, will service the north Okotoks development (W-6). The cost is estimated based on 400 mm HDPE pricing. In addition projects W-16, W-17, and W-18 constitute various pipe networks to service North Okotoks including 9,100 m of 250 mm pipe (W-16) and 33,000 m of 300 mm pipe (W-17 and W-18). Similarly, 9,400 m of 300 mm pipe will service south Okotoks (W-19).

One reservoir will be constructed. The South Okotoks Reservoir is intended to be staged in three phases, with an initial reservoir volume of 8.1 ML and two subsequent phases requiring an additional 7.2 ML each (W-4A to 4C). A pump station is needed to service this new South Okotoks Reservoir (W-12). To enable long-term growth in the Zone 4N pressure zone, a pressure reducing valve (PRV) is to be installed in the existing underground chamber in Crystal Shores Heights, along with installation of service-level PRVs in Crystal Shores and water distribution pipe modifications (W-7). This will ensure reliable and optimal operation of the Zone 3 Reservoir. Two additional PRVs are also required; Sheep River Heights PRV (W-13) and Sheep River CT PRV (W-14).

The water infrastructure projects, including the installation of various distribution mains, feeder mains, supply mains, and the construction of one reservoir, one pump station, and three PRVs, amount to a total cost of $155,480,000 making up approximately 31% of the total infrastructure costs. The cost includes engineering and contingency fees; a more detailed breakdown of cost can be found in **Table 4.1**. Any costs from existing reports have been adjusted for inflation. In addition, projects with no prior cost estimate have been updated to match the costs of similar projects.

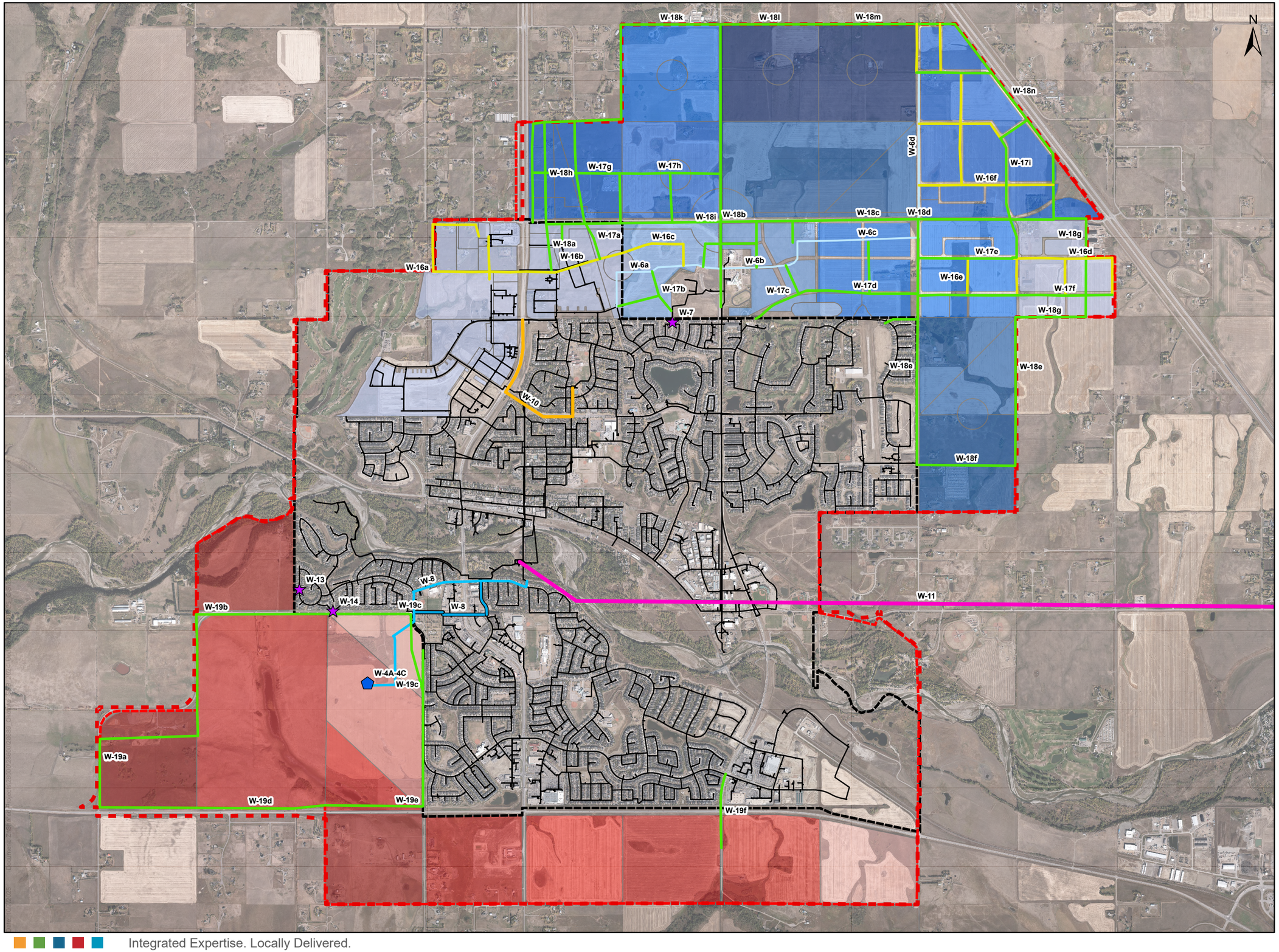
Assumptions for water infrastructure projects included in this SSB are as follows:

- Water servicing projects are based on the water background documents listed in **Table 2.1**.
- Water distribution mains benefiting multiple developments with a diameter greater than 250 mm were included.
- The cost for the 500 mm feeder main is based on the detailed design work being undertaken by ISL.
- Cost represents 2024 dollars, rounded to the nearest $10,000.
- Benefiting areas and growth nodes are allocated based on whether the water infrastructure project is in the North or South regions of the Town.
- Projects that were considered to provide a global benefit were excluded from the evaluation for the purposes of growth sequencing.
- No grant funding was applied to the project costs included.

Table 4.1: Water Infrastructure Project Summary Cost

Water Infrastructure Projects						
Project Number	Description	Name	Subtotal Cost	Contingency 50%	Engineering 15%	Total Capital Cost
4A	South Okotoks Reservoir Phase 1 (8,100 m^3)	W-4a:"South Okotoks Reservoir Phase 1 (8,100 m3) (S-2)"	$8,562,000	$4,281,000	$1,284,000	$14,130,000
4B	South Okotoks Reservoir Phase 2 (7,200 m^3)	W-4b:"South Okotoks Reservoir Phase 2 (7,200 m3) (S-2)"	$7,665,000	$3,833,000	$1,150,000	$12,650,000
4C	South Okotoks Reservoir Phase 3 (7,200 m^3)	W-4c:"South Okotoks Reservoir Phase 3 (7,200 m3) (S-2)"	$7,665,000	$3,833,000	$1,150,000	$12,650,000
6a	North Okotoks 400 mm Pipe 1160m	W-6a:"North Okotoks 400 mm Pipe 1160m (N-4)"	$739,000	$370,000	$111,000	$1,220,000
6b	North Okotoks 400 mm Pipe 960m	W-6b:"North Okotoks 400 mm Pipe 960m (N-7)"	$608,000	$304,000	$91,000	$1,000,000
6c	North Okotoks 400 mm Pipe 1000m	W-6c:"North Okotoks 400 mm Pipe 1000m (N-17)"	$634,000	$317,000	$95,000	$1,050,000
6d	North Okotoks 400 mm Pipe 1210m	W-6d:"North Okotoks 400 mm Pipe 1210m (N-20)"	$770,000	$385,000	$116,000	$1,270,000
7	North Okotoks Pressure Reducing Valve	W-7:"North Okotoks Pressure Reducing Valve (N-4)"	$60,000	$30,000	$9,000	$100,000
8	450 mm South Okotoks Twin Supply Mains and Upgraded Network	W-8:"450 mm South Okotoks Twin Supply Mains and Upgraded Network (S-2, S-12, Big Rock Trail/Sheepriver Drive intersection - Woodhaven Drive/Woodbend Way Intersection)"	$4,603,000	$2,302,000	$690,000	$7,600,000
10	Zone 4N Additional 500 mm HDPE Feedermain	W-10:"Zone 4N Additional 500 mm HDPE Feedermain (Northridge Drive/Banister Gate Intersection - Robinson Drive/Suntree Lane Intersection)"	$2,552,000	$1,276,000	$383,000	$4,210,000
11	Sub-Regional Raw Water Pipeline	W-11:"Sub-Regional Raw Water Pipeline (All of Okotoks)"	$31,031,000	$15,516,000	$4,655,000	$51,200,000
12	South Okotoks Reservoir Supply Pump Station	W-12:"South Okotoks Reservoir Supply Pump Station (S-2)"	$3,400,000	$1,700,000	$510,000	$5,610,000
13	Sheep River Heights Pressure Reducing Valve	W-13:"Sheep River Heights Pressure Reducing Valve (Sheep River Heights)"	$414,000	$207,000	$62,000	$680,000
14	Sheep River CT Pressure Reducing Valve	W-14:"Sheep River CT Pressure Reducing Valve (Sheep River Blvd)"	$210,000	$105,000	$32,000	$350,000
16a	North Okotoks 250 mm Pipe 1970m	W-16a:"North Okotoks 250 mm Pipe 1970m (N-2)"	$866,000	$433,000	$130,000	$1,430,000
16b	North Okotoks 250 mm Pipe 830m	W-16b:"North Okotoks 250 mm Pipe 830m (N-3)"	$363,000	$182,000	$54,000	$600,000
16c	North Okotoks 250 mm Pipe 690m	W-16c:"North Okotoks 250 mm Pipe 690m (N-4)"	$303,000	$152,000	$45,000	$500,000
16d	North Okotoks 250 mm Pipe 1740m	W-16d:"North Okotoks 250 mm Pipe 1740m (N-16)"	$766,000	$383,000	$115,000	$1,260,000
16e	North Okotoks 250 mm Pipe 300m	W-16e:"North Okotoks 250 mm Pipe 300m (N-15)"	$134,000	$67,000	$20,000	$220,000
16f	North Okotoks 250 mm Pipe 3580m	W-16f:"North Okotoks 250 mm Pipe 3580m (N-18, N-20)"	$1,575,000	$788,000	$236,000	$2,600,000
17a	North Okotoks 300 mm Pipe 490m	W-17a:"North Okotoks 300 mm Pipe 490m (N-3)"	$245,000	$123,000	$37,000	$410,000
17b	North Okotoks 300 mm Pipe 1030m	W-17b:"North Okotoks 300 mm Pipe 1030m (N-4)"	$518,000	$259,000	$78,000	$860,000
17c	North Okotoks 300 mm Pipe 1660m	W-17c:"North Okotoks 300 mm Pipe 1660m (N-7)"	$837,000	$419,000	$126,000	$1,380,000
17d	North Okotoks 300 mm Pipe 1560m	W-17d:"North Okotoks 300 mm Pipe 1560m (N-17)"	$788,000	$394,000	$118,000	$1,300,000
17e	North Okotoks 300 mm Pipe 1960m	W-17e:"North Okotoks 300 mm Pipe 1960m (N-15)"	$992,000	$496,000	$149,000	$1,640,000
17f	North Okotoks 300 mm Pipe 790m	W-17f:"North Okotoks 300 mm Pipe 790m (N-16)"	$397,000	$199,000	$60,000	$660,000
17g	North Okotoks 300 mm Pipe 2870m	W-17g:"North Okotoks 300 mm Pipe 2870m (N-5)"	$1,450,000	$725,000	$218,000	$2,390,000
17h	North Okotoks 300 mm Pipe 1240m	W-17h:"North Okotoks 300 mm Pipe 1240m (N-6)"	$625,000	$313,000	$94,000	$1,030,000

Water Infrastructure Projects						
Project Number	Description	Name	Subtotal Cost	Contingency 50%	Engineering 15%	Total Capital Cost
17i	North Okotoks 300 mm Pipe 1590m	W-17i:"North Okotoks 300 mm Pipe 1590m (N-19)"	$801,000	$401,000	$120,000	$1,320,000
18a	North Okotoks 300 mm Pipe 400m	W-18a:"North Okotoks 300 mm Pipe 400m (N-3)"	$202,000	$101,000	$30,000	$330,000
18b	North Okotoks 300 mm Pipe 1520m	W-18b:"North Okotoks 300 mm Pipe 1520m (N-6)"	$766,000	$383,000	$115,000	$1,260,000
18c	North Okotoks 300 mm Pipe 820m	W-18c:"North Okotoks 300 mm Pipe 820m (N-11)"	$415,000	$208,000	$62,000	$690,000
18d	North Okotoks 300 mm Pipe 1620m	W-18d:"North Okotoks 300 mm Pipe 1620m (N-18)"	$819,000	$410,000	$123,000	$1,350,000
18e	North Okotoks 300 mm Pipe 1640m	W-18e:"North Okotoks 300 mm Pipe 1640m (N-13, N-14)"	$826,000	$413,000	$124,000	$1,360,000
18f	North Okotoks 300 mm Pipe 1640m	W-18f:"North Okotoks 300 mm Pipe 1640m (N-14)"	$828,000	$414,000	$124,000	$1,370,000
18g	North Okotoks 300 mm Pipe 1980m	W-18g:"North Okotoks 300 mm Pipe 1980m (N-16)"	$999,000	$500,000	$150,000	$1,650,000
18h	North Okotoks 300 mm Pipe 2110m	W-18h:"North Okotoks 300 mm Pipe 2110m (N-5)"	$1,064,000	$532,000	$160,000	$1,760,000
18i	North Okotoks 300 mm Pipe 1640m	W-18i:"North Okotoks 300 mm Pipe 1640m (N-9)"	$830,000	$415,000	$125,000	$1,370,000
18k	North Okotoks 300 mm Pipe 2410m	W-18k:"North Okotoks 300 mm Pipe 2410m (N-8)"	$1,218,000	$609,000	$183,000	$2,010,000
18l	North Okotoks 300 mm Pipe 820m	W-18l:"North Okotoks 300 mm Pipe 820m (N-10)"	$413,000	$207,000	$62,000	$680,000
18m	North Okotoks 300 mm Pipe 810m	W-18m:"North Okotoks 300 mm Pipe 810m (N-12)"	$410,000	$205,000	$62,000	$680,000
18n	North Okotoks 300 mm Pipe 2190m	W-18n:"North Okotoks 300 mm Pipe 2190m (N-20)"	$1,105,000	$553,000	$166,000	$1,820,000
19a	South Okotoks 300 mm Pipe 2430m	W-19a:"South Okotoks 300 mm Pipe 2430m (S-14)"	$1,225,000	$613,000	$184,000	$2,020,000
19b	South Okotoks 300 mm Pipe 1840m	W-19b:"South Okotoks 300 mm Pipe 1840m (S-6)"	$928,000	$464,000	$139,000	$1,530,000
19c	South Okotoks 300 mm Pipe 1840m	W-19c:"South Okotoks 300 mm Pipe 1840m (S-2)"	$928,000	$464,000	$139,000	$1,530,000
19d	South Okotoks 300 mm Pipe 1070m	W-19d:"South Okotoks 300 mm Pipe 1070m (S-13)"	$539,000	$270,000	$81,000	$890,000
19e	South Okotoks 300 mm Pipe 1600m	W-19e:"South Okotoks 300 mm Pipe 1600m (S-12)"	$810,000	$405,000	$122,000	$1,340,000
19f	South Okotoks 300 mm Pipe 620m	W-19f:"South Okotoks 300 mm Pipe 620m (S-7, S-8)"	$313,000	$157,000	$47,000	$520,000
		Total Water	**$94,211,000**	**$47,116,000**	**$14,136,000**	**$155,480,000**



Legend

- Pressure Reducing Valve
- Proposed Water Reservoir
- Post-Annexation Boundary
- Pre-Annexation Boundary
- Watermains
- 250 mm Watermain
- 300 mm Watermain
- 400 mm Watermain
- 450 mm East Supply Line
- 450 mm North Supply Line
- 500 mm Watermain
- Sub-Regional Raw Water

Service Area and Phase

- North, Phase 1
- North, Phase 2
- North, Phase 3
- North, Phase 4
- North, Phase 5
- North, Phase 6
- South, Phase 1
- South, Phase 2
- South, Phase 3
- South, Phase 4
- South, Phase 5

Coordinate System:
NAD 1983 3TM 114

1:30,000

0 300 600 1,200 Meters

FIGURE 4.1
WATER INFRASTRUCTURE MAP
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL

4.2 Wastewater

The wastewater infrastructure projects considered in this SSB are summarized in **Table 4.2** and shown in **Figure 4.2**. The wastewater infrastructure projects include the installation of approximately 36,400 m of sewers servicing future development, ranging in size from 200 mm to 1050 mm. An additional 1,320 m of siphons (SAN-46 and SAN-68) are proposed along with 5,400 m of forcemains (SAN-44 and SAN-47). There will be two new lift stations, with pump capacities of 140 L/s (SAN-58) and 92 L/s (SAN-56). Lastly, four upgrades are to be made to the Wastewater Treatment Plant (WWTP) (SAN-38 to SAN-41).

The twinned 1050 mm sewer down 32 Street (SAN-43) and the 525 mm connecting from 48 Street E to 32 Street (SAN-66) are based off the sanitary servicing 2024 update from ISL. SAN-43 is intended to service northeast Okotoks given capacity constraints in the existing trunk sewer down 32 Street. SAN-66 is downstream of a proposed 300 mm forcemain (SAN-44) and proposed lift station (SAN-56) to service the two quarter sections to the north. It is noted that the servicing concept for northeast Okotoks, including the Wedderburn, Trilogy Plains, and North Point developments, is subject to change with any future concept alignment adjustments.

The wastewater infrastructure projects, involving the installation and upgrading of sewers, siphons, forcemains, the construction of new lift stations, and the upgrading of the WWTP, amount to a total cost of $91,290,000, contributing roughly 18% to the total cost. The cost includes engineering and contingency fees; a more detailed breakdown of cost can be found in **Table 4.2**. Any costs from existing reports have been adjusted for inflation.

Assumptions for wastewater infrastructure projects included in this Memo are as follows:

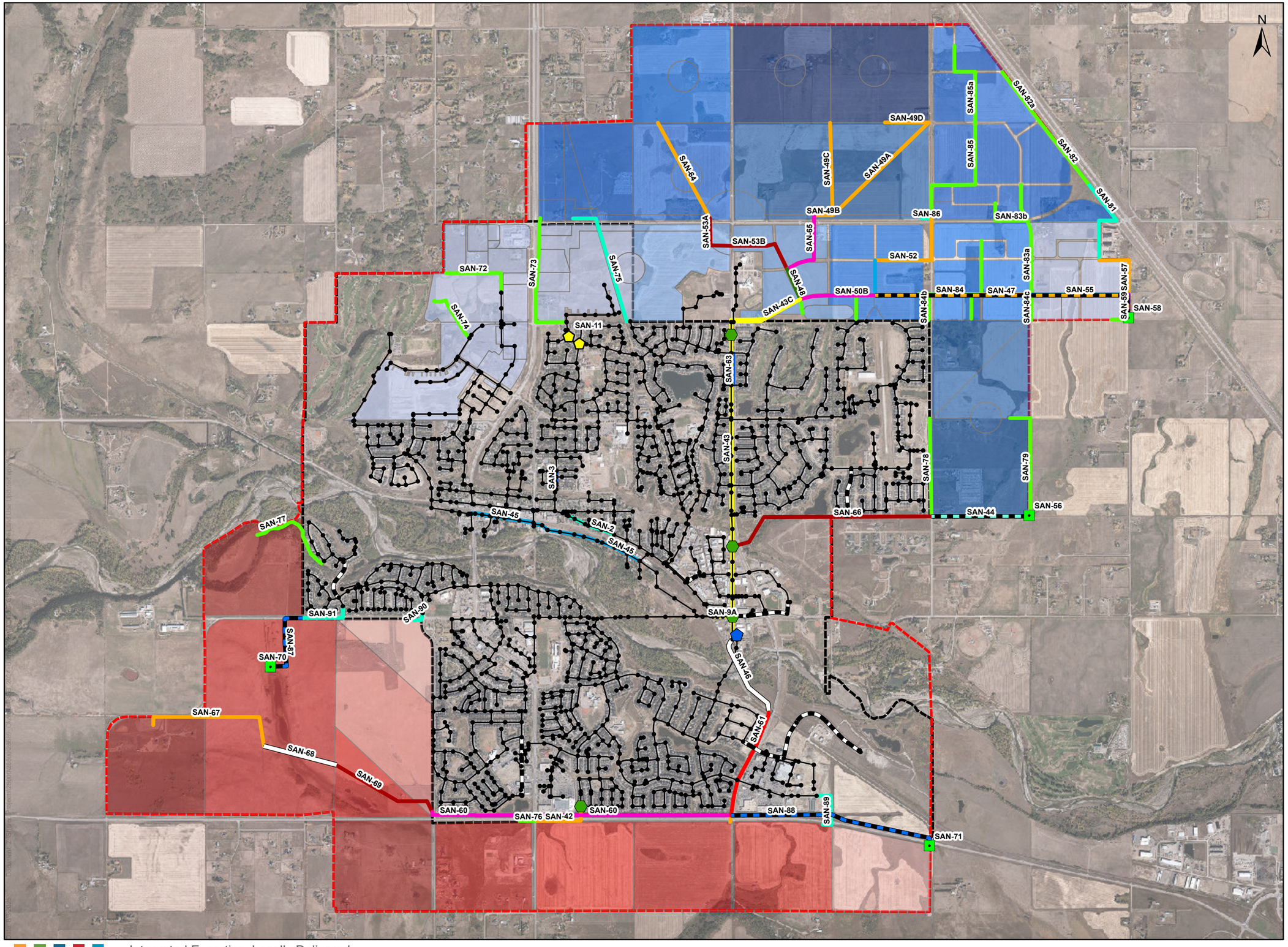
- Wastewater servicing projects are based on the wastewater background documents listed in **Table 2.1**.
- Costs are based on the 12 upa scenario in the North region benefiting areas.
- Cost represents 2024 dollars, rounded to the nearest $10,000.
- Benefiting areas and growth nodes are allocated based on the specific upgrades or future system infrastructure required to service the area or node.
- Projects that were considered to provide a global benefit were excluded from the evaluation for the purposes of growth sequencing.
- No grant funding was applied to the project costs included.

Table 4.2: Sanitary Infrastructure Project Summary Cost

Sanitary Infrastructure Projects									
Project Number	Description	Name	Quantity	Units	Unit Cost	Subtotal Cost	Contingency	Engineering	Total Capital Cost
							50%	15%	
9A	525 mm Gravity Sewer North Railway Trunk Upgrade	SAN-9A:"525 mm Gravity Sewer North Railway Trunk Upgrade (North Railway Street Bend - Fisher Gate)"	150	meters	$2,220	$333,000	$167,000	$50,000	$550,000
10	750 mm Gravity Sewer Fisher Gate Upgrade	SAN-10:"750 mm Gravity Sewer Fisher Gate Upgrade (Fisher Gate/North Railway Street Intersection - Okotoks Eco Center)"	230	meters	$1,457	$335,000	$168,000	$50,000	$550,000
11	Pipe Plug for Clark Avenue	SAN-11:"Pipe Plug for Clark Avenue (Banister Drive/Sunset Crescent and Banister Drive/Robinson Drive Intersection)"	1	Item	$7,500	$8,000	$4,000	$1,000	$10,000
12	900 mm Gravity Sewer Fisher Gate Upgrade	SAN-12:"900 mm Gravity Sewer Fisher Gate Upgrade (Fisher Gate/North Railway Street Intersection - Okotoks Eco Center)"	230	meters	$8,987	$2,067,000	$1,034,000	$310,000	$3,410,000
38	WWTP Hybrid Blower #2	SAN-38:"WWTP Hybrid Blower #2 (Okotoks Eco Center)"	1	Item	$415,412	$415,000	$208,000	$62,000	$690,000
39	WWTP Ultraviolet Disinfection	SAN-39:"WWTP Ultraviolet Disinfection (Okotoks Eco Center)"	1	Item	$2,414,793	$2,415,000	$1,208,000	$362,000	$3,990,000
40	WWTP Activated Primary Clarifier	SAN-40:"WWTP Activated Primary Clarifier (Okotoks Eco Center)"	1	Item	$4,829,476	$4,829,000	$2,415,000	$724,000	$7,970,000
41	WWTP Dissolved Air Flotation #2	SAN-41:"WWTP Dissolved Air Flotation #2 (Okotoks Eco Center)"	1	Item	$2,344,828	$2,345,000	$1,173,000	$352,000	$3,870,000
42	375 mm Gravity Sewer	SAN-42:"375 mm Gravity Sewer (S-3, Highway 7/2A Intersection)"	619	meters	$475	$294,000	$147,000	$44,000	$490,000
43	1050 mm Gravity Sewer	SAN-43:"1050 mm Gravity Sewer (32nd Street/North Railway Street Intersection - 32nd Street/Crystal Green Lane Intersection)"	2438	meters	$1,350	$3,291,000	$1,646,000	$494,000	$5,430,000
43A	Pavement Rehabilitation (32 Street)	SAN-43A:"Pavement Rehabilitation (32 Street) (32nd Street/North Railway Street Intersection - 32nd Street/Crystal Green Lane Intersection)"	2438	meters	$1,000	$2,438,000	$1,219,000	$366,000	$4,020,000
43B	Pavement Rehabilitation - Alley (32 Street - WWTP)	SAN-43B:"Pavement Rehabilitation - Alley (32 Street - WWTP) (Okotoks Eco Center Alley)"	245	meters	$500	$123,000	$62,000	$18,000	$200,000
43C	1050 mm Gravity Sewer	32nd Street/Crystal Green Lane Intersection - 610 m NE into undeveloped land	610	meters	$1,350	$824,000	$412,000	$124,000	$1,360,000
44	300 mm Forcemain	SAN-44:"300 mm Forcemain (N-13)"	811	meters	$620	$503,000	$252,000	$75,000	$830,000
45	450 mm Gravity Sewer South Railway Street Upgrade	SAN-45:"450 mm Gravity Sewer South Railway Street Upgrade (Northridge Drive/Riverside Drive Intersection - Start of Oak Ave)"	1466	meters	$1,600	$2,346,000	$1,173,000	$352,000	$3,870,000
45A	South Railway Street Upgrade, Repaving	SAN-45A:"South Railway Street Upgrade (Northridge Drive/Riverside Drive Intersection - Start of Oak Ave)"	630	meters	$1,000	$630,000	$315,000	$95,000	$1,040,000
46	350 mm Siphon	SAN-46:"350 mm Siphon (32 Street/Railroad intersection - WWTP)"	708	meters	$4,440	$3,144,000	$1,572,000	$472,000	$5,190,000
47	375 mm Forcemain	SAN-47:"375 mm Forcemain (N-15, N-16, N-17)"	2258	meters	$765	$1,727,000	$864,000	$259,000	$2,850,000
48	900 mm Gravity Sewer	SAN-48:"900 mm Gravity Sewer (N-7)"	271	meters	$1,155	$313,000	$157,000	$47,000	$520,000
49A	375 mm Gravity Sewer	SAN-49A:"375 mm Gravity Sewer (N-11)"	1100	meters	$475	$523,000	$262,000	$78,000	$860,000
49B	375 mm Gravity Sewer	SAN-49B:"375 mm Gravity Sewer (N-9)"	155	meters	$475	$74,000	$37,000	$11,000	$120,000
49C	375 mm Gravity Sewer	SAN-49C:"375 mm Gravity Sewer (N-11)"	756	meters	$475	$359,000	$180,000	$54,000	$590,000
49D	375 mm Gravity Sewer	SAN-49D:"375 mm Gravity Sewer (N-11)"	361	meters	$475	$171,000	$86,000	$26,000	$280,000
50A	675 mm Gravity Sewer	SAN-50A:"675 mm Gravity Sewer (N-7)"	233	meters	$865	$202,000	$101,000	$30,000	$330,000
50B	675 mm Gravity Sewer	SAN-50B:"675 mm Gravity Sewer (N-17)"	384	meters	$865	$332,000	$166,000	$50,000	$550,000
51	450 mm Gravity Sewer	SAN-51:"450 mm Gravity Sewer (N-17)"	287	meters	$570	$164,000	$82,000	$25,000	$270,000
52	375 mm Gravity Sewer	SAN-52:"375 mm Gravity Sewer (N-17)"	810	meters	$475	$385,000	$193,000	$58,000	$640,000

Sanitary Infrastructure Projects									
Project Number	Description	Name	Quantity	Units	Unit Cost	Subtotal Cost	Contingency	Engineering	Total Capital Cost
							50%	15%	
53A	525 mm Gravity Sewer	SAN-53A:"525 mm Gravity Sewer (N-4)"	396	meters	$645	$255,000	$128,000	$38,000	$420,000
53B	525 mm Gravity Sewer	SAN-53B:"525 mm Gravity Sewer (N-7)"	588	meters	$645	$379,000	$190,000	$57,000	$630,000
54	375 mm Gravity Sewer	SAN-54:"375 mm Gravity Sewer (N-16)"	411	meters	$475	$195,000	$98,000	$29,000	$320,000
55	450 mm Gravity Sewer	SAN-55:"450 mm Gravity Sewer (N-15)"	800	meters	$570	$456,000	$228,000	$68,000	$750,000
56	Lift Station (92 L/s)	SAN-56:"Lift Station (92 L/s) (N-13)"	1	Item	$2,084,000	$2,084,000	$1,042,000	$313,000	$3,440,000
57	375 mm Gravity Sewer	SAN-57:"375 mm Gravity Sewer (N-16)"	525	meters	$475	$249,000	$125,000	$37,000	$410,000
58	Lift Station (140 L/s)	SAN-58:"Lift Station (140 L/s) (N-16)"	1	Item	$2,952,000	$2,952,000	$1,476,000	$443,000	$4,870,000
59	600 mm Gravity Sewer	SAN-59:"600 mm Gravity Sewer (N-16)"	189	meters	$740	$140,000	$70,000	$21,000	$230,000
60	675 mm Gravity Sewer	SAN-60:"675 mm Gravity Sewer (S-3, Highway 7/2A Intersection - Highway 7/32nd Street Intersection)"	2474	meters	$865	$2,140,000	$1,070,000	$321,000	$3,530,000
61	750 mm Gravity Sewer	SAN-61:"750 mm Gravity Sewer (Highway 7/32nd Street Intersection - 32 Street/Railroad intersection)"	920	meters	$970	$892,000	$446,000	$134,000	$1,470,000
62	375 mm Gravity Sewer	SAN-62:"375 mm Gravity Sewer (S-5)"	54	meters	$475	$26,000	$13,000	$4,000	$40,000
63	200 mm Interim Twinned Upgrade along 32 Street	SAN-63:"200 mm Interim Twinned Upgrade along 32 Street (32nd street/Crystal Greenway Intersection)"	260	meters	$250	$65,000	$33,000	$10,000	$110,000
63A	Pavement Rehabilitation (32 Street)	SAN-63a:"Pavement Rehabilitation (32 Street) (32nd street/Crystal Greenway Intersection)"	260	meters	$1,000	$260,000	$130,000	$39,000	$430,000
64	375 mm Gravity Sewer	SAN-64:"375 mm Gravity Sewer (N-6)"	891	meters	$475	$423,000	$212,000	$63,000	$700,000
65	675 mm Gravity Sewer	SAN-65:"675 mm Gravity Sewer (N-7)"	604	meters	$865	$522,000	$261,000	$78,000	$860,000
66	525 mm Gravity Sewer	SAN-66:"525 mm Gravity Sewer (Okotoks Off Leash Dog Park)"	1756	meters	$645	$1,133,000	$567,000	$170,000	$1,870,000
67	375 mm Gravity Sewer	SAN-67:"375 mm Gravity Sewer (S-14)"	1180	meters	$475	$561,000	$281,000	$84,000	$930,000
68	250 mm Siphon	SAN-68:"250 mm Siphon (S-13)"	618	meters	$5,300	$3,275,000	$1,638,000	$491,000	$5,400,000
69	525 mm Gravity Sewer	SAN-69:"525 mm Gravity Sewer (S-12)"	923	meters	$645	$595,000	$298,000	$89,000	$980,000
70	Lift Station (32 L/s)	SAN-70:"Lift Station (32 L/s) (S-2)"	1	Item	$1,557,600	$1,558,000	$779,000	$234,000	$2,570,000
71	Lift Station (37 L/s)	SAN-71:"Lift Station (37 L/s) (S-9)"	1	Item	$1,557,600	$1,558,000	$779,000	$234,000	$2,570,000
72	250 mm Gravity Sewer	SAN-72:"250 mm Gravity Sewer (N-2)"	611	meters	$300	$183,000	$92,000	$27,000	$300,000
73	250 mm Gravity Sewer	SAN-73:"250 mm Gravity Sewer (N-2, Banister Gate/Banister Drive Intersection - Northridge Drive/338 Avenue Intersection)"	1110	meters	$300	$333,000	$167,000	$50,000	$550,000
74	250 mm Gravity Sewer	SAN-74:"250 mm Gravity Sewer (N-2)"	470	meters	$300	$141,000	$71,000	$21,000	$230,000
75	250 mm Gravity Sewer	SAN-75:"250 mm Gravity Sewer (N-5)"	1100	meters	$300	$330,000	$165,000	$50,000	$550,000
76	250 mm Gravity Sewer	SAN-76:"250 mm Gravity Sewer (S-6)"	145	meters	$300	$44,000	$22,000	$7,000	$70,000
77	250 mm Gravity Sewer	SAN-77:"250 mm Gravity Sewer (S-6)"	783	meters	$300	$235,000	$118,000	$35,000	$390,000
78	250 mm Gravity Sewer	SAN-78:"250 mm Gravity Sewer (N-13)"	804	meters	$300	$241,000	$121,000	$36,000	$400,000
79	250 mm Gravity Sewer	SAN-79:"250 mm Gravity Sewer (N-13)"	970	meters	$300	$291,000	$146,000	$44,000	$480,000
80	250 mm Gravity Sewer	SAN-80:"250 mm Gravity Sewer (N-16)"	150	meters	$300	$45,000	$23,000	$7,000	$80,000
81	250 mm Gravity Sewer	SAN-81:"250 mm Gravity Sewer (N-19)"	840	meters	$300	$252,000	$126,000	$38,000	$420,000
82	250 mm Gravity Sewer	SAN-82:"250 mm Gravity Sewer (N-19)"	660	meters	$300	$198,000	$99,000	$30,000	$330,000
82a	250 mm Gravity Sewer	SAN-82A:"250 mm Gravity Sewer (N-20)"	508	meters	$300	$152,000	$76,000	$23,000	$250,000
83a	250 mm Gravity Sewer	SAN-83A:"250 mm Gravity Sewer (N-16)"	611	meters	$300	$183,000	$92,000	$27,000	$300,000

Sanitary Infrastructure Projects									
Project Number	Description	Name	Quantity	Units	Unit Cost	Subtotal Cost	Contingency	Engineering	Total Capital Cost
							50%	15%	
83b	250 mm Gravity Sewer	SAN-83B:"250 mm Gravity Sewer (N-19)"	711	meters	$300	$213,000	$107,000	$32,000	$350,000
84	250 mm Gravity Sewer	SAN-84:"250 mm Gravity Sewer (N-15)"	956	meters	$300	$287,000	$144,000	$43,000	$470,000
84a	250 mm Gravity Sewer	SAN-84A:"250 mm Gravity Sewer (N-7)"	117	meters	$300	$35,000	$18,000	$5,000	$60,000
84b	250 mm Gravity Sewer	SAN-84B:"250 mm Gravity Sewer (N-15)"	406	meters	$300	$122,000	$61,000	$18,000	$200,000
84c	250 mm Gravity Sewer	SAN-84C:"250 mm Gravity Sewer (N-15)"	409	meters	$300	$123,000	$62,000	$18,000	$200,000
85	250 mm Gravity Sewer	SAN-85:"250 mm Gravity Sewer (N-18)"	1138	meters	$300	$342,000	$171,000	$51,000	$560,000
85a	250 mm Gravity Sewer	SAN-85A:"250 mm Gravity Sewer (N-20)"	802	meters	$300	$241,000	$121,000	$36,000	$400,000
86	250 mm Gravity Sewer	SAN-86:"250 mm Gravity Sewer (N-18)"	82	meters	$300	$24,000	$12,000	$4,000	$40,000
87	250 mm Forcemain	SAN-87:"250 mm Forcemain (S-2)"	673	meters	$530	$202,000	$101,000	$30,000	$330,000
88	250 mm Forcemain	SAN-88:"250 mm Forcemain (S-7)"	1719	meters	$530	$357,000	$179,000	$54,000	$590,000
89	200 mm Gravity Sewer	SAN-89:"200 mm Gravity Sewer (S-6)"	426	meters	$230	$911,000	$456,000	$137,000	$1,500,000
90	200 mm Gravity Sewer	SAN-90:"200 mm Gravity Sewer (S-2)"	122	meters	$230	$28,000	$14,000	$4,000	$50,000
91	300 mm Gravity Sewer	SAN-91:"300 mm Gravity Sewer (S-6)"	427	meters	$365	$156,000	$78,000	$23,000	$260,000
					Total Sanitary	$55,323,000	$27,681,000	$8,297,000	$92,200,000



Legend

- Post-Annexation Boundary
- Pre-Annexation Boundary
- Plugs
- Gravity Tie-in Location
- Wastewater Treatment Plant
- Lift Station
- Proposed Lift Station
- Manhole
- Proposed Siphon
- Forcemain
- 200mm Forcemain
- 300mm Forcemain
- 375mm Forcemain
- Sanitary Pipe
- 200 mm
- 250 mm
- 300 mm
- 375 mm
- 450 mm
- 525 mm
- 600 mm
- 675 mm
- 750 mm
- 900 mm
- 1050 mm

Phase Development Plan

- North, Phase 1
- North, Phase 2
- North, Phase 3
- North, Phase 4
- North, Phase 5
- North, Phase 6
- South, Phase 1
- South, Phase 2
- South, Phase 3
- South, Phase 4
- South, Phase 5

Coordinate System:
CANA83-3TM114

1:30,000

0 300 600 1,200 Meters

FIGURE 4.2
SANITARY INFRASTRUCTURE MAP
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL

4.3 Transportation

The transportation infrastructure projects considered in this SSB are summarized in **Table 4.3** and shown in **Figure 4.3**.

The transportation projects, which include the construction, upgrades, or twinning of roadways, and various signalization and geometric improvements amount to a total cost of $257,840,000, representing approximately 51% of the total cost. The cost includes engineering and contingency fees; a more detailed breakdown of cost can be found in **Table 4.3**. Any costs from existing reports have been adjusted for inflation.

Assumptions for transportation infrastructure projects included in this Memo are as follows:

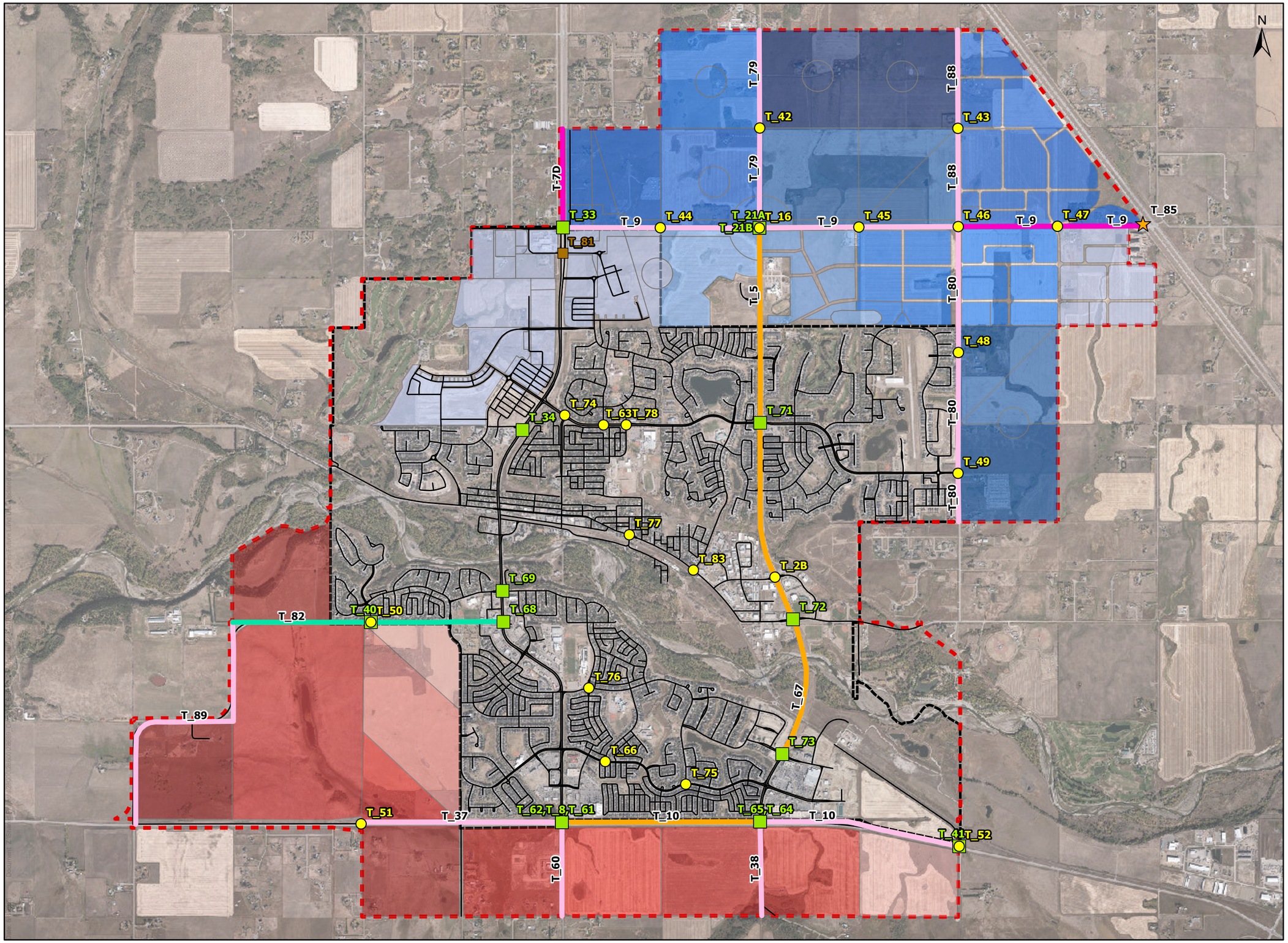
- Transportation projects and costs are based on the transportation background documents listed in **Table 2.1**.
- Based on the reports listed above, proposed network additions and upgrades have been developed based on the following assumptions:
  - Transit improvements are not included.
  - Active transportation improvements (pathway, pedestrian bridge, crossing, etc.) are not included.
  - Roads outside of the Town boundary were not included.
  - Signalization locations are generally assumed to be at arterial/arterial and arterial/primary collector intersections unless otherwise provided.
  - Arterial roads were considered at a spacing of approximately 1.6 km, varying according to natural terrain and other physical conditions.
  - Signalization was generally considered every 800 m on arterial roadways, varying according to local conditions.
  - At new greenfield intersections, only a new signal is included; the intersecting local road's connection to the arterial road and associated intersection improvements on the arterial road is assumed to be the responsibility of the developer. Therefore, these costs have not been included.
  - Costs for additions to the proposed network beyond that outlined in the 2020 TMP and 2023 Off-site Levy are based on the following:
    - No maintenance costs are included.
    - No land acquisition costs are included.
    - The capital cost of signalization was assumed to be $410,000 per intersection (including 50% contingency and 15% engineering/testing costs).
    - The capital cost of arterial roadways was assumed to be $7,100,000 per km (including 50% contingency and 15% engineering/testing costs), which is based on the City of Calgary 4-lane urban with 36 m right-of-way.
    - The capital cost of arterial road intersection improvements (minor geometric changes only) was assumed to be $1,180,000 per intersection at existing major intersections only, generally including providing additional turning bays, etc. (including 50% contingency and 15% engineering/testing costs).
- Cost represents 2024 dollars, rounded to the nearest $10,000.
- Benefiting areas and nodes will be primarily allocated based on whether the transportation infrastructure project is located in the North or South regions of the Town. In other cases, these will be assumed to benefit all development.
- No grant funding was applied to the project costs included in the evaluation, except for the regional stormwater project (T-81), which accounts for $188,000 from grants as noted by the Town.

Table 4.3: Transportation Infrastructure Project Summary Cost

Transportation Infrastructure Projects								
Project Number	Improvement	Description	Name	Region	Capital Cost (2024)	Contingency	Engineering	Total
						50%	15%	
2B	Stockton Avenue and 32 Street	Signal installation and 32 Street Signal Coordination	T-2B:"Signal installation and 32 Street Signal Coordination (Stockton Avenue and 32 Street)"	All	$473,000	$237,000	$71,000	$780,000
5	Twinning of 32 Street from North Railway Street to 338 Avenue	From 2-lane to 4-lane (3270 meters)	T-5:"From 2-lane to 4-lane (3270 meters) (Twinning of 32 Street from North Railway Street to 338 Avenue)"	All	$7,539,000	$3,770,000	$1,131,000	$12,439,000
7D	Upgrading Northridge Drive north of 338 Avenue to Town Boundary	Upgrade to 6-lanes (810 meters)	T-7D:"Upgrade to 6-lanes (Upgrading Northridge Drive north of 338 Avenue to Town Boundary)"	South	$0	$0	$0	$0
8	Southridge and Highway 7 intersection	Southbound and westbound left lanes	T-8:"Southbound and westbound left lanes (Southridge and Highway 7 intersection)"	South	$118,000	$59,000	$18,000	$194,000
9	338 Avenue Expansion from Northridge Drive to Highway 2	From 2-lane to 4-lane (3200 meters) From 2-lane to 6-lane (1400 meters)	T-9:"From 2-lane to 4-lane (3200 meters) From 2-lane to 6-lane (1400 meters) (338 Avenue Expansion from Northridge Drive to Highway 2)"	All	$39,347,000	$19,674,000	$5,902,000	$64,922,000
10	Highway 7 Expansion from Southridge Drive to East Boundary	From 2-lane to 4-lane (3280 meters)	T-10:"From 2-lane to 4-lane (3280 meters) (Highway 7 Expansion from Southridge Drive to East Boundary)"	All	$0	$0	$0	$0
12	Highway 7 and 32 Street	Westbound Left	T-12:"Westbound Left (Highway 7 and 32 Street)"	All	$48,000	$24,000	$7,000	$79,000
16	32 Street and 338 Avenue	Signal Installation (no changes to existing configuration)	T-16:"Signal Installation (no changes to existing configuration) (32 Street and 338 Avenue)"	All	$248,000	$124,000	$37,000	$410,000
21A	32 Street and 338 Avenue	Left turn lanes and a northbound right turn lane	T-21A:"Left turn lanes and a northbound right turn lane (32 Street and 338 Avenue)"	All	$111,000	$56,000	$17,000	$183,000
21B	338 Avenue and 32 Street	Adding one right turn bay at each approach + Adding one left turn at EB, WB, and SB approaches + dual left at NB Approach + acceleration lane for NB and EB free right turns	T-21B:"Adding one right turn bay at each approach + Adding one left turn at EB, WB, and SB approaches + dual left at NB Approach + acceleration lane for NB and EB free right turns (338 Avenue and 32 Street)"	All	$952,000	$476,000	$143,000	$1,570,000
33	Northridge Drive and 338 Avenue	Southbound Dual Left Turn	T-33:"Southbound Dual Left Turn (Northridge Drive and 338 Avenue)"	All	$139,000	$70,000	$21,000	$230,000
34	Northridge Drive Sandstone Gate	Eastbound & Northbound Dual Left Turns	T-34:"Eastbound & Northbound Dual Left Turns (Northridge Drive Sandstone Gate)"	All	$164,000	$82,000	$25,000	$270,000
37	Highway 7 from West Town Boundary to Southridge Drive	New 4-lane Arterial (1650 meters)	T-37:"New 4-lane Arterial (Highway 7 from West Town Boundary to Southridge Drive)"	South	$0	$0	$0	$0
38	32 Street from Highway 7 to South Town Boundary	New 4-lane Arterial (770 meters)	T-38:"New 4-lane Arterial (32 Street from Highway 7 to South Town Boundary)"	All	$4,588,000	$2,294,000	$688,000	$7,570,000
40	Big Rock Trail and Sheep River Road	Intersection Geometric Improvement	T-40:"Intersection Geometric Improvement (Big Rock Trail and Sheep River Road)"	South	$715,000	$358,000	$107,000	$1,180,000
41	Highway 7 and Southbank Road	Intersection Geometric Improvement	T-41:"Intersection Geometric Improvement (Highway 7 and Southbank Road)"	South	$715,000	$358,000	$107,000	$1,180,000
42	32 Street, North of 338 Avenue	Signal Installation (Assumed)	T-42:"Signal Installation (Assumed) (32 Street, North of 338 Avenue)"	North	$248,000	$124,000	$37,000	$410,000
43	48 Street North of 338 Ave	Signal Installation (Assumed)	T-43:"Signal Installation (Assumed) (48 Street North of 338 Ave)"	North	$248,000	$124,000	$37,000	$410,000
44	338 Avenue, West of 32 Street	Signal Installation (Assumed)	T-44:"Signal Installation (Assumed) (338 Avenue, West of 32 Street)"	All	$248,000	$124,000	$37,000	$410,000
45	338 Avenue, West of 48 Street	Signal Installation (Assumed)	T-45:"Signal Installation (Assumed) (338 Avenue, West of 48 Street)"	All	$248,000	$124,000	$37,000	$410,000

Transportation Infrastructure Projects								
Project Number	Improvement	Description	Name	Region	Capital Cost (2024)	Contingency	Engineering	Total
						50%	15%	
46	338 Avenue and 48 Street	Signal Installation (Assumed)	T-46:"Signal Installation (Assumed) (338 Avenue and 48 Street)"	All	$248,000	$124,000	$37,000	$410,000
47	338 Avenue, East of 48 Street	Signal Installation (Assumed)	T-47:"Signal Installation (Assumed) (338 Avenue, East of 48 Street)"	All	$248,000	$124,000	$37,000	$410,000
48	48 Street, South of 338 Avenue	Signal Installation (Assumed)	T-48:"Signal Installation (Assumed) (48 Street, South of 338 Avenue)"	North	$248,000	$124,000	$37,000	$410,000
49	48 Street, North of Milligan Drive	Signal Installation (Assumed)	T-49:"Signal Installation (Assumed) (48 Street, North of Milligan Drive)"	North	$248,000	$124,000	$37,000	$410,000
50	Big Rock Trail and Sheep River Boulevard	Signal Installation (Assumed)	T-50:"Signal Installation (Assumed) (Big Rock Trail and Sheep River Boulevard)"	South	$248,000	$124,000	$37,000	$410,000
51	Highway 7, West of Westland Street	Signal Installation (Assumed)	T-51:"Signal Installation (Assumed) (Highway 7, West of Westland Street)"	South	$248,000	$124,000	$37,000	$410,000
52	Highway 7 and Southbank Road	Signal Installation (Assumed)	T-52:"Signal Installation (Assumed) (Highway 7 and Southbank Road)"	South	$248,000	$124,000	$37,000	$410,000
60	Highway 783 from Highway 7 to South Town Boundary	Upgrade of Highway 783 to Arterial (770 meters)	T-60:"Upgrade of Highway 783 to Arterial (Highway 783 from Highway 7 to South Town Boundary)"	South	$1,818,000	$909,000	$273,000	$3,000,000
61	Southridge Drive and Highway 7 Phase 1	1 EBT lane, 1 WBT lane, 1 NBT lane and 1 SBT lane inbound and outbound	T-61:"1 EBT lane, 1 WBT lane, 1 NBT lane and 1 SBT lane inbound and outbound (Southridge Drive and Highway 7 Phase 1)"	South	$1,333,000	$667,000	$200,000	$2,200,000
62	Highway 7 and Southridge Drive Phase 2	1 Left turn bay at EB approach + 1 Left turn bay at SB + acceleration lane for WB free right turn	T-62:"1 Left turn bay at EB approach + 1 Left turn bay at SB + acceleration lane for WB free right turn (Highway 7 and Southridge Drive Phase 2)"	South	$339,000	$170,000	$51,000	$560,000
63	Milligan Drive and Robinson Drive	Signal Installation (no changes to existing configuration)	T-63:"Signal Installation (no changes to existing configuration) (Milligan Drive and Robinson Drive)"	All	$248,000	$124,000	$37,000	$410,000
64	Highway 7 and 32 Street	Adding acceleration lane for free SB right turn + restriping SB approach from one left + one shared left / through + one right to one left turn lane + one through lane + one right turn lane	T-64:"Adding acceleration lane for free SB right turn + restriping SB approach from one left + one shared left / through + one right to one left turn lane + one through lane + one right turn lane (Highway 7 and 32 Street)"	South	$182,000	$91,000	$27,000	$300,000
65	Highway 7 and 32 Street	Additional EBT and WBT lanes (in and out) + one SBL left turn bay + one WBL turn lane	T-65:"Additional EBT and WBT lanes (in and out) + one SBL left turn bay + one WBL turn lane (Highway 7 and 32 Street)"	South	$782,000	$391,000	$117,000	$1,290,000
66	Cimarron Boulevard and Cimarron Trail	Signal Installation (no changes to existing configuration)	T-66:"Signal Installation (no changes to existing configuration) (Cimarron Boulevard and Cimarron Trail)"	South	$248,000	$124,000	$37,000	$410,000
67	Twinning 32 Street from Southbank Road to North Railway Street	From 2-lane to 4-lane (550 meters + 2 bridges, 1,160 m total)	T-67:"From 2-lane to 4-lane (550 meters + 2 bridges) (Twinning 32 Street from Southbank Road to North Railway Street)"	All	$14,315,000	$7,158,000	$2,147,000	$23,620,000
68	Big Rock Trail and Southridge Drive	1 left turn bay at EB approach	T-68:"1 left turn bay at EB approach (Big Rock Trail and Southridge Drive)"	South	$85,000	$43,000	$13,000	$140,000
69	Woodhaven Drive and Southridge Drive	Adding 1 left turn at WB and adding acceleration lane for WB free right turn + restriping EB to 2 left turn through / right lane. Restriping WB to one shared left / through lane + 1 free right turn	T-69:"Adding 1 left turn at WB and adding acceleration lane for WB free right turn + restriping EB to 2 left turn through / right lane. Restriping WB to one shared left / through lane + 1 free right turn (Woodhaven Drive and Southridge Drive)"	South	$261,000	$131,000	$39,000	$430,000
71	Milligan Drive and 32 Street	Adding one SBL turn lane + one EBR turn lane	T-71:"Adding one SBL turn lane + one EBR turn lane (Milligan Drive and 32 Street)"	All	$127,000	$64,000	$19,000	$210,000
72	North Railway Street/32 Street	Adding one NBL turn lane + one WBL turn lane + acceleration lane for free EB right turn movement	T-72:"Adding one NBL turn lane + one WBL turn lane + acceleration lane for free EB right turn movement (North Railway Street/32 Street)"	All	$339,000	$170,000	$51,000	$560,000

Transportation Infrastructure Projects								
Project Number	Improvement	Description	Name	Region	Capital Cost (2024)	Contingency 50%	Engineering 15%	Total
73	Southbank Road and 32 Street	Adding one SBL turn lane + acceleration lane for free WB right turn	T-73:"Adding one SBL turn lane + acceleration lane for free WB right turn (Southbank Road and 32 Street)"	All	$261,000	$131,000	$39,000	$430,000
74	Milligan Drive and Veterans Way	Signal Installation (no changes to existing configuration)	T-74:"Signal Installation (no changes to existing configuration) (Milligan Drive and Veterans Way)"	All	$248,000	$124,000	$37,000	$410,000
75	Cimarron Drive and Cimarron Boulevard	Signal Installation	T-75:"Signal Installation (Cimarron Drive and Cimarron Boulevard)"	South	$248,000	$124,000	$37,000	$410,000
76	Cimarron Drive and Woodhaven Drive	Signal Installation	T-76:"Signal Installation (Cimarron Drive and Woodhaven Drive)"	South	$248,000	$124,000	$37,000	$410,000
77	North Railway Street and Lineham Avenue	Signal Installation	T-77:"Signal Installation (North Railway Street and Lineham Avenue)"	All	$248,000	$124,000	$37,000	$410,000
78	Milligan Drive and Okotoks Drive	Signal Installation (no changes to existing configuration)	T-78:"Signal Installation (no changes to existing configuration) (Milligan Drive and Okotoks Drive)"	All	$248,000	$124,000	$37,000	$410,000
79	32 Street from 338 Avenue to North Town Boundary	New 4-lane Arterial (1620 meters)	T-79:"New 4-lane Arterial (32 Street from 338 Avenue to North Town Boundary)"	North	$9,176,000	$4,588,000	$1,376,000	$15,140,000
80	48 Street from 338 Avenue to Southeast Town Boundary	New 4-lane Arterial (2430 meters)	T-80:"New 4-lane Arterial (48 Street from 338 Avenue to Southeast Town Boundary)"	North	$13,764,000	$6,882,000	$2,065,000	$22,710,000
81	Northridge Drive and Northgate Circle Storm Contribution	Reduces and Diverts Stormwater Runoff Generated on Northridge Drive on Downstream Users	T-81:"Reduces and Diverts Stormwater Runoff Generated on Northridge Drive on Downstream Users (Northridge Drive and Northgate Circle Storm Contribution)"	All	$455,000	$228,000	$68,000	$750,000
82	Big Rock Trail	36 m Cross-section Roundabout Improvements (2070 meters)	T-82:"36 m Cross-section Roundabout Improvements (Big Rock Trail)"	South	$6,701,000	$3,351,000	$1,005,000	$11,056,000
83	Crystal Ridge and North Railway Street	Intersection Geometry and Signalization	T-83:"Intersection Geometry and Signalization (Crystal Ridge and North Railway Street)"	All	$770,000	$385,000	$116,000	$1,270,000
85	Interchange	Interchange at 338 Avenue and Highway 2	T-85:"Interchange at 338 Avenue and Highway 2 (Interchange)"	All	$0	$0	$0	$0
86	Southwest Collector System	Big Rock Trail Collector System (9000 meters)	T-86:"Big Rock Trail Collector System (Southwest Collector System)"	All	$22,993,000	$11,497,000	$3,449,000	$37,938,000
88	48 Street from 338 Avenue to North Town Boundary	New 4-lane Arterial (1620 meters)	T-88:"New 4-lane Arterial (48 Street from 338 Avenue to North Town Boundary)"	North	$9,175,000	$4,588,000	$1,376,000	$15,138,560
89	Township Road 203A from Big Rock Trail to Highway 7	New 4-lane Arterial (2390 meters)	T-89:"New 4-lane Arterial (Township Road 203A from Big Rock Trail to Highway 7)"	South	$13,762,000	$6,881,000	$2,064,000	$22,707,840
							Total Transportation	$257,840,000



Legend

- Pre-Annexation Boundary
- Post-Annexation Boundary
- Interchange
- Geometric Improvement
- Signalization
- Regional Stormwater Project
- Existing Road Network

Upgrades

- New 4-lane
- 6-lane Upgrade
- Twinning to 4-lane
- 36m Cross Section
- Collector System

Coordinate System:
CANA83-3TM114

1:30,000

0 300 600 1,200 Meters

FIGURE 4.3
TRANSPORTATION INFRASTRUCTURE PROJECTS
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

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5.0 Servicing Costs

The total estimated cost for these projects as shown in **Table 5.1** is $505,520,000. This reflects the scale and importance of the planned improvements as the Town's physical area will roughly be doubled in size upon completion.

Table 5.1 Total Infrastructure Cost Breakdown

Infrastructure Type	Total Cost	% of Total
Water	$155,480,000.00	31%
Sanitary	$92,200,000.00	18%
Transportation	$257,840,000.00	51%
Total	**$505,520,000.00**	**100%**

Water, wastewater, and transportation servicing costs were developed for both costing scenarios. As such, servicing costs for each benefiting area and commercial/industrial growth node were prepared based on the infrastructure projects needed to facilitate the development of the area or node. The allocation of these projects to each benefiting area and growth node are provided in **Tables 4.1, 4.2, and 4.3** for water, wastewater, and transportation projects, respectively.

5.2 Benefiting Areas

The servicing costs for each type of infrastructure for each benefiting area are outlined in **Table 5.2** below. These costs are based on a methodology of shared benefit among all benefiting areas that would require the infrastructure project; therefore, they have been provided on a per hectare of development area basis.

Table 5.2 Benefiting Area Servicing Costs

Benefiting Area Cost/Hectare Summary				
Benefiting Area	Water	Sanitary	Transportation	Total
N-1	$61,904	$52,831	$127,030	$241,765
N-2a	$61,904	$62,245	$127,030	$251,179
N-2b	$61,904	$63,747	$127,030	$252,681
N-3a	$61,904	$16,994	$127,030	$205,929
N-3b	$61,904	$16,782	$127,030	$205,717
N-4b	$61,904	$19,823	$127,030	$208,757
N-5a	$61,904	$57,076	$127,030	$246,010
N-5b	$61,904	$16,782	$127,030	$205,717
N-6	$61,904	$34,035	$127,030	$222,969
N-7	$61,904	$30,922	$127,030	$219,856
N-8	$61,904	$44,869	$127,030	$233,803
N-9	$61,904	$30,362	$127,030	$219,296
N-10	$61,904	$39,503	$127,030	$228,437
N-11a	$61,904	$39,240	$127,030	$228,174
N-11b	$61,904	$40,827	$127,030	$229,761
N-12	$61,904	$43,572	$127,030	$232,506
N-13	$61,904	$65,299	$127,030	$254,234
N-14a	$61,904	$42,326	$127,030	$231,261
N-14b	$61,904	$80,113	$127,030	$269,047
N-15	$61,904	$74,346	$127,030	$263,280
N-16a	$61,904	$65,807	$127,030	$254,742
N-16b	$61,904	$73,757	$127,030	$262,691
N-16c	$61,904	$63,237	$127,030	$252,171
N-17a	$61,904	$32,744	$127,030	$221,678
N-17b	$61,904	$76,848	$127,030	$265,782
N-18	$61,904	$79,346	$127,030	$268,280
N-20a	$61,904	$60,995	$127,030	$249,929
N-20b	$61,904	$81,036	$127,030	$269,970
S-2a	$118,046	$91,422	$151,569	$361,037
S-2b	$118,046	$11,800	$151,569	$281,415
S-2c	$118,046	$37,279	$151,569	$306,894
S-3	$118,046	$14,547	$151,569	$284,162
S-4	$118,046	$17,361	$151,569	$286,976
S-6	$118,046	$16,559	$151,569	$286,174
S-7	$118,046	$26,167	$151,569	$295,782
S-8	$118,046	$24,091	$151,569	$293,705
S-9	$118,046	$104,438	$151,569	$374,053
S-11	$118,046	$35,471	$151,569	$305,086
S-12a	$118,046	$40,696	$151,569	$310,311
S-12b	$118,046	$35,471	$151,569	$305,086
S-13	$118,046	$79,842	$151,569	$349,457
S-14	$118,046	$94,777	$151,569	$364,392

5.3 Commercial/Industrial Growth Nodes

The total servicing costs for each type of infrastructure for each commercial/industrial growth node are outlined in **Table 5.3** below. These costs are based on a total cost to bring the node online in terms of servicing including infrastructure for the area it is located in as well as costs for all areas between the node and existing servicing infrastructure. For wastewater due to logical downstream servicing, this was done on a project basis based on downstream servicing areas. For water and transportation, due to the complexity of specific triggers for transportation as well as the fact that for water, storage could be located where makes sense for staging, that the downstream areas for wastewater were considered as needed, and then the total cost for water and transportation was based on the unit area rates for those areas times the total of those downstream areas.

Table 5.3 Commercial/Industrial Growth Node Servicing Costs

Growth Node Cost Summary				
Growth Node	**Water**	**Wastewater**	**Transportation**	**Total**
I1	$13,450,951	$4,308,089	$17,040,207	$34,799,248
I2	$15,741,897	$8,108,057	$19,942,470	$43,792,424
I3	$3,902,480	$2,998,674	$8,047,186	$14,948,340
I4	$2,943,007	$2,148,292	$6,068,684	$11,159,983
I5	$7,765,953	$5,394,833	$16,013,935	$29,174,721
I6	$12,382,264	$11,734,139	$25,533,088	$49,649,491
I7	$9,135,272	$6,698,445	$18,837,566	$34,671,283
C1	$4,209,722	$940,554	$5,333,045	$10,483,321
C2	$2,931,942	$3,803,444	$3,714,302	$10,449,688
C3	$18,925,347	$12,562,569	$23,975,393	$55,463,309
C4	$9,941,473	$3,273,965	$12,594,259	$25,809,697
C5	$7,895,424	$2,600,152	$10,002,242	$20,497,818
C6	$5,840,435	$866,702	$7,398,899	$14,106,037
C7	$3,902,480	$2,998,674	$8,047,186	$14,948,340
C8	$1,646,448	$662,970	$3,395,091	$5,704,510
C9	$2,599,585	$1,596,767	$5,360,526	$9,556,878
C10	$6,407,001	$3,224,289	$13,211,681	$22,842,971
C11	$8,033,601	$3,208,055	$16,565,842	$27,807,498
C12	$9,769,779	$4,643,013	$20,145,963	$34,558,755
C13	$4,666,012	$2,202,685	$9,621,641	$16,490,338
C14	$3,388,924	$7,545,631	$6,988,196	$17,922,751

It should be noted that based on these costing scenarios, transportation costs for North versus South are likely to be a limiting factor in terms of servicing the nodes individually. Additionally, the sanitary total differs slightly for growth nodes as two quarter section have no impact on growth nodes (N-14a and S-2b).

6.0 Development Phasing

Proposed development phasing was prepared based strictly on the servicing costs of each benefiting area and commercial/industrial growth node. This phasing is based on total servicing costs rather than cost per hectare. As a result, smaller areas will appear to be preferential to develop first as the phasing is not based on cost/hectare.

An additional phasing scenario related to benefiting areas was prepared based on the prioritization of growth directions to promote development in one region of the Town at a time. This is based on the Town's preference to grow in one direction until there are approximately five years of growth remaining in the area prior to moving in another direction.

6.1 Benefiting Areas

Table 6.1 outlines the dependency of benefiting areas on other benefiting areas in terms of wastewater servicing (i.e. N-1 is required for N-2a to be brought online). This was done only in terms of wastewater servicing, as both water and transportation were allocated to either the North or South regions rather than individual benefiting areas. This was done to evaluate phasing opportunities based on both overall servicing costs to account for reasonable sequencing of infrastructure implementation.

Table 6.1 Benefiting Area Dependency

Benefiting Area	Benefiting Areas Needed	Benefiting Area	Benefiting Areas Needed
N-1	-	N-16b	N-17a, N-7, N-15, N-16a, N-17b
N-2a	N-1	N-16c	N-17a, N-7, N-15, N-16a, N-17b, N-16b
N-2b	N-1	N-17a	N-7
N-3a	-	N-17b	N-17a, N-7, N-15, N-16a, N-16b
N-3b	-	N-18	N-17a, N-7, N-15, N-16a, N-17b, N-16b
N-4b	-	N-20a	N-17a, N-7
N-5a	N-3a	N-20b	N-17a, N-7, N-15, N-16a, N-17b, N-16b
N-5b	N-3b	S-2a	-
N-6	N-7	S-2b	-
N-7	-	S-2c	-
N-8	N-6, N-7	S-3	-
N-9	N-7	S-4	S-3
N-10	N-7, N-9	S-6	-
N-11a	N-7, N-9	S-7	-
N-11b	N-7, N-17a	S-8	-
N-12	N-7, N-9, N-11a	S-9	-
N-13	-	S-11	S-8
N-14a	N-13	S-12a	S-8, S-12b
N-14b	N-13	S-12b	S-8
N-15	N-17a, N-7, N-17b, N-16a, N-16b	S-13	S-8, S-12a, S-12b
N-16a	N-17a, N-7, N-15, N-17b, N-16b	S-14	S-8, S-12a, S-12b, S-13

A benefiting area cost ranking is shown **Table 6.2** based on total servicing costs per hectare of water, wastewater, and transportation infrastructure. The total cost to bring each of the areas online, including all other benefiting areas required to facilitate downstream infrastructure. As noted above, for wastewater due to logical downstream servicing, this was done on a project basis based on downstream servicing areas. For water and transportation, due to the complexity of specific triggers for transportation as well as the fact that for water, storage could be located where makes sense for staging, that the downstream areas for wastewater were considered as needed, and then the total cost for water and transportation was based on the unit area rates for those areas times the total of those downstream areas. These rankings are also shown in **Figure 6.1**. It should be noted that transportation and water projects are the primary drivers for cost. As a result benefitting area sizes plays a large factor in overall cost. Areas that are small such as N-16b are relatively inexpensive despite contributing to numerous sanitary projects.

Table 6.2 Benefiting Area Phasing Summary

Cost Ranking	Benefiting Area	Total Cost	Cost Ranking	Benefiting Area	Total Cost
1	N-16b	$2,064,729	22	N-18	$11,059,944
2	N-3b	$3,091,237	23	N-7	$12,063,688
3	N-16a	$5,108,888	24	N-9	$13,935,563
4	N-17b	$6,068,324	25	N-6	$14,275,796
5	N-2a	$6,136,731	26	N-10	$14,743,808
6	S-12a	$6,288,705	27	N-12	$15,029,215
7	N-5a	$6,716,000	28	N-8	$15,106,486
8	N-2b	$6,943,985	29	N-20b	$15,168,002
9	N-5b	$7,133,280	30	S-2a	$15,183,432
10	S-4	$7,137,403	31	S-11	$15,406,943
11	N-11b	$7,271,513	32	N-13	$16,439,522
12	N-11a	$7,353,002	33	S-12b	$16,653,725
13	N-14a	$7,419,982	34	S-3	$16,737,908
14	S-2b	$8,277,464	35	S-7	$17,156,354
15	N-14b	$8,717,751	36	S-8	$17,229,669
16	S-2c	$9,006,734	37	S-6	$17,280,096
17	N-3a	$9,711,075	38	N-15	$18,347,860
18	N-16c	$9,890,147	39	S-9	$18,788,228
19	N-4b	$9,948,156	40	N-1	$20,379,186
20	N-17a	$10,446,485	41	S-14	$22,690,449
21	N-20a	$10,664,608	42	S-13	$26,445,327

6.2 Commercial/Industrial Growth Nodes

Table 6.3 outlines the benefiting areas incorporated in each growth node. Incorporated areas contain a portion of the growth node whereas benefiting areas also include quarter sections that must be built prior to service the growth node. This was used to determine what infrastructure is required to bring a specific node online.

Table 6.3 Benefiting Areas by Commercial/Industrial Growth Node

Growth Node	Incorporated Benefiting Areas	Benefiting Areas Needed
I1	S-4, S-11	S-4, S-11, S-3, S-8
I2	S-3, S-7, S-8, S-9	S-3, S-7, S-8, S-9
I3	N-2b	N-2b, N-1
I4	N-1	N-1
I5	N-17a, N-17b	N-17a, N-17b, N-7, N-15, N-16a, N-16b
I6	N-18, N-20a, N-20b	N-18, N-20a, N-20b, N-17a, N-7, N-15, N-16a, N-17b, N-16b
I7	N-15, N-16a, N-16b, N-16c	N-15, N-16a, N-16b, N-16c, N-17a, N-7, N-17b
C1	S-6	S-6
C2	S-2a	S-2a
C3	S-13, S-14	S-13, S-14, S-8, S-12a, S-12b
C4	S-2c, S-12b	S-2c, S-12b, S-8
C5	S-12b	S-12b, S-8
C6	S-4	S-4, S-3
C7	N-2b	N-2b, N-1
C8	N-3a	N-3a
C9	N-5a	N-5a, N-3a
C10	N-8	N-8, N-6, N-7
C11	N-4b, N-6, N-7, N-9	N-4b, N-6, N-7, N-9
C12	N-10, N-12	N-10, N-12, N-7, N-9, N-11a
C13	N-11b	N-11b, N-7, N-17a
C14	N-13, N-14b	N-13, N-14b

A commercial/industrial growth node cost ranking is shown in **Figure 6.2** and summarized in **Table 6.4** based on total servicing costs of water, wastewater, and transportation infrastructure. These costs are reflective of all infrastructure required to bring the node online.

Table 6.4 Commercial/Industrial Growth Node Phasing Summary

Cost Ranking	Growth Node	Total Cost	Cost Ranking	Growth Node	Total Cost
1	C8	$5,704,510	12	C10	$22,842,971
2	C9	$9,556,878	13	C4	$25,809,697
3	C2	$10,449,688	14	C11	$27,807,498
4	C1	$10,483,321	15	I5	$29,174,721
5	I4	$11,159,983	16	C12	$34,558,755
6	C6	$14,106,037	17	I7	$34,671,283
7	I3	$14,948,340	18	I1	$34,799,248
8	C7	$14,948,340	19	I2	$43,792,424
9	C13	$16,490,338	20	I6	$49,649,491
10	C14	$17,922,751	21	C3	$55,463,309
11	C5	$20,497,818	-		

6.3 Proposed Phasing Sequence Based on Servicing Cost

The proposed phasing sequence was based primarily on the total cost to bring the benefiting area or commercial/industrial growth node online as well as reasonable sequencing in terms of area and node locations. This sequencing is based on the proposed wastewater infrastructure projects. The proposed phasing is shown in **Figures 6.3 and 6.4** for benefiting areas and growth nodes, respectively.

It should be noted that some of the areas are already considered developed or partially developed. The proposed phasing was solely based on servicing costs; therefore, this proposed phasing does not suggest that existing development in these areas be stopped to prioritize earlier phases. These areas are highlighted in **Figure 6.3**.

6.4 Proposed Phasing Sequence Based on Servicing Cost and Expenditure

As previously noted, an additional phasing scenario related to benefiting areas was prepared based on the prioritization of growth directions to promote development in one region of the Town at a time to account for the overall servicing costs of each benefiting area as well as Town expenditure. Therefore, the benefiting areas were allocated to a region as shown in **Figure 6.5** based primarily on wastewater servicing implications as water and transportation are allocated mostly to either the North or South.

The costs of servicing these regions are summarized in **Table 6.5**. The resulting proposed phasing is shown in **Table 6.6** and **Figure 6.6**, which also incorporate benefiting area servicing costs and phasing outlined in **Figure 6.3**.

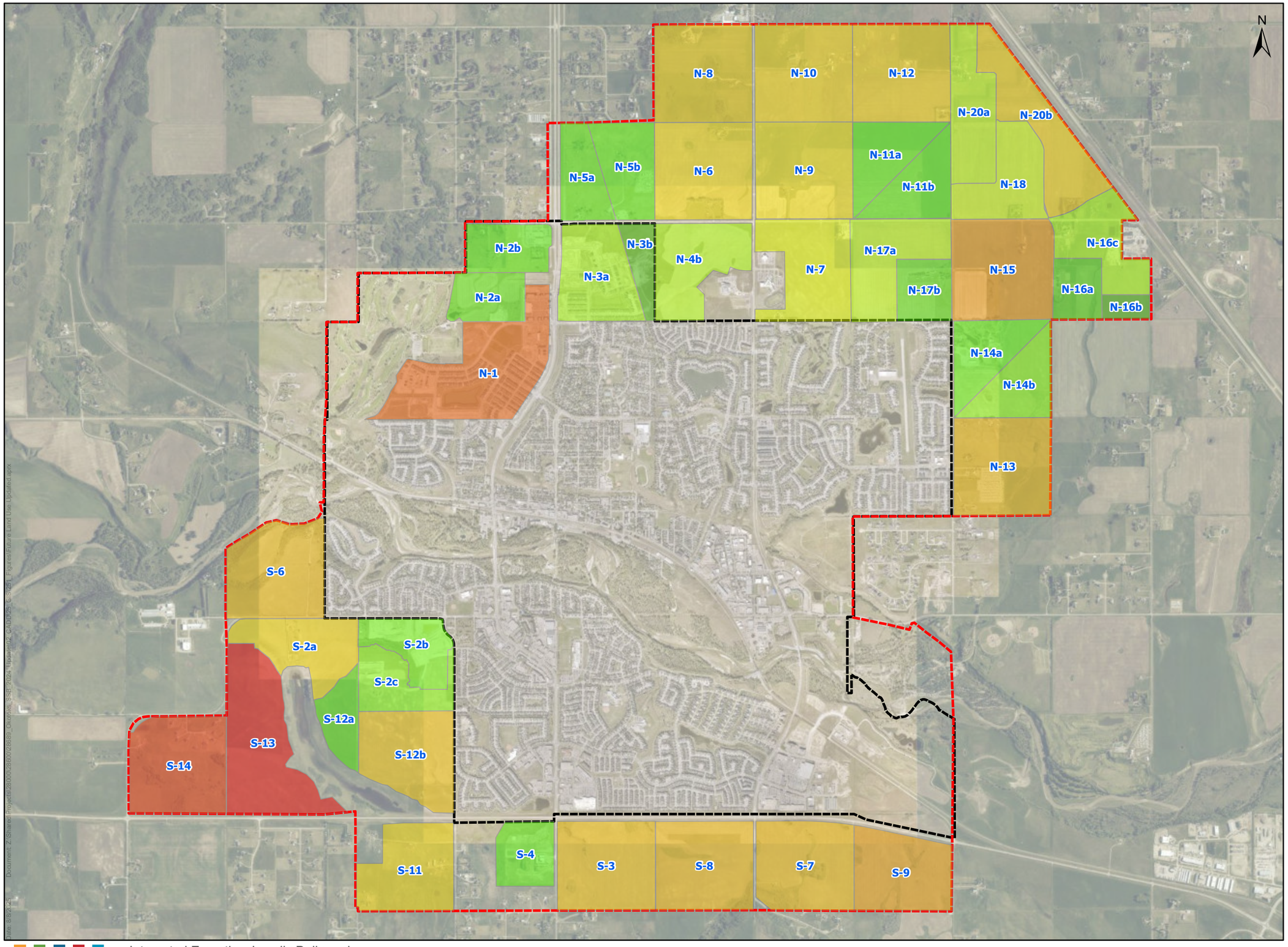
Table 6.5 Benefiting Area Region Phasing Summary

Cost Ranking	Region	Area	Total Cost	Average Cost
		ha	$	$/ha
1	Northeast	129.2	$32,544,244	$251,987
2	Northwest	136.2	$34,230,793	$251,316
3	West	131.9	$40,826,630	$309,640
4	South	543.3	$173,541,446	$319,412
5	North-central	958.8	$224,374,287	$234,019

If the northeast, northwest, and north-central regions were to be combined, the total cost of this overall area would be approximately $291 million. Effectively, the northeast, northwest, and north-central have similar unit and total costs so could fairly readily swap in sequence.

Table 6.6 Commercial/Industrial Growth Node Phasing Summary

Cost Ranking	Region	Benefiting Area	Cost Ranking	Region	Benefiting Area
1	N-1	1-A	22	N-18	2-P
2	N-2a	1-B	23	N-20a	2-Q
3	N-2b	1-C	24	N-20b	2-R
4	N-3a	1-D	25	N-16c	2-S
5	N-5a	1-E	26	N-13	3-A
6	N-3b	1-F	27	N-14b	3-B
7	N-5b	1-G	28	N-14a	3-C
8	N-7	2-A	29	S-2a	4-A
9	N-17a	2-B	30	S-2b	4-B
10	N-17b	2-C	31	S-6	4-C
11	N-15	2-D	32	S-4	5-A
12	N-16a	2-E	33	S-3	5-B
13	N-16b	2-G	34	S-8	5-C
14	N-4b	2-H	35	S-7	5-D
15	N-6	2-I	36	S-9	5-E
16	N-8	2-J	37	S-11	5-F
17	N-9	2-K	38	S-12b	5-G
18	N-10	2-L	39	S-12a	5-H
19	N-11a	2-M	40	S-2c	5-I
20	N-12	2-N	41	S-13	5-J
21	N-11b	2-O	42	S-14	5-K



Legend

- Post-Annexation Boundary
- Pre-Annexation Boundary

Total Servicing Cost

- 2,200,000
- 24,000,000

Coordinate System:
NAD 1983 3TM 114

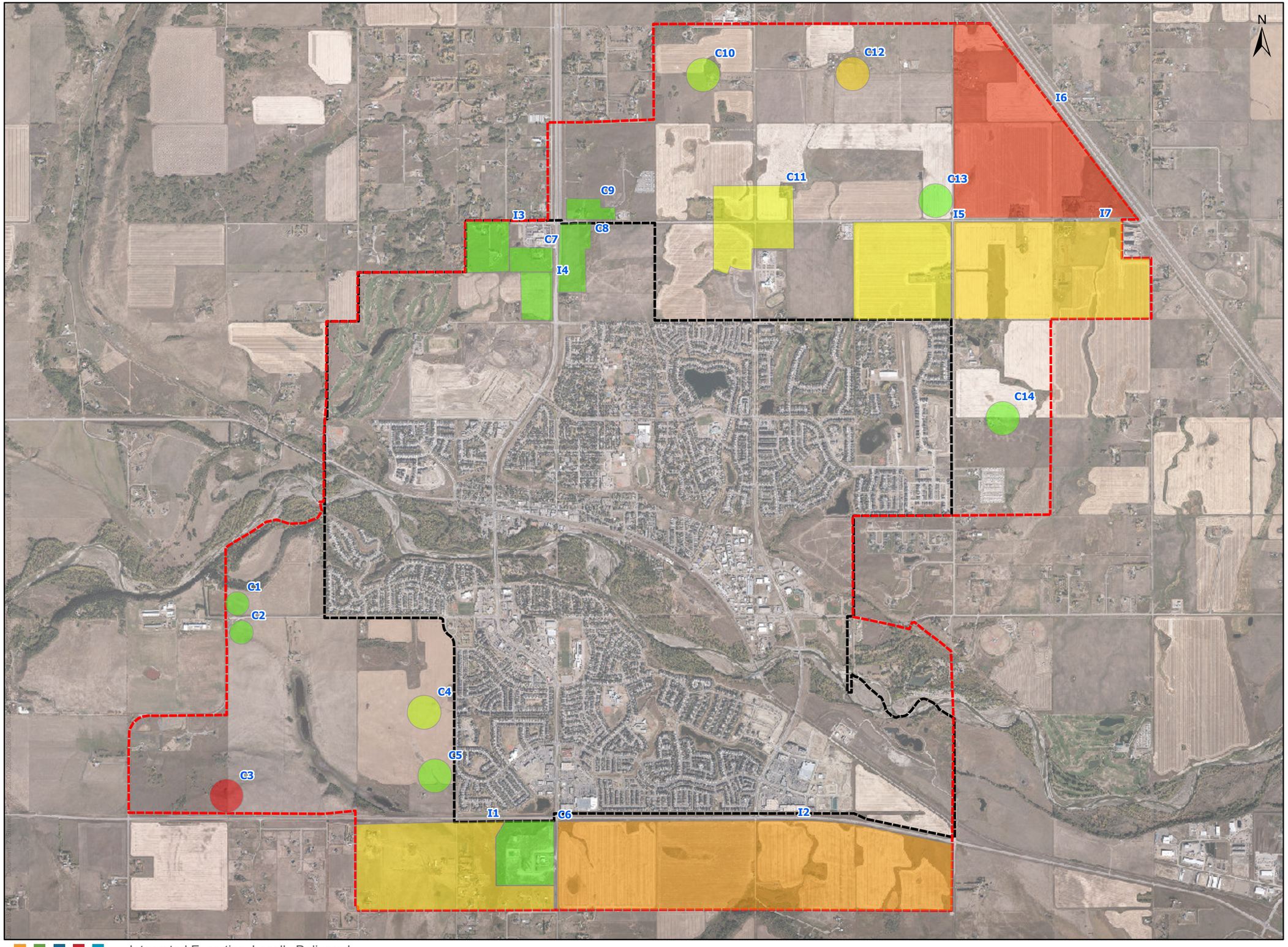
1:30,000

0 300 600 1,200 Meters

FIGURE 6.1
BENEFITING AREA COST RANKING
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL



Legend

Post-Annexation Boundary

Pre-Annexation Boundary

Total Servicing Cost

6,200,000

53,000,000

Coordinate System:
NAD 1983 3TM 114

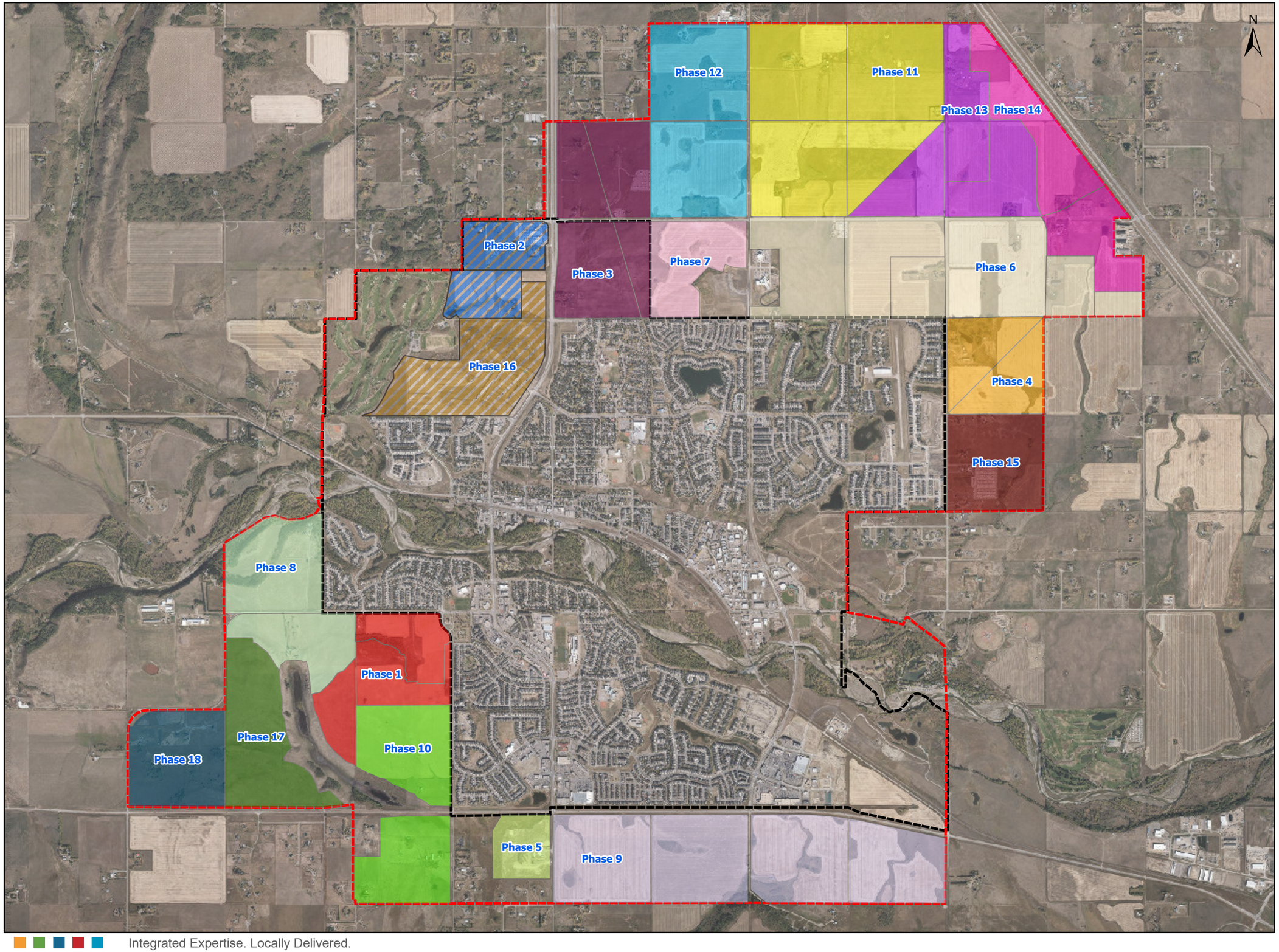
1:30,000

0 300 600 1,200 Meters

FIGURE 6.2
GROWTH NODE COST RANKING
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL



Legend

Post-Annexation Boundary

Pre-Annexation Boundary

Benefitting Area

- Phase 1
- Phase 2 - Under Development
- Phase 3
- Phase 4
- Phase 5
- Phase 6
- Phase 7
- Phase 8
- Phase 9
- Phase 10
- Phase 11
- Phase 12
- Phase 13
- Phase 14
- Phase 15
- Phase 16 - Under Development
- Phase 17
- Phase 18

Coordinate System:
NAD 1983 3TM 114

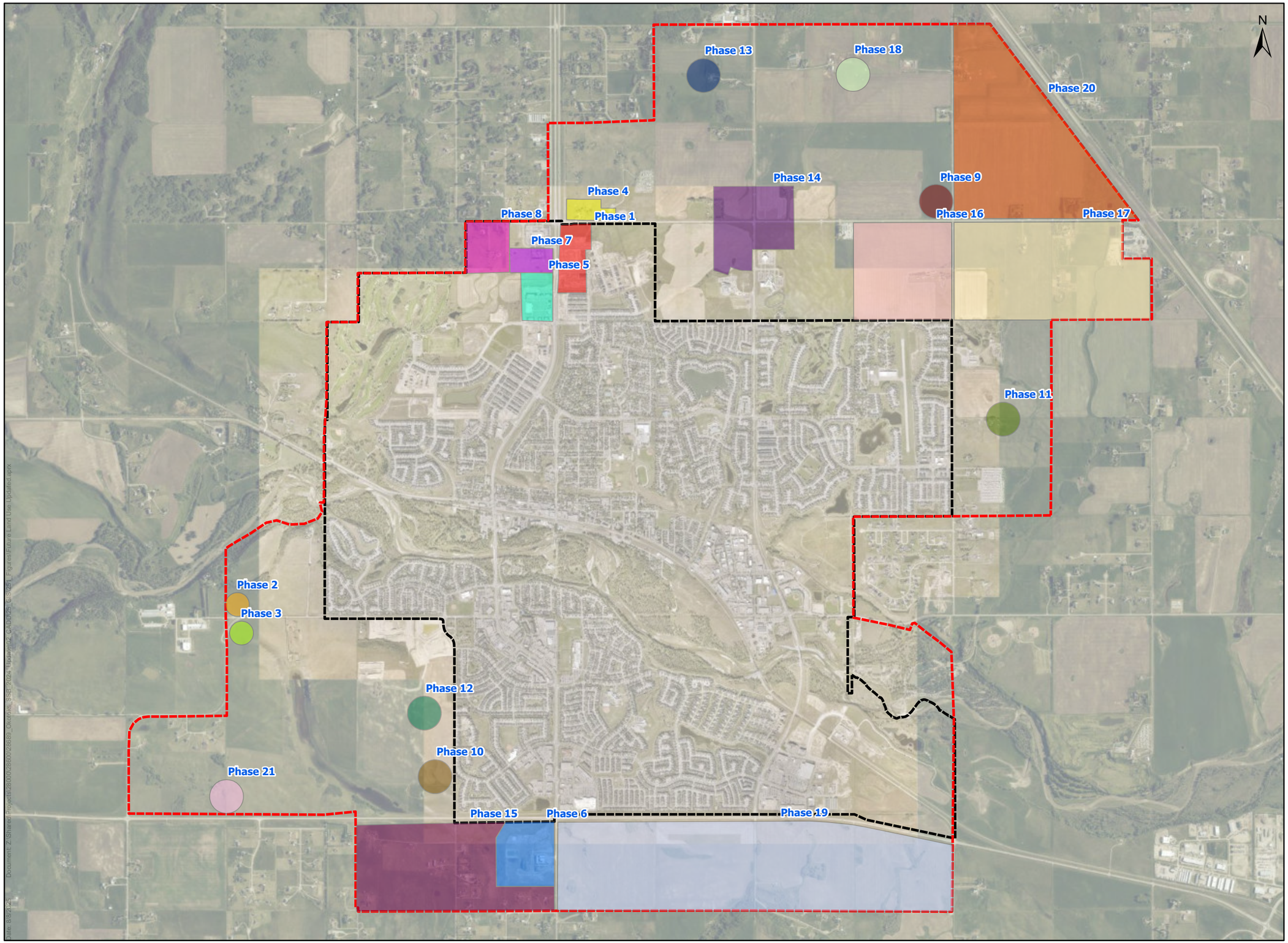
1:30,000

0 300 600 1,200 Meters

FIGURE 6.3
BENEFITING AREA PHASING MAP
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL



Legend

- Post-Annexation Boundary
- Pre-Annexation Boundary

Growth Node Phase

Phase

- Phase 1
- Phase 2
- Phase 3
- Phase 4
- Phase 5
- Phase 6
- Phase 7
- Phase 8
- Phase 9
- Phase 10
- Phase 11
- Phase 12
- Phase 13
- Phase 14
- Phase 15
- Phase 16
- Phase 17
- Phase 18
- Phase 19
- Phase 20
- Phase 21

Coordinate System:
NAD 1983 3TM 114

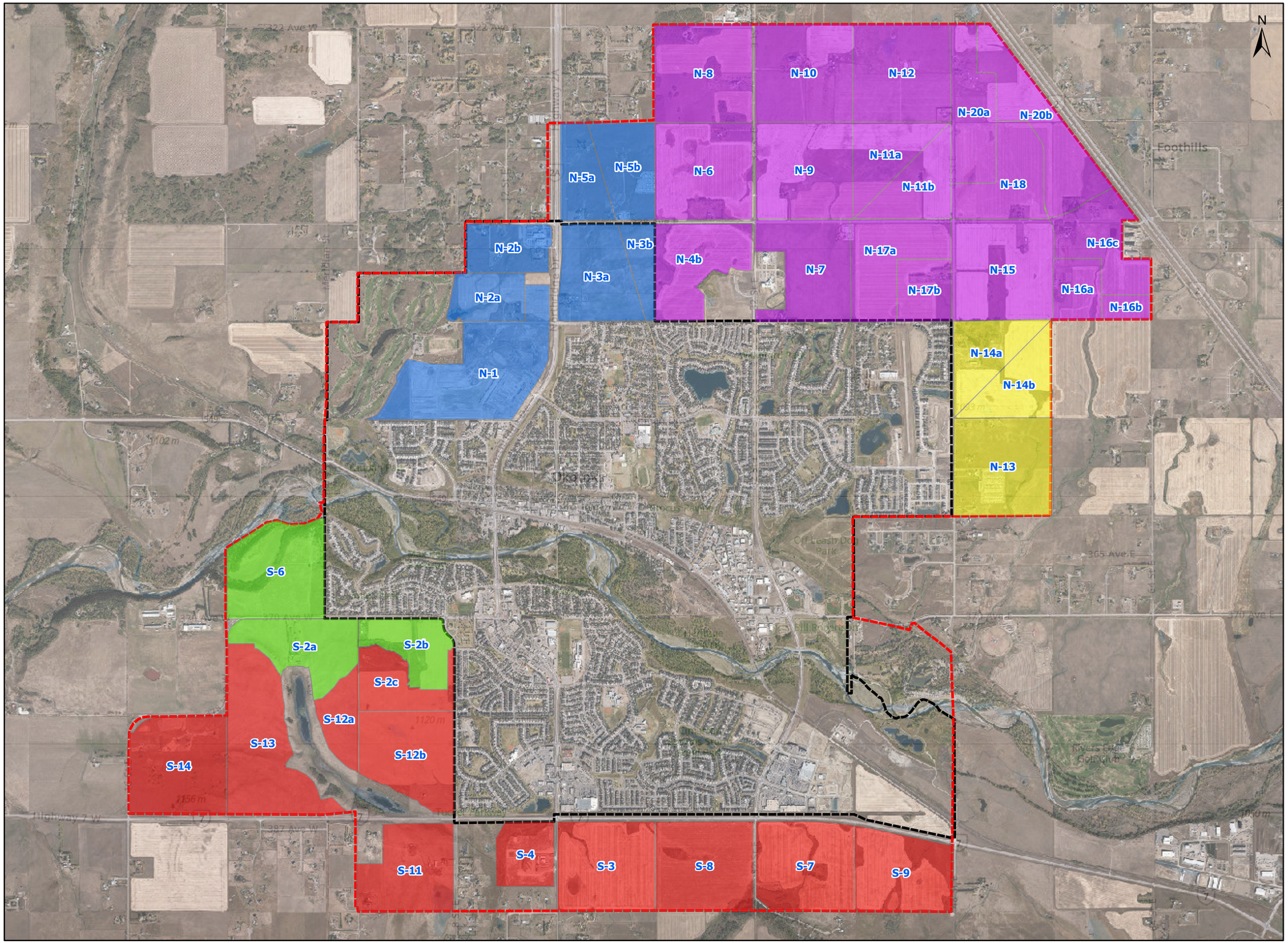
1:30,000

0 300 600 1,200 Meters

FIGURE 6.4
GROWTH NODE PHASING PLAN
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past Sustainable Future

ISL



Coordinate System:
NAD 1983 3TM 114

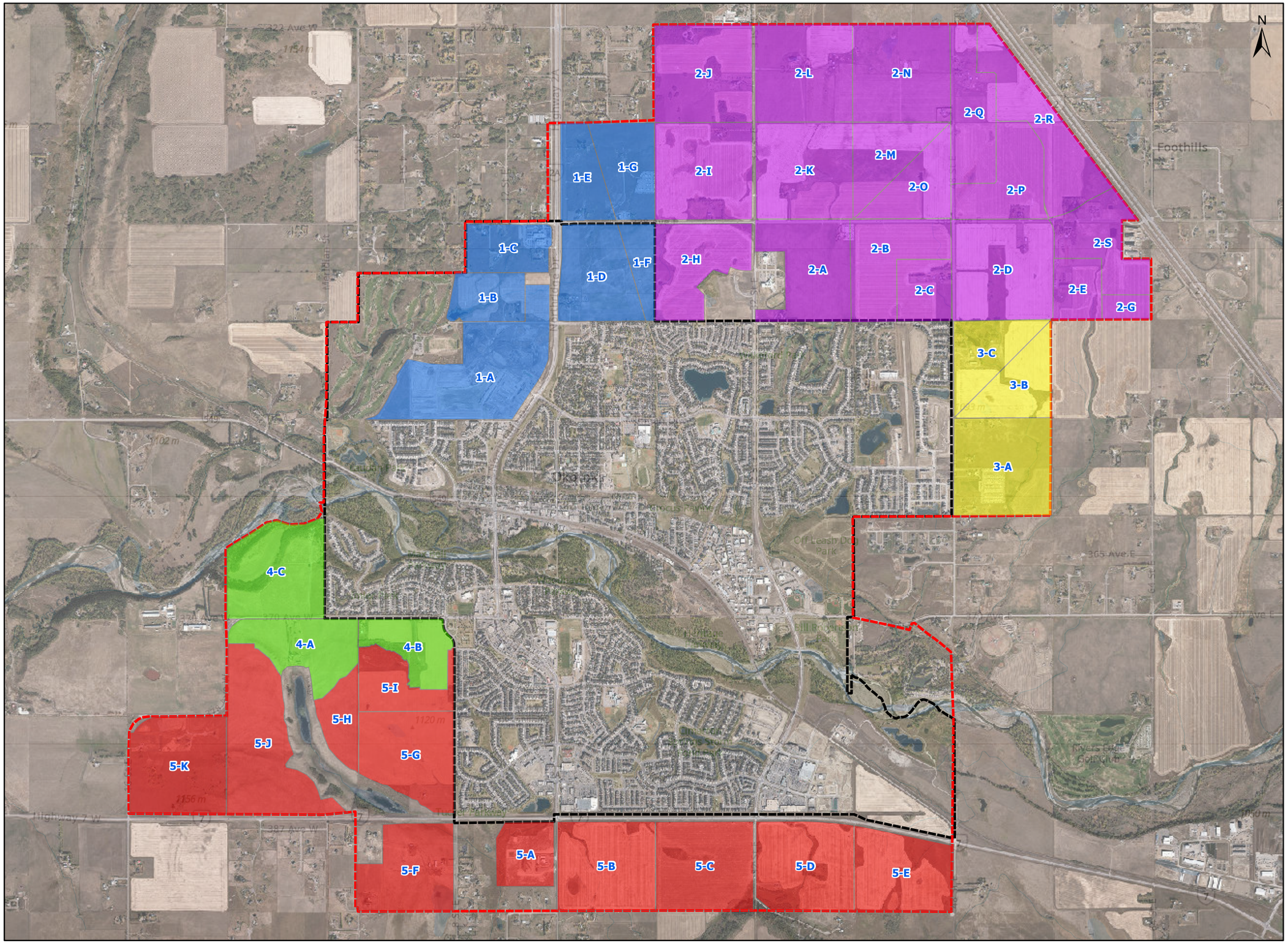
1:30,000

0 300 600 1,200 Meters

FIGURE 6.5
BENEFITING REGION MAP
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL



Legend

- Post-Annexation Boundary
- Pre-Annexation Boundary

Benefiting Region

- Phase 1: Northwest
- Phase 2: North-central
- Phase 3: Northeast
- Phase 4: West
- Phase 5: South

Coordinate System:
NAD 1983 3TM 114

1:30,000

0 300 600 1,200 Meters

FIGURE 6.6
PROPOSED PHASING MAP
TOWN OF OKOTOKS
SERVICING STRATEGY BRIEF

Okotoks
Historic Past, Sustainable Future

ISL

7.0 Conclusions

The Town of Okotoks engaged ISL to complete a Servicing Strategy Brief to outline infrastructure needs to accommodate the proposed future growth outlined in the ongoing Comprehensive Growth Strategy in preparation for full build-out.

The purpose of this evaluation was to summarize the infrastructure proposed to accommodate the future forecasted growth to the year 2076. These projects and costs were utilized to develop a total servicing cost for both benefiting area and commercial/industrial growth node scenarios in order to aid in recommendations of development phasing for these areas and nodes.

A summary of the evaluation calculations are as follows:

- The total costs for the compiled infrastructure projects, excluding those that provide global benefit to all areas:
- Total water infrastructure costs are approximately $155 million.
- Total wastewater infrastructure costs are approximately $92 million.
- Total transportation infrastructure costs are approximately $258 million.
- Benefiting area scenario costs range from approximately $2 million to $26 million.
- Commercial/industrial growth node scenario costs range from approximately $6 million to $55 million.
- Benefiting area region scenario costs range from approximately $33 million to $224 million.
- Proposed phasing as per **Figures 6.3, 6.4, and 6.6.**

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9.0 Authorization

This document entitled “Servicing Strategy Brief” has been prepared by ISL Engineering and Land Services Ltd. (ISL) for the use of the Town of Okotoks. The information and data provided herein represent ISL’s professional judgment at the time of preparation. ISL denies any liability whatsoever to any other parties who may obtain this report and use it, or any of its contents, without prior written consent from ISL.

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