

ENGAGEMENT SUMMARY PHASE 2

OKOTOKS
MUNICIPAL DEVELOPMENT PLAN UPDATE



MARCH 27, 2019

ENGAGEMENT SNAPSHOT

In Phase 2 of Okotoks' Municipal Development Plan Update process, community members and stakeholder groups were invited to share their feedback on key policy options through public workshops, interactive MDPizza party workbooks, and workshops in Okotoks schools. The following provides an overview of what we heard. **For further details, read the full Phase 2 Summary of Community Engagement at www.okotoks.ca/MDP**



76

Attended
Public Workshops



136

Students Participated
in Youth Workshops



38

Participated in
MDPizza Parties



KEY THEMES: Core ideas summarized from all the feedback received:

- **Most policies strongly supported:** The vast majority of policies were supported or strongly supported by most respondents.
- **Recreation facilities are especially important for youth:** Recreation facilities are highly used by youth. A greater number and diversity of recreation facilities is desired, both indoor and outdoor.
- **Housing and neighbourhood design are priorities:** Housing and neighbourhood design were the topic areas that received - by far - the most feedback. Every group that completed an MDPizza party workbook gave feedback on housing policies.

TOP POLICIES:



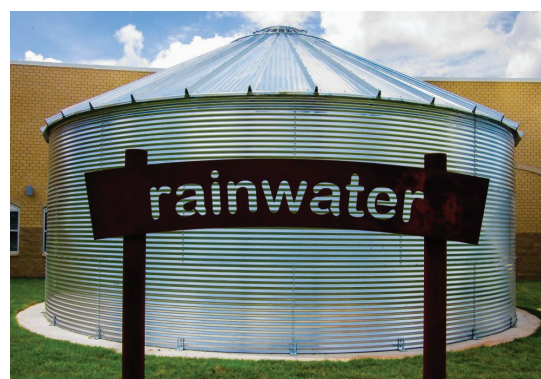
MORE HOUSING CHOICE

94% support of 52 votes



COMPLETE COMMUNITIES

98% support of 38 votes



DESIGN GUIDELINES FOR WATER CONSERVATION

100% support of 21 votes

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INTRODUCTION

The Town of Okotoks is updating our Municipal Development Plan (MDP). This important plan will guide long-term growth and development and identify how to achieve our community vision.

A lot has changed since the MDP was last updated. Until recently, growth and development were limited by our land base and supply of fresh water, and the existing 1998 MDP reflected those constraints. In 2012, with increasing pressure in the region (after three years of community consultation), Okotoks switched from a finite growth approach to a managed growth approach and in 2017 annexed additional lands outside of the current Town boundary. Okotoks is also working to secure a long-term supply of water. This will help to accommodate expected growth over the next 60 years to a population of 86,000 (from our current population of 29,000).

There are many opportunities for you to get involved. During the last 12-months, the Town has been asking residents, business owners, stakeholders and community groups to weigh in on how community strengths can be built upon while planning for the future.



- **In Phase 1**, the process began with an interactive public event and questionnaire to explore priorities and big ideas for Okotoks' future.
- **In Phase 2**, we explored specific topics and discussed key policy options and trade-offs.
- **In Phase 3**, all the feedback received to date will be used to develop a draft of the updated MDP and will be brought back to the community to make sure we are on the right track before it is presented to Council for approval.

Community member ideas and feedback will directly help to shape the new Municipal Development Plan. Assessment of current policy and context in Okotoks will help to identify what we have today and what needs updating, as well as bringing best practices and examples from elsewhere in the world for us to learn from. However, it's up to the community to help us decide what our future will look like. The more people we hear from, the better our plan will be!

This report provides a summary of public engagement in Phase 2, from September 2018 to March 2019.

WHAT WE DID

ENGAGEMENT ACTIVITIES

In September–October 2018, MODUS engaged with Town staff and Council, and led a public workshop on local jobs and economy. In January–March 2019, MODUS led additional public workshops and worked with the local school boards to deliver workshops at Foothills Composite High School, Holy Trinity Academy, Westmount School and Percy Pegler School. Residents and advisory councils were also invited to get involved through hosting an “MDPizza” Party, hosting 4-8 people for conversations on policy directions related to the topics that mattered most to them.

The goal was to explore specific topics and discuss and review initial policy ideas. Over 250 people participated in engagement activities during this time period.



7

Council members
at Council
workshops

Council Workshops

In September and October 2018, MODUS staff conducted workshops with the Town Council for the Municipal Development Plan.

The goal of the workshops was to increase Council’s understanding of policy options and implications, identify overall policy direction, and gather Council input on criteria to assess policy recommendations.



14

Staff at the
Steering Committee
Workshop

Steering Committee Workshop

In September 2018, MODUS staff conducted a workshop with the Steering Committee for the Municipal Development Plan, which included representatives from Planning, Culture and Heritage, Communications, Engineering, Sustainability and Parks.

The goal of the workshop was to provide an update on the project and gather feedback on policy options and trade-offs.



42

Attended the
Jobs and Economy
Workshop

Jobs and Economy Workshop

On October 17, 2018, Okotoks hosted a public workshop on local jobs and economy. A total of 42 business owners and community members attended the workshop.

Groups reviewed and discussed policy ideas under three main topic areas: green business and innovation, flexible options for live-work spaces, and land use policy to support local jobs. Participants also discussed implementation and what the Town and business community could do to help move actions forward.



34

Attended the
Public
Workshops

Public Workshops

In January and February 2019, Okotoks hosted two public workshops on policy options. A total of 34 community members attended and participated in the events.

Groups reviewed and discussed policy ideas for how the MDP can support Okotoks' vision on a variety of topics: housing, neighbourhood design, parks and natural areas, transportation, water, and climate change.



38

Participated
in MDPizza
Parties

"MDPizza" Parties

Residents and advisory groups were invited to host "MDPizza" conversations. Using workbooks, participants hosted a dinner and dialogue to explore early policy ideas and share ideas on the MDP. The Town reimbursed food costs. This allowed input from a wide range of people.

The MDPizza workbook replicated the same questions from the two public workshops in January-February 2019 so that information from the same questions was collected.

The MDPizza workbook was available from February 4 to March 1, 2019, and eight completed MDPizza workbooks were received with a total of 38 participants.



136

Students
participated in
Youth Workshops

Youth Workshops

In February 2019, MODUS and Okotoks staff worked with the Foothills School Division No. 38 and Christ the Redeemer School Division to deliver workshops at Foothills Composite High School, Percy Pegler School, Westmount School and Holy Trinity Academy. These workshops explored design issues and opportunities for youth to provide input on the future of Okotoks through fun, interactive place-making activities.

These workshops provided an opportunity for youth to have a stake in planning the town's future and adding an important perspective to the Municipal Development Plan process.

136 students participated in the workshops.



PROMOTION

The second phase of engagement, from October 2018 - March 2019, used similar branding as the first phase to continue broad recognition of the process. The “Okotoks – Get Involved” branding goal is to be inviting and engaging to encourage people to join the conversation.

Engagement activities were promoted extensively and in advance to reach as many people as possible.

Online Promotion

- Dedicated project webpage to promote upcoming engagement events and activities
- Project information on main Okotoks homepage news item and homepage banner
- Project information on Planning webpage banner
 - There were 232 unique page views and 200 project webpage visits total
- Social media: Facebook posts, paid ads and updates; Twitter posts and updates
 - There were 3,000+ views/impressions
- Project information on Okotoks Online website

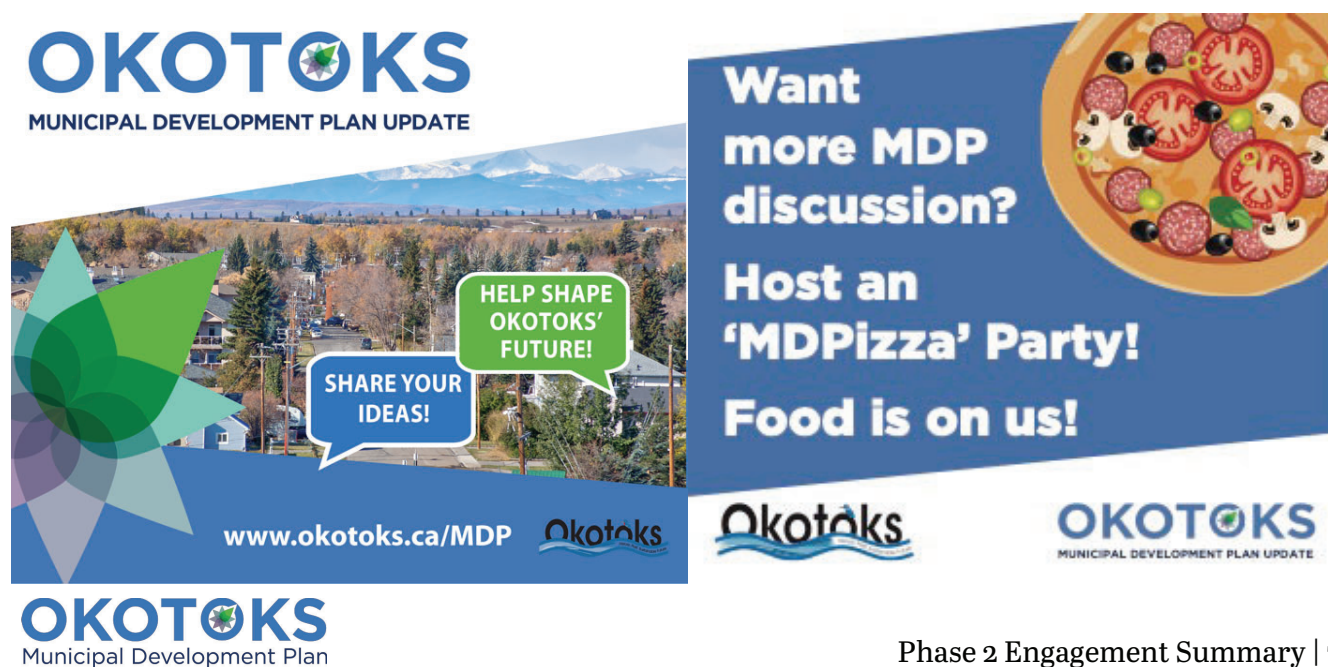
Print Notices and Community Signage

- Stand-alone and Town Pages newspaper ads ran in the Western Wheel consistently in October–November and January–February to promote workshops and the project. There have also been several articles about the project.
- Posters distributed at public and Town facilities and local businesses throughout the community
- Digital signage on Southridge Drive and 32nd Street used to promote the project and notify about workshop and MDPizza Party engagement opportunities.

Radio Ads

- Paid radio advertisements (including the Mayor's monthly messages) promoting all public workshops and MDPizza Party ran September–November and January–February on The Eagle, 100.9 FM. Several on-air interviews were also done with project staff.

Prizes were included at all public workshops, and reimbursement for food costs for MDPizza Parties was provided by the Town to encourage participation in the project's various input activities.



WHO PARTICIPATED

Participants in the two public workshops in January-February 2019 had the option to fill out an “Event Feedback Form” which included two demographic questions: age and their relationship to Okotoks. Groups who filled out an “MDPizza” workbook had the option to include the age range of each participant. While not everyone answered these questions, the following is an overview of those who did. In addition, the below includes the number of participants in youth workshops (held in three schools), all of which were assumed to be under 18.

By Age: There were 60 participants who answered a question about their age. A range of people of all different ages participated. Youth (under 18) were underrepresented, and people aged 32-45 and 46-60 were overrepresented in the public workshops and as participants in the MDPizza workbooks. In the youth workshops at schools, 136 students participated, mitigating the otherwise underrepresentation of people under 18.

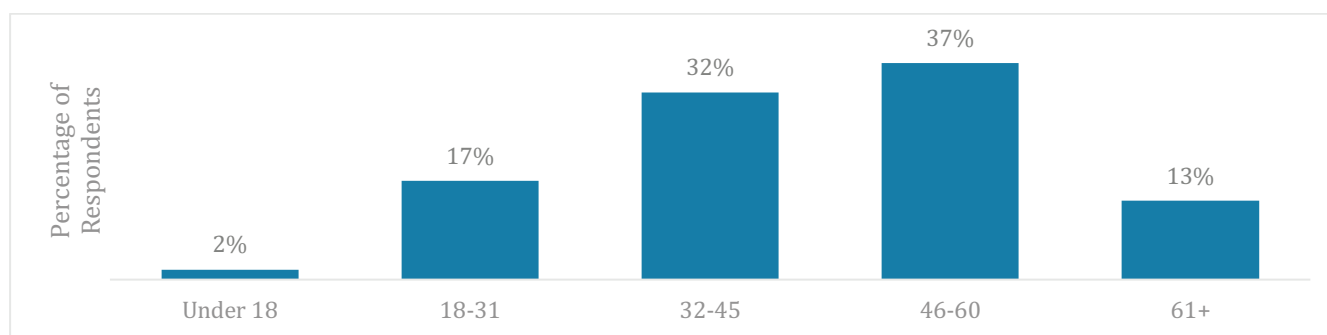


Figure 1: Ages of respondents to MDPizza workbooks and public workshops.

By Relationship to Okotoks: There were 22 participants at the public workshops who answered a question about their relationship to Okotoks. Most participants live in Okotoks and own a home in Okotoks.

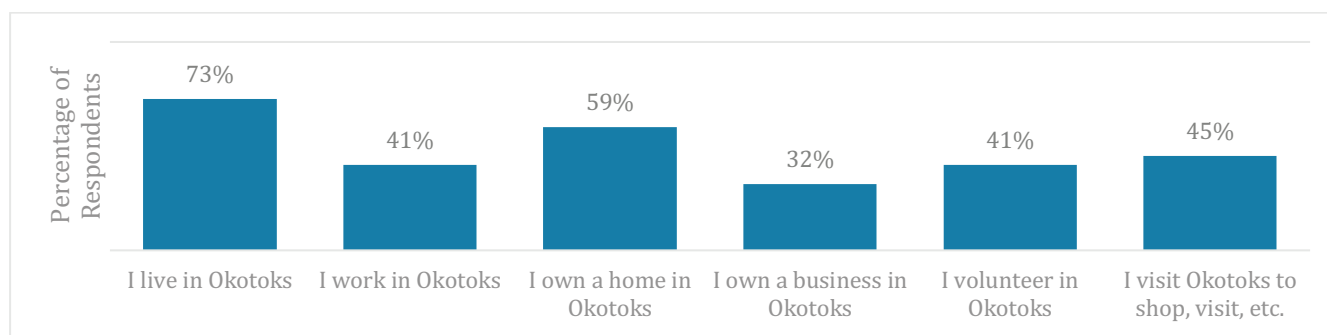


Figure 2: Respondents' relationship to Okotoks. Respondents could select all that apply.

WHY DOES THIS MATTER?

We ask these questions to better understand who's participating in the Municipal Development Plan Update - who we're hearing from, and importantly, who we haven't heard from. This helps the project team tailor our approach for the next phase to try and reach those who were less represented to make sure we hear from all the different groups that live and work in Okotoks.

WHAT WE HEARD

The following section summarizes what we heard from all public engagement:

- Jobs and Economy public workshop
- Two public workshops on policy options
- MDPizza party workbooks
- Youth workshops

The public workshops on policy options and MDPizza party workbooks asked for feedback on the same policies. This feedback was collected and analyzed together. For all policies, participants could rate their agreement with the policy, provide qualitative feedback on that policy, and suggest additional ideas. All qualitative feedback was summarized by common theme.

The feedback collected from the Jobs and Economy public workshop and youth workshops was analyzed separately. It is available on the MDP webpage at www.okotoks.ca/MDP.



Figure 3: Workshop at Holy Trinity Academy (top left); public workshop on policy options (top centre); workshop at Percy Pegler School (top right), public workshop on local jobs and economy (bottom).

WATER

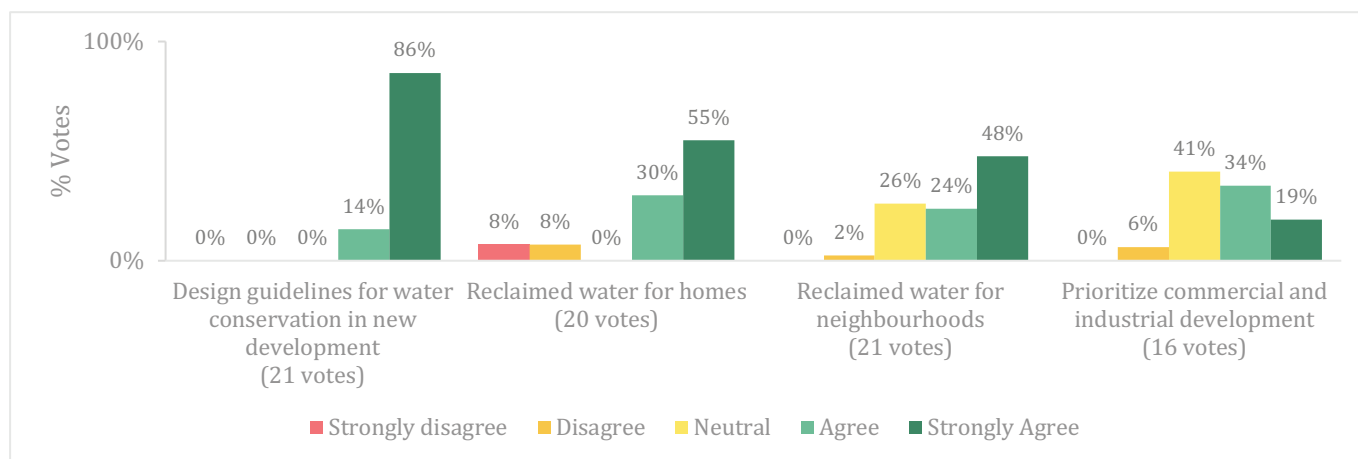
KEY TAKEAWAYS:

There is very strong support for water conservation in new development.

There is strong support to pilot the use of reclaimed water in homes and in neighbourhoods.

Prioritizing commercial and industrial development policy is unclear and should be clarified.

POLICY IDEAS:



Design guidelines for water conservation in new development

Incorporate water efficient standards into design guidelines and zoning for new neighbourhoods and commercial buildings.

Comments:

Build it right: Build it right rather than having to retrofit later. (2 comments)

More things can be done: Don't limit to the examples given, and make sure existing regulations are enforced. (2 comments)

Look at examples: *Earthships* encourage homes like these. (1 comment)

Reclaimed water for homes

Pilot and adopt best practices from the provincial Reclaimed Water Working Group and support widespread adoption through installation of dual piping systems in new and existing buildings.

Comments:

May cost too much: Concern that this policy is not viable for small scale development and may require incentives. (5 comments)

New developments only: This policy may only make sense at the new build stage, rather than retrofitting existing buildings. (4 comments)

Infrastructure issues: Will this contribute to sewer issues? Will Okotoks be dependent on Calgary for water? (2 comments)

Will this water be safe to use? (1 comment)

General support. (1 comment)

Reclaimed water for neighbourhoods	Prioritize commercial and industrial development
Study the cost and feasibility of collecting and treating water on-site in new developments. Pilot an on-site water collection and recycling system in a future development. Comments: May cost too much: Concern that this will cost too much in practice, and developers will pass costs on to home buyers in addition to residents paying utility fees. (3 comments) Look to rural examples: The practices of farmers and rural residents are an example to look to. (2 comments) Pilot in commercial or higher-density development: These developments have increased impermeable surfaces and may be a better context for a pilot project. (2 comments) May not be enough water: Okotoks does not receive much rain and will need to supplement with other sources. (2 comments) The neighbourhood is the right scale: A larger scale is more cost-effective. (1 comment) Work on public support and buy-in. (1 comment) Will there still be high enough water pressure in new developments? (1 comment)	Okotoks will prioritize water allocation for industrial and commercial developments with water efficient businesses until the Town has access to a long-term water supply. Comments: More jobs are needed: Okotoks needs more jobs, so commercial and industrial should be prioritized. (4 comments) Use fees to influence behaviour: Charge more (or penalize) for high consumption. It may be hard to financially influence behaviour if incomes are high. (3 comments) Businesses should be accountable for water use: Apply similar water requirements to commercial uses that exist for residential, especially for high water users such as car washes. (3 comments) Clarify the wording: This policy has unclear wording. Intent should be clarified. (2 comments)

Additional Ideas and Comments

Use specific technologies: Participants suggested a number of specific technologies, including a urine capture system, unchlorinated water supply, mandating more efficient water heating systems, underground sprinklers, using light sensors, and mandating rain barrels. (7 comments)

Change public attitudes: People need to learn new habits and techniques of water conservation. Education should start in schools. (5 comments)

Think about implementation: Implementation might be expensive. It is easier to implement in new neighbourhoods – but should apply to any redevelopment as well. Policies need to be enforced to be effective. (4 comments)

Design neighbourhoods right: Design storm ponds to be multi-use for skating in winter and incorporate water cisterns underground for frost protection. (3 comments)

Need higher funding: Lobby higher levels of government for grants, and charge more for peak water use. (3 comments)

Restrict growth: Growth restrictions could help address water issues. (1 comment)

NEIGHBOURHOOD DESIGN

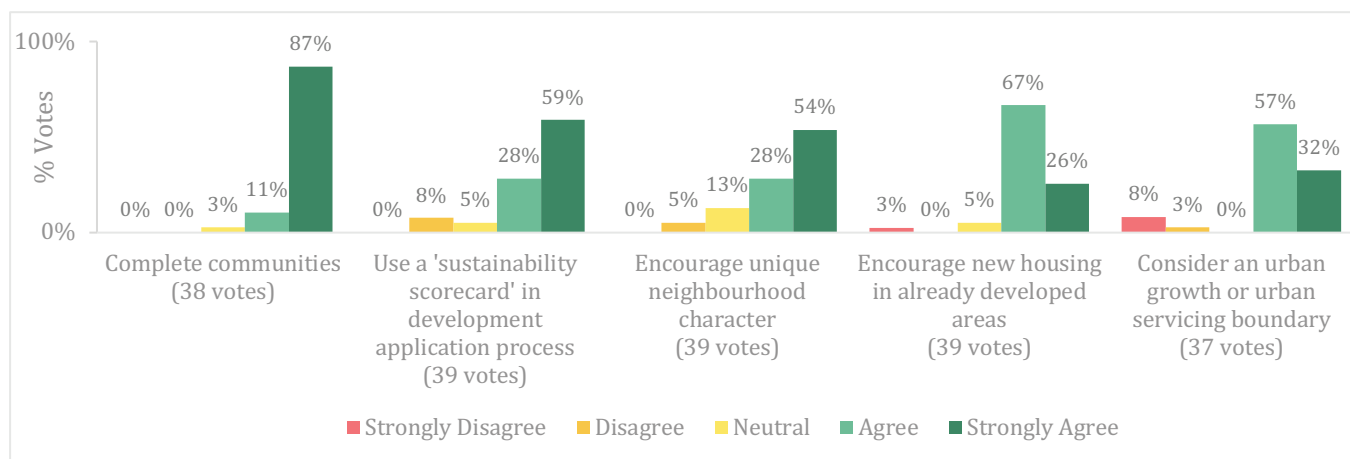
KEY TAKEAWAYS:

Neighbourhood design is a priority to many residents.

Very strong support for creating complete communities.

Strong support for all policies, with over 80% of participants agreeing or strongly agreeing all policies.

POLICY IDEAS:



Complete Communities

Build complete communities that have a range of housing, jobs, shops and services, schools, parks and trails, and community amenities.

Comments:

Clarify wording: Clarify how large a “community” is and what is required to make a community “complete”. Community must be balanced, and the scale needs to be right. (6 comments)

Make sure the commercial is “right”: The commercial should be “right-sized”, focus on local businesses, have appropriate business hours, and with periodic upgrade of the building. (4 comments)

Provide for all ages: Provide for a broad range of ages, including childcare. (3 comments)

Focus on sustainable transit: Walkability and public transit is essential. (2 comments)

Include community centres: Community halls are important to include. (2 comments)

Use a ‘Sustainability Scorecard’

Create a “Sustainability Scorecard”, including indicators on neighbourhood design, ecosystem protection, and sustainability for development.

Comments:

Make the scorecard flexible: Ensure the scorecard is flexible on negotiable items and approaches. Otherwise, creativity could be overly limited. (6 comments)

Ensure clarity: The basic requirements need to be clear and publicly available. This creates clarity and speeds up the process of development. (5 comments)

Align with the Town’s vision: This is a useful tool to ensure developments align with the Town’s vision and character. (2 comments)

Encourage unique neighbourhood character	Encourage new housing in already developed areas
Create policies and guidelines to ensure interesting and unique neighbourhoods. Comments: Take care when implementing: Implementation concerns include neighbourhoods aging gracefully, effects on lot prices and cost of development, and ensuring the guidelines are specific to Okotoks’ priorities but not overly restrictive. (9 comments) Develop unique neighbourhoods: New neighbourhoods should be “unique to Okotoks” with diverse character. (5 comments) Focus on recreation: Inclusive playgrounds and parks are important. Ensure connectivity through communities with pathways, particularly north to south. (4 comments) Ensure housing diversity: Neighbourhoods should have a mix of housing. Consider reserving lots for independent home builders to increase the diversity. Eco-village concept is a good precedent. (3 comments)	Identify areas in the core where infill or redevelopment may be appropriate. Identify a target for how much new housing happens in existing neighbourhoods rather than greenfield. Comments: Support infill: Infill is supported as it is more efficient development, supports walkability, and is environmentally friendly. (6 comments) Prior or at same time as greenfield: There is not agreement if infill should take place <i>before</i> or <i>simultaneously</i> with greenfield development. (3 comments) Maintain character: Infill should fit with the character of neighbourhoods. Maintenance of homes should be incentivized. (3 comments) Ensure adequate parking: Ensure there is enough parking. Consider placing garages in the rear to increase street parking. (2 comments) Public engagement is key. (1 comment) Upgrading servicing could be expensive. (1 comment) Reduce radiation hotspots. (1 comment)

Consider an urban growth or urban servicing boundary

Set an urban growth boundary, and lobby the Calgary Metropolitan Region Board to include it in the Regional Growth Strategy.

Comments:

Protect green space: Protect natural habitat areas and green space between municipalities. (3 comments)

Maintain Okotoks' character: Okotoks should maintain a small-town feel and not become "the south of Calgary". (3 comments)

Balance with other needs. (1 comment)

Share infrastructure to reduce community costs. (1 comment)

Clarify language in this policy. (1 comment)



ADDITIONAL IDEAS AND COMMENTS:

Be innovative: Think outside of the box now – the built form needs to change to a different lifestyle *now*. Think long-term – 100-200 years from now. The Town needs to stand up to opposition when it's important. (7 comments)

Prioritize sustainable transportation: An accessible transit system, creating a walkable community, and a high-quality pathway system should be prioritized. (5 comments)

Focus on parks: Parks act as a gathering place. Create high-quality parks and natural spaces, including the riverfront. (4 comments)

Create a vibrant downtown: Increase density and commercial, and improve the public realm and access to downtown. (3 comments)

Build for all ages: A multi-generational outlook is important, including spaces specifically for youth. (2 comments)

Build community: Building community – not just a place to live – is vital. (2 comments)

No more cell phone or microwave towers. (1 comment)

Ensure infrastructure maintenance costs are low in the future. (1 comment)

HOUSING OPTIONS

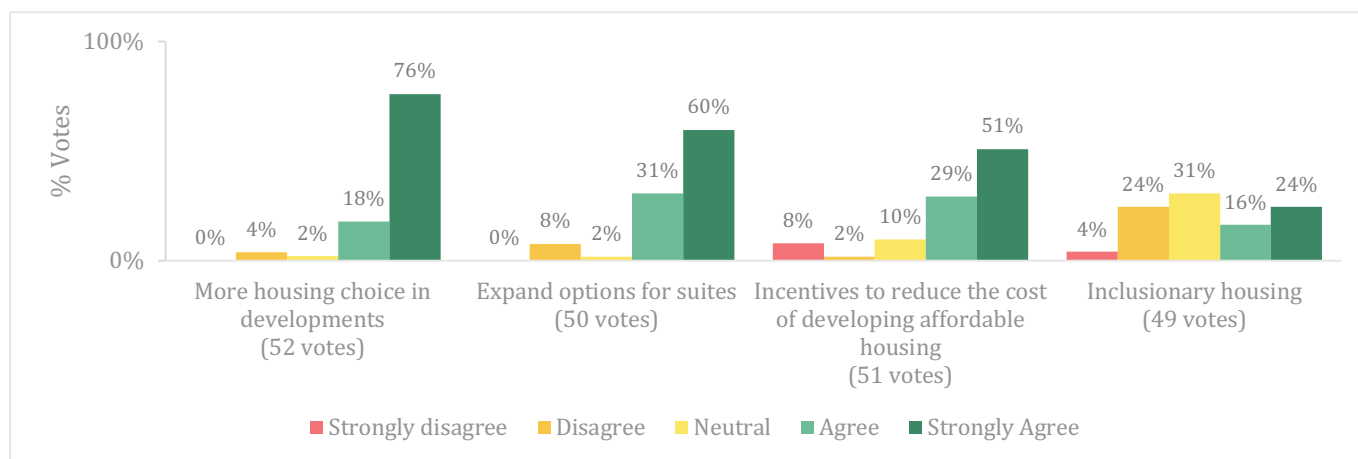
KEY TAKEAWAYS:

Housing is a top priority for many residents. All MDPizza workbooks chose this section.

Feasibility is a top concern when increasing requirements.

More housing choice and diversity is a top priority.

POLICY IDEAS:



More housing choice in developments

Require developers to provide a range of housing types in all new neighbourhoods including at least 30% non-traditional housing.

Comments:

Create diverse and unique neighbourhoods: Housing and use diversity is an opportunity to change the dynamic of a community. Ensure that neighbourhoods stay unique. (9 comments)

Build for all-ages: A diverse housing stock results in housing for all-ages. (6 comments)

Be careful about the number of restrictions: Ensure Okotoks doesn't discourage developers with too many requirements. Developers will adapt to new restrictions over time. (5 comments)

Ensure design is sensitive: Infill should be sensitive to existing character. (2 comments)

Clarify policy: Clarify if percentage refers to land or units and define "affordable". (2 comments)

Reduce radiation hotspots. (1 comment)

Expand options for suites

Relax regulation on secondary suites (for example, allow larger unit sizes and reduce parking requirements).

Comments:

Relax regulations: Support for relaxing regulations. Secondary suites could also include options for detached garage, small accessory units, and 2-3 bedroom units. (4 comments)

Be selective: Be very selective about which regulations are changed. Enforcement should be more stringent. (3 comments)

Maintain neighbourhood character: Use height, lot size, and design controls for suites to maintain neighbourhood character. (2 comments)

Incentives to reduce the cost of developing affordable housing	Inclusionary Housing
Explore incentives to reduce the cost of developing affordable housing. Comments: Be selective with incentives: Okotoks should be careful to incentivize exactly what we want to see. Some participants would rather see ways to make developing affordable housing easier to develop rather than financial incentives. Property tax abatement is another possible tool. (4 comments) Refine incentives: Some of these incentives are not clear – work with developers to understand what would be effective for them. (3 comments) Incentivize less radiation. (1 comment) Include flexible work-live buildings. (1 comment)	Require that at least 20% of housing in new neighbourhoods is “affordable”. Use Housing Agreements to ensure that affordability is maintained over time. Comments: Work to ensure feasibility: Work with developers to ensure it is feasible and enforceable – this should be considered alongside incentives. (6 comments) Clarify definitions: Have clear definitions of “affordable” and what housing agreements include. Clarify if this is within or in addition to a requirement for housing diversity. (5 comments) Needs to be the right amount: Participants disagreed if 20% of affordable housing was too low (1 comment) or too high (3 comments). Diversify housing: Increase diversity of people and housing while maintaining the aesthetics of the community. (3 comments) Place in the right location: Affordable housing should be close to services and amenities and distributed throughout Okotoks. (2 comments) Include housing co-ops. (1 comment) Don’t decrease other homes values. (1 comment) Needs oversight of landlords. (1 comment)

ADDITIONAL IDEAS AND COMMENTS:

- Allow more diverse types:** Allow more diverse types of housing in Okotoks, including tiny homes, secondary and carriage suites, triplexes, multiplexes, and higher-height buildings in certain areas. Secondary suites should allow 2-3 bedrooms. Infill should be sensitive to character. (14 comments)
- Accommodate changing demographics:** There are more seniors, smaller families with fewer children, and more people doing non-traditional work. Design housing that works for these households. (7 comments)
- Mixed-use neighbourhoods:** Neighbourhoods should be mixed-use, and zones should have more flexibility, including allowing live-work spaces. (4 comments)
- Encourage alternative tenures:** Including cooperatives, co-housing, and more. (3 comments)
- Include accessible housing and assisted living:** Provide housing that is already accessible, and affordable long-term assisted living. (2 comments)
- Don’t decrease other homes values.** (2 comments)
- Recognize income disparities in Okotoks.** (1 comment)

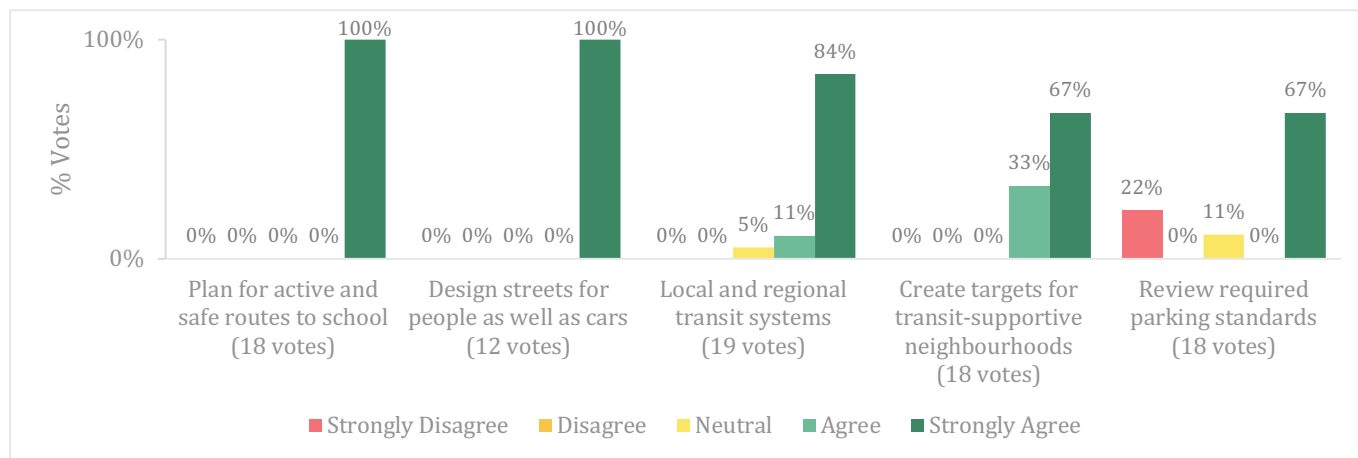
SUSTAINABLE TRANSPORTATION

KEY TAKEAWAYS:

Strong support for all policies, including reviewing required parking standards.

Vehicles and parking will still need to be accommodated in policy and design – but prioritize sustainable transportation methods.

POLICY IDEAS:



Plan for active and safe routes to school

Partner with school boards to update the Active Transportation Strategy to identify safe routes to schools.

Comments:

Improve pathway system and pedestrian crossings: It is difficult to locate children on pathways – add lighting, location markers, and safe road crossings. (4 comments)

Consider “buddy” or volunteer system: It is challenging getting children to school with two working parents. Consider a “buddy” system with seniors or volunteers, and integrate with before-and-after-school care. (3 comments)

Clarify definitions: Ensure there are clear definitions of “active” and “safe”. (2 comments)

General support. (3 comments)

Design streets for people as well as cars

Where possible and feasible, all new residential roads should have separated sidewalks, boulevard trees, and cycling infrastructure.

All new roads should be designed with “frontages” to be more interesting and accessible to pedestrians. Encourage the use of laneways rather than front-facing garages.

Comments:

Accommodate cars: Vehicle use will continue, as Okotoks is not walkable and is a service centre for people from surrounding areas. Ensure vehicles are still accommodated. (3 comments)

Prioritize sustainable transportation: Sustainable transportation modes should be prioritized in design. This includes longer crossing times for all mobilities. (2 comments)

Use natural materials for paths. (1 comment)

Local and regional transit systems

Create a local transit system and encourage the creation of a regional transit system integrated with the local transit system.

Comments:

Start small: On-It was oversized – start small and learn from past mistakes. (3 comments)

Awareness is key: Community awareness of service is vital to success. (3 comments)

Consider multiple accessibility needs: Including for seniors, people with disabilities and EMF sensitivities. (3 comments)

Review required parking standards

Review parking requirements and cash-in-lieu requirements in the Okotoks Land Use Bylaw to ensure parking is well-managed and that requirements are aligned with community needs (for example: increase or decrease parking requirements). Review parking at a neighbourhood level in areas such as downtown.

Comments:

Accommodate cars: Vehicle use will continue, as Okotoks is not walkable and is a service centre for people from surrounding areas. Ensure adequate parking is still accommodated. (4 comments)

Balance needs of drivers with pedestrian priority. (2 comments)

There is a shortage of bicycle parking. (1 comment)

Create targets for transit-supportive neighbourhoods

Identify targets to support transit and create areas with enough people, jobs, housing choice and services for transit to be successful.

Comments:

Does Okotoks have the critical mass for transit? (1 comment)

Encourage transit use with programs and incentives. (1 comment)



ADDITIONAL IDEAS AND COMMENTS:

Create safer infrastructure for people walking: Including safer road crossings, sidewalks in all neighbourhoods, and enhancing connectivity. Retrofit roads where appropriate. (5 comments).

Create accessible public transit systems: Public transit should be accessible to all, including wheelchairs, strollers, and bicycles; and connect to major centres. (2 comments)

Have a car share program in Okotoks. (1 comment)

More jobs in Okotoks so it is possible to work and live in the Town. (1 comment)

Complete a comprehensive review of parking downtown. (1 comment)

Review parking options in residential neighbourhoods. (1 comment)

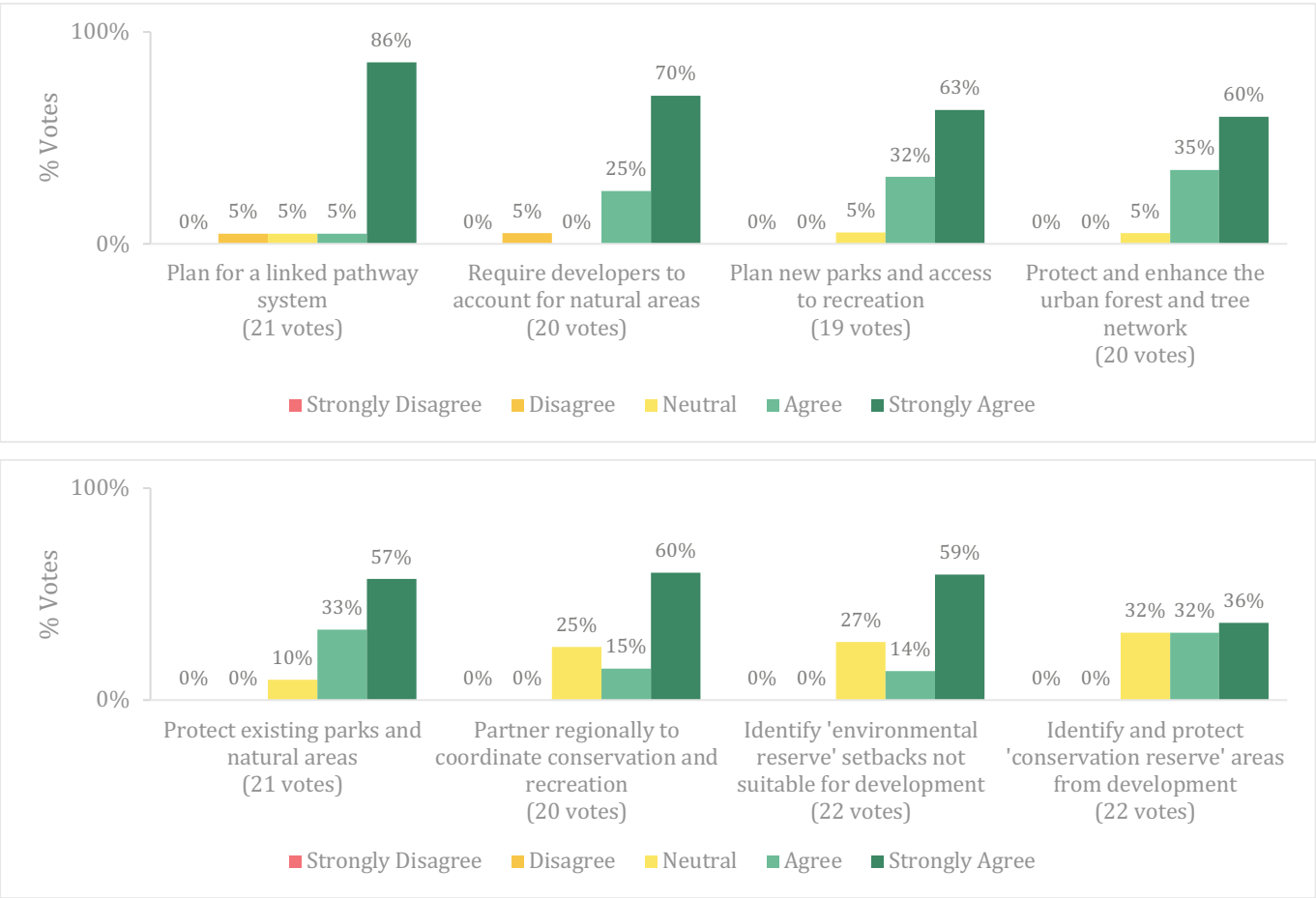
PARKS, RECREATION AND NATURAL AREAS

KEY TAKEAWAYS:

Balance natural character of Okotoks with providing recreation facilities.

Broad support and little opposition to all policies.

POLICY IDEAS:



Plan for a linked pathway system	Require developers to account for natural areas
Plan for a complete system of multi-use pathways to connect all residential neighbourhoods and link key destinations like playgrounds, schools, parks and open spaces, the Sheep River Valley, employment and retail centres. Comments: Ensure cleanliness from dog feces. (1 comment) Include pathways in streetscape instead of separate. (1 comment)	Require new neighbourhood development and Area Structure Plans to conduct biophysical impact assessments to assess and mitigate potential environmental impacts. As part of the Area Structure Plan and subdivision process, strengthen measures that require developers account for and protect functional natural systems. Comments: Maintain natural character of land. (2 comments) Do not include an additional layer of red tape. (1 comment)
Plan new parks and access to recreation	Protect and enhance the urban forest and tree network
Set a target for providing a certain amount of parks and access to recreation opportunities. Ensure both are aligned with natural resource protection measures while meeting the needs of the growing community. Use the Recreation, Parks and Leisure Master Plan to prioritize new parks and access to recreation opportunities to meet current and anticipated future needs. Comments: Include specific facilities: Including dog parks, croquet, lawn bowling, and cultural components such as band stands. (3 comments) Place importance on natural areas. (1 comment)	For trees on Town land, require a tree valuation and require replacement with trees of similar value for any trees removed. Do not allow Town trees to be removed for redevelopment unless unavoidable. For residential properties, require a minimum number of trees and bushes through the Land Use Bylaw. Allow new development to receive credit towards these tree requirements by preserving mature trees. Comments: Encourage tree planting and diversity in species. (1 comment) Stop tree removal. (1 comment) Clarify how mature trees will be valued. (1 comment) Require building permit before any stripping or grading begins. (1 comment)

Protect existing parks and natural areas	Partner regionally to coordinate conservation and recreation
Adopt a one-for-one replacement policy for parks and natural spaces owned by the Town so that Okotoks does not lose any park land or natural space through development. Comments: Keep parks in the same neighbourhood: Any replacement of park land should be within the same neighbourhood so that parks are not pushed out of the core. (2 comments) Relocate trees: Developers should relocate high value trees, and consider moving mature trees from other locations into new parks. (2 comments) Incorporate multiple uses into parks. (1 comment)	Work with nearby municipalities, the Calgary Metropolitan Region Board, and the province to create a regional park and natural space strategy that includes conservation of important ecosystems and regional recreation opportunities. Comments: Ensure clear jurisdiction: There is a benefit from working together to create a beautiful ecosystem for all – but who is responsible for paying? (2 comments) Include First Nations and youth. (1 comment)
Identify ‘environmental reserve’ setbacks not suitable for development	Identify and protect ‘conservation reserve’ areas from development
Identify additional setbacks surrounding water bodies to further protect development from natural hazards and prevent pollution. Comments: Incorporate commercial opportunities on the river. (1 comment) Incorporate a metric to define required setbacks. (1 comment) Train tracks could be an issue. (1 comment)	Before proceeding with development in the annexed lands, identify and map an ‘ecological network’ including existing and desired areas for conservation such as sensitive ecosystems, wildlife corridors, and other important landscapes or viewpoints. Once the ecological network is identified and mapped, the Town should purchase and prioritize areas for conservation based on ecological value. Development will be restricted and buffered from Conservation Reserve areas. Comments: Include agricultural land: Preserve prime agricultural land. (2 comments) Balance conservation with recreation. (1 comment) Be careful of exploitation by developers. (1 comment) The Town shouldn’t have to purchase land. (1 comment) General Support. (1 comment)

ADDITIONAL IDEAS AND COMMENTS:

Include uses that are missing in Okotoks: Participants would like to see summer barbecue facilities, recreation facilities, neighbourhood meeting places, activities and places for younger people, and more festivals and community events. (5 comments)

Interconnect larger park system: Create larger regional parks or green belt in collaboration with neighbouring communities, and connect parks through pathway system. (5 comments)

Incorporate education into conservation. (1 comment)

Prioritize location of parks over other uses. (1 comment)

Do not take cash-in-lieu for municipal reserves – require providing land. (1 comment)

Encourage front-yard gardens. (1 comment)

Maintain the natural character of Okotoks. (1 comment)

Reduce radiation hotspots. (1 comment)

CLIMATE ACTION

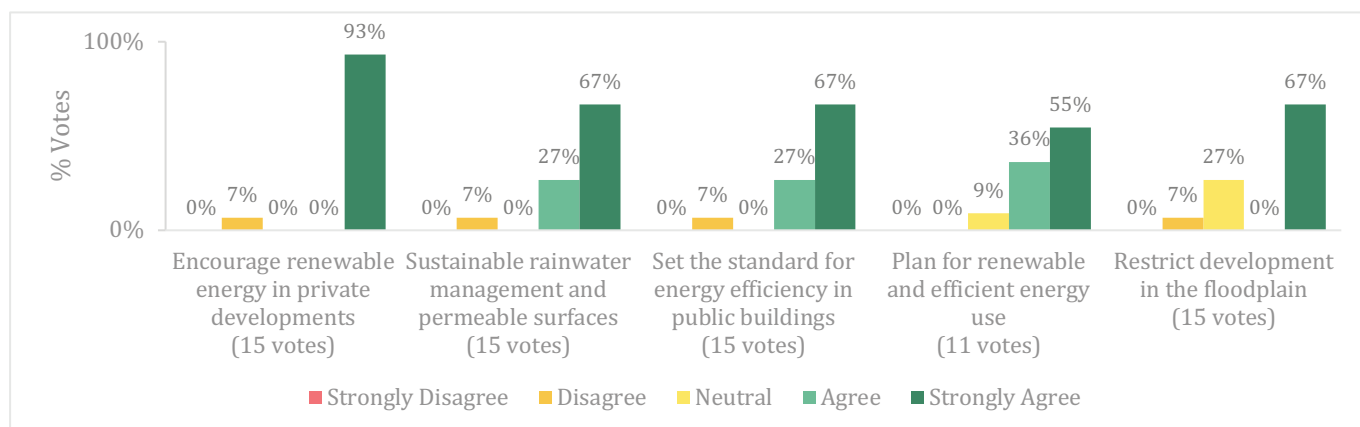
KEY TAKEAWAYS:

Climate action policies not a top priority for participants – few chose to complete this section.

Very supportive of incentives, requirements, and guidelines for private developments.

Some participants wary of too restrictive policy or language, such as restricting development in the floodplain.

POLICY IDEAS:



Encourage renewable energy in private developments

Set a target and provide incentives for incorporating sustainable energy use in new private developments.

Require new buildings to be built “solar-ready” and require electric vehicle charging infrastructure.

Provide rebates to developments going beyond minimum sustainability standards.

Comments:

Incentives: Participants disagreed if there should be financial incentives for private developers (2 comments against, 3 comments in support, 1 comment in support for schools).

Adopt higher standards. (2 comments)

Look into impact on affordability. (1 comment)

Solar panels should be in roofs for longevity. (1 comment)

Sustainable rainwater management and permeable surfaces

Improve rainwater management standards for new developments to recover from large storm events and protect natural systems.

Create minimum requirements for permeable surfaces for each zone in the Land Use Bylaw.

Comments:

Discourage impermeable surfaces: Encourage residents to not use impermeable surfaces on their property. (1 comment)

Include existing developments, not just new developments. (1 comment)

Set the standard for energy efficiency in public buildings	Plan for renewable and efficient energy use
Create a target for a sustainable energy source for municipal buildings. Require all new municipal buildings to be built to Green Building standards (such as LEED or Passive House) to reduce energy use and emissions. Comments: Be careful of unintended consequences with long-term costs. (1 comment) The Town should lead in energy efficiency. (1 comment) Encourage work and living outdoors. (1 comment)	Develop and implement a comprehensive Renewable Energy Strategy to encourage, support and implement new forms of renewable energy generation. Explore the use of alternative technologies and options for space heating, such as low-carbon district energy systems to reduce greenhouse gas emissions from natural gas heating. Comments: Explore alternate forms of renewable energy, such as heat energy from sewage. (1 comment) Require a certain percentage of new development to incorporate solar. (1 comment) Increase density in new developments. (1 comment)
Restrict development in the floodplain	
Adopt a policy at the watershed scale to restrict development in areas with the highest risk of flooding to limit the consequences of a large flood event. Comments: Weaken wording of policy: Restrict only certain types of development or develop in a manner suitable to flooding rather than prohibiting all development. (4 comments)	

ADDITIONAL IDEAS AND COMMENTS:

Prioritize sustainable transportation: Okotoks needs to prioritize sustainable transportation, including local and regional public transit, electric vehicles, walking, and cycling. (6 comments)

Promote solar and other renewable energy sources: Solar panels could be made more feasible by reducing parking requirements. Remain flexible to new technologies – don't focus solely on solar energy. (4 comments)

Be innovative. (1 comment)

Do up to date flood mapping. (1 comment)

Town festivals should be sustainable. (1 comment)

Use tiny homes instead of rental projects. (1 comment)

Reduce radiation hotspots. (1 comment)

SCHOOL POLICY

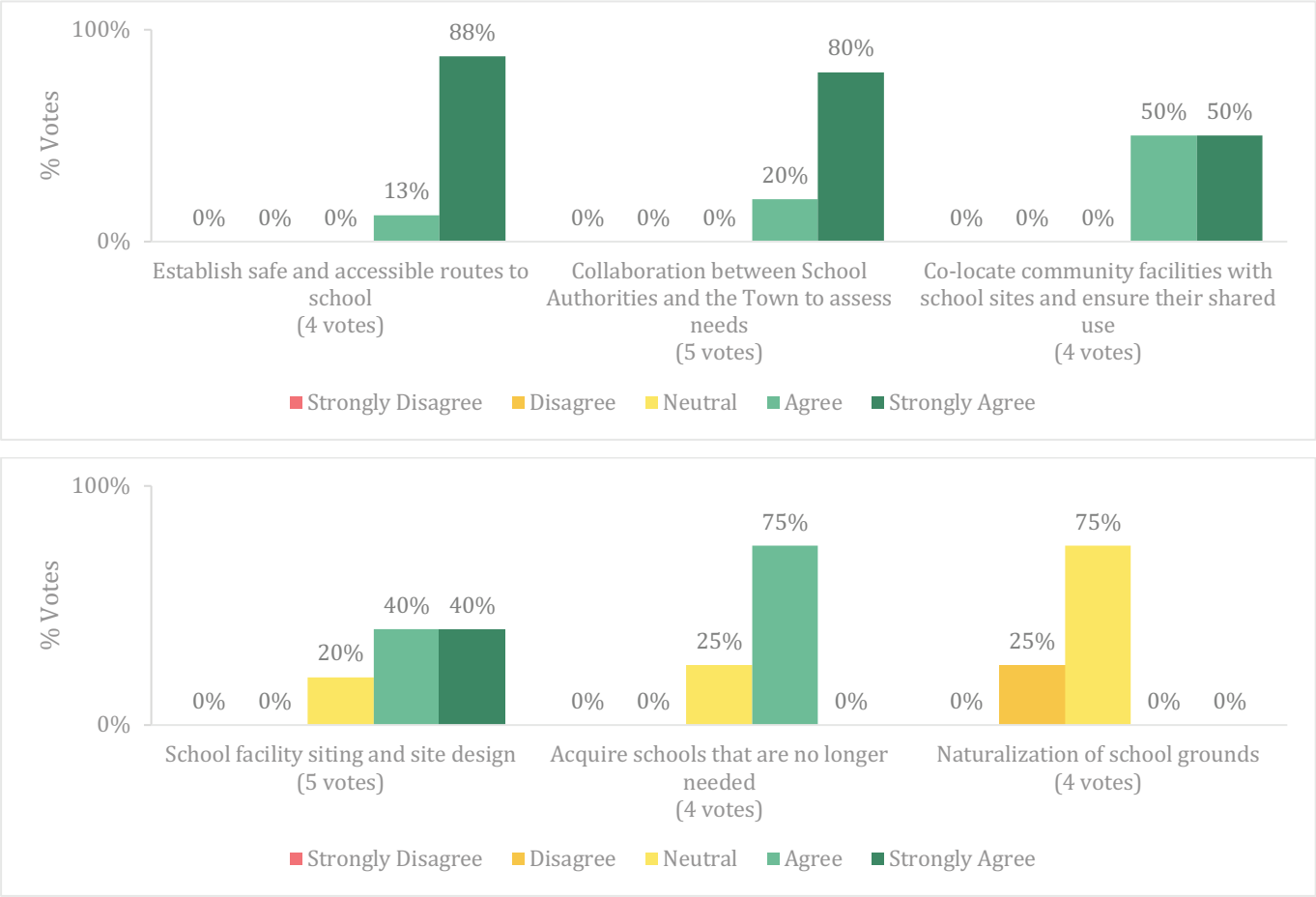
KEY TAKEAWAYS:

Word policy carefully to maximize flexibility where appropriate.

Naturalization of school grounds not a priority and may not be appropriate at all school sites.

Collaborate with school boards early and continuously when identifying needs, location, and site design for schools.

POLICY IDEAS:



Establish safe and accessible routes to school	Collaboration between school authorities and the Town to assess needs
Ensure students can walk, bike, or take the bus to school safely and effectively. Identify school catchments, designate priority school routes from residential areas, and design those routes with a focus on safety and accessibility. Comments: Include transit accessibility: Policy should include language on accessibility to transit. (2 comments) Create active transportation network. (1 comment) Change to “where feasible”. (1 comment)	When creating Area Structure Plans, engage in collaborative discussions with School Authorities and the Town to assess the needs for future schools, parks, pathways and community facilities. Optimize the use of limited Municipal Reserve Lands in a manner that balances the needs of the school authorities with the needs of the community for access to facilities. Comments: Identify good locations for a school: All factors affecting the school site should be considered, rather than solely “leftover” land. (2 comments) Clarify when discussions occur: Discussions should be as early as possible, with ongoing collaborative discussions. (1 comment)
Co-locate community facilities with school sites and ensure their shared use	School facility siting and site design
Explore partnership and cost-sharing opportunities to co-locate community facilities with schools or to expand school facilities. Ensure school sites and facilities can be used by the community outside of school hours. Comments: Recognize and respect unique characteristics of the school. (1 comment) Should only be <i>appropriate</i> facilities: Schools may not want to share all facilities – such as science labs. (1 comment)	Optimize land availability for use between the school and the Town. Site and lot configurations should show buildings, portables, play fields, parking, and loading. Locate new schools on collector roads and minimize hazards associated with students crossing arterial roads. Integrate the design of the school site with the public park areas. Comments: Location and site conditions will inform this: where site is located, as well as site conditions, largely inform the site configuration. (2 comments) Identify Town’s requirements early: Town has land-intensive requirements (e.g., for bus parking), which are important factors in size requirements and siting design. (1 comment)

Acquire schools that are no longer needed	Naturalization of school grounds
When a school board declares a school as “surplus” because it is no longer needed in the community, the Town should have the opportunity to acquire it and use it for community uses or programs. Comments: Ensure this aligns with the Municipal Government Act and Schools Act. (2 comments) Consider offering surplus sites to other school divisions. (1 comment)	Help students learn about sustainability and environmental restoration through the naturalization of school grounds and the creation of outdoor classrooms. Comments: Not a priority: Naturalization of school grounds is not a priority and may not always be appropriate when there are needs for outdoor play space and other programming needs. It may be appropriate in defined areas where the site conditions allow – but not as an overarching policy. Non-irrigation may not be appropriate given heavy foot traffic. (5 comments) Outdoor classrooms are different than naturalization: Focus should not be on outdoor classrooms. (2 comments) Sustainability versus naturalization: Sustainable and environmental design of schools and school grounds may be more appropriate. (2 comments)

ADDITIONAL IDEAS AND COMMENTS:

Word policy carefully to allow flexibility where appropriate. Keep policy language flexible with terms such as “should” or “where possible”, “appropriate”, especially when speaking to guidelines for the design, siting, and co-locating of schools. (2 comments)

Clarify when collaborative discussions occur: Collaborative discussions between the Town and school boards should occur at project initiation in the Area Structure Plan Process. Discussions should be ongoing and occur throughout the process of planning and designing school sites, including in the Area Structure Plan, Outline Plan, and detailed design processes. (2 comments)

Include health and wellness considerations in design. (1 comment)

Include portables and modular classrooms. (1 comment)

LOCAL ECONOMY AND JOBS

To kick off Phase 2 of engagement, the Town and the Chamber of Commerce hosted a workshop to engage local residents and businesses on Jobs and the Local Economy. The workshop was held on October 17, 2018. A total of 42 business owners and community members attended the Jobs & Economy workshop. Groups reviewed and discussed policy ideas under three main topic areas:

- Green Business & Innovation
- Flexible Options for Live / Work Spaces
- Land Use Policy to Support Local Jobs

Participants reviewed and discussed initial policy ideas and suggested their own. They also discussed implementation and what the Town and business community could do to help move actions forward.

KEY THEMES

Some of the key themes that emerged across all topic areas included:

Partnerships	Connected and Vibrant
Anchor institutions: Attracting and partnering with key ‘anchor institutions’ such as post-secondary satellite campuses, or research facilities or senior government offices. Uses that provide high-paying jobs, support spin-off jobs and businesses, are resistant to economic ups and downs. Establishing partnerships with post-secondary for co-ops, work placement programs, or business incubators, or sponsoring research grants could also help drive innovation in Okotoks. Other ideas for anchor institutions included healthcare industries, arts and cultural institutions, and environmental and tech-based businesses. Regional collaboration: Partnering with neighbouring municipalities, the county, and business organizations across the region to oversee and strengthen economic development and collaborate on joint initiatives (such as trail connections, recreation tourism, hosting regional events, etc.). This would help local businesses coordinate and promote collaboration. Ideas included creating a regional Chamber of Commerce, establishing a regional tourism organization, or other regional partnerships between governments businesses, and non-profits.	Integrated Land Use & Transportation: Ensuring key destinations are connected and walkable to promote more active transportation. Combining arts, culture, and recreation with employment nodes will support a more vibrant community to attract and retain employees and major employers. • Key Destinations: Creating destinations throughout the community (arts and culture, businesses along the river, etc.) and linking them with a trail network would support residents and tourism. • Supporting and expanding retail district: Enhancing and expanding the downtown core to support the ‘heart’ of the community and serve residents and visitors. Maintaining our heritage buildings and creating unique retail and neighbourhood character with heritage mixed-use districts and form-based zoning. Smaller Hubs: Integrating small commercial hubs into neighbourhoods to ensure people can walk to meet their daily needs and disperse more jobs and destinations throughout the community.

Innovation

Innovation Centre / Business District:

Establishing an Innovation Centre and/or Business Districts in Okotoks could support new businesses and jobs, attract progressive new industries, and promote Okotoks as a leader in innovation and sustainability. Related ideas included seeking government grants, corporate or post-secondary sponsorships or investment, integrating opportunities for public education, business learning and mentoring, and collaborating to establish a regional strategy for innovation and investment.

Green Business: Attracting and supporting green businesses will help establish Okotoks as a leader in sustainability and innovation. Ideas included using green construction, implementing lean processes for manufacturing, establishing LEED standards for new civic buildings, providing incentives, and promoting green products and suppliers. Specific ideas included:

- Supporting and promoting recreational tourism
- Mentoring and support for new businesses, especially youth, local entrepreneurs, green businesses
- Developing a Social / Green Innovation Strategy
- Developing a Water Efficiency Centre and/or new branch of Green Calgary
- Studying the changing nature of work to identify potential barriers and solutions to support progressive industries

Flexible and Business Friendly

Flexible & Affordable Commercial Spaces:

Providing more flexibility for businesses and commercial spaces could help support more opportunities for local businesses and jobs (including niche businesses like microbreweries that can support tourism). Specifically, greater flexibility for subdividing commercial spaces and for mixed-use building heights, form-based zoning to allow more diverse businesses to co-locate (in commercial and industrial areas) and allowing more lands and buildings to be used for shared work spaces. Other ideas included Town grants or tax incentives for new businesses, seeking grants from senior government to support new employment and start-ups, rent controls for commercial spaces, and establishing a development corporation to develop and manage more affordable commercial spaces.

- **Business Incubators & Shared Work Spaces:** Establishing incubator spaces or Town-owned shared work spaces to support smaller businesses and start-ups.
- **Home-Based Businesses:** While there are many home-based businesses in Okotoks, it is difficult to scale up and make the jump to a physical storefront due to the price of commercial space. Ideas to address this ‘missing middle’ included incubator spaces, tax incentives or grants for new businesses, and greater flexibility for home-based businesses (including live/work districts). Participants also noted the need to better define home-based businesses, allow more flexibility for signage, and provide more support for permitting processes.

Business Friendly: Making it easier for small businesses and entrepreneurs to start up, renovate, expand, and grow by having a designated ‘navigator’ or coordinator to help walk people through permitting processes. By creating a business-friendly environment (through policy and regulation), Okotoks can attract more businesses. Other ideas included a “one-stop shop” or online hub for information, coordinating and engaging more with local businesses and the Chamber of Commerce.

YOUTH WORKSHOPS

KEY TAKEAWAYS:

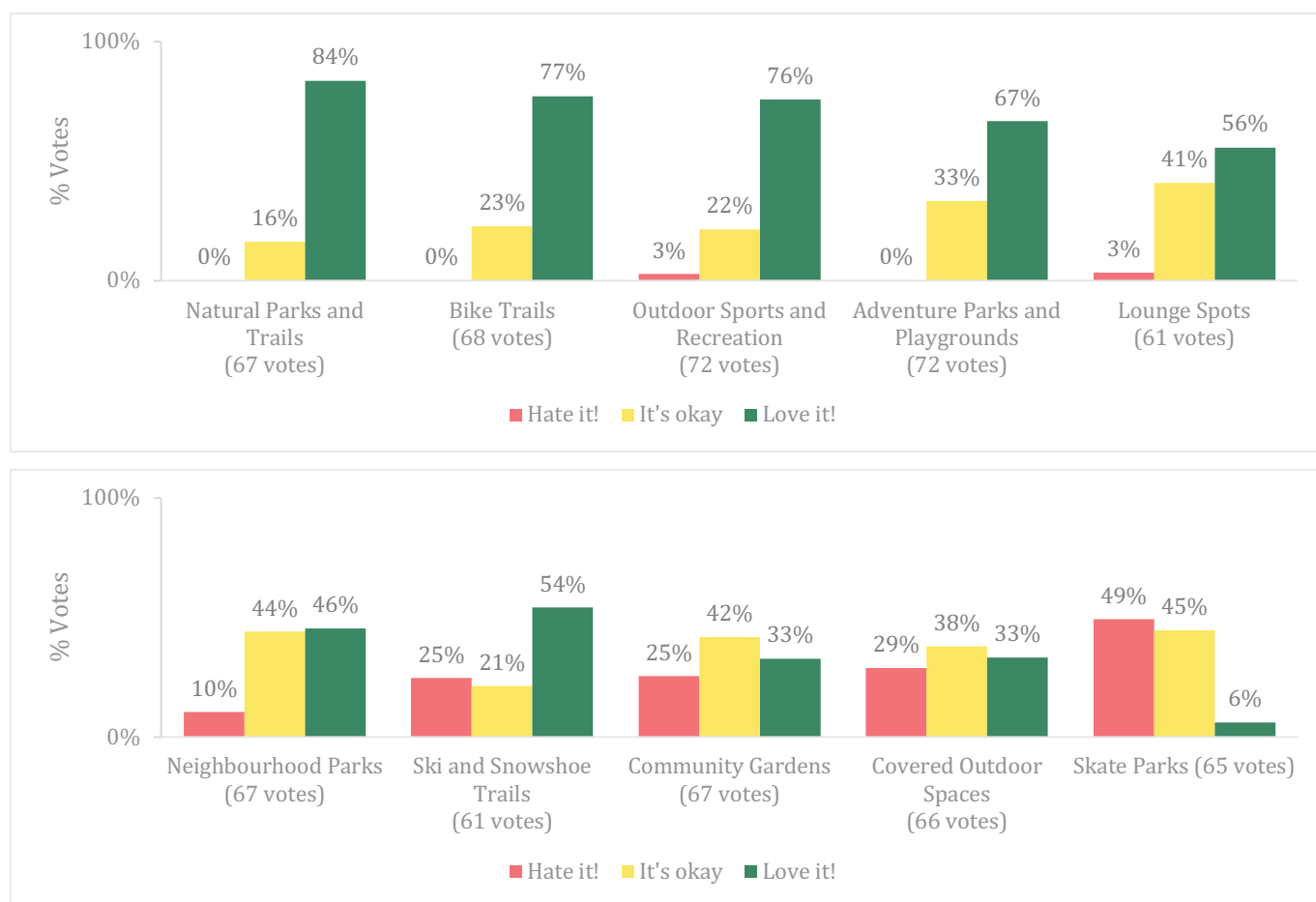
Recreation facilities are highly used. A greater number and diversity of recreation facilities is desired, both indoor and outdoor.

Participants want places to hang out that are low-cost and have a teen-oriented atmosphere.

Better and more diverse shopping and restaurants are top desires.

Public transit within Okotoks and to Calgary is something that is missing in Okotoks.

PARKS AND RECREATION:





Natural Parks & Trails

Beautiful. (1 comment)
Can get anywhere and great for cycling. (1 comment)



Bike Trails

Need more connectivity. (1 comment)



Outdoor Sports & Recreation

Need a higher variety of sports, such as an outdoor pool, ball diamonds, and multi-sport. (4 comments)
Need more. (1 comment)



Adventure Parks & Playgrounds

This would be amazing. (1 comment)
Integrate with other facilities, like an outdoor pool. (1 comment)



Lounge Spots

Currently in bad locations – have more throughout Town. (2 comments)
There are already enough. (1 comment)



Neighbourhood Parks

Need more and better designed and maintained. (3 comments)
Not interesting at their age. (1 comment)



Ski & Snowshoe Trails

Don't have any in Okotoks. (1 comment)
Do not use. (1 comment)
Needs more connectivity. (1 comment)



Community Gardens

Not interested in using a community garden. (5 comments)
Greenhouse would be better. (1 comment)
Volunteer gardens would be good. (1 comment)



Covered Outdoor Spaces

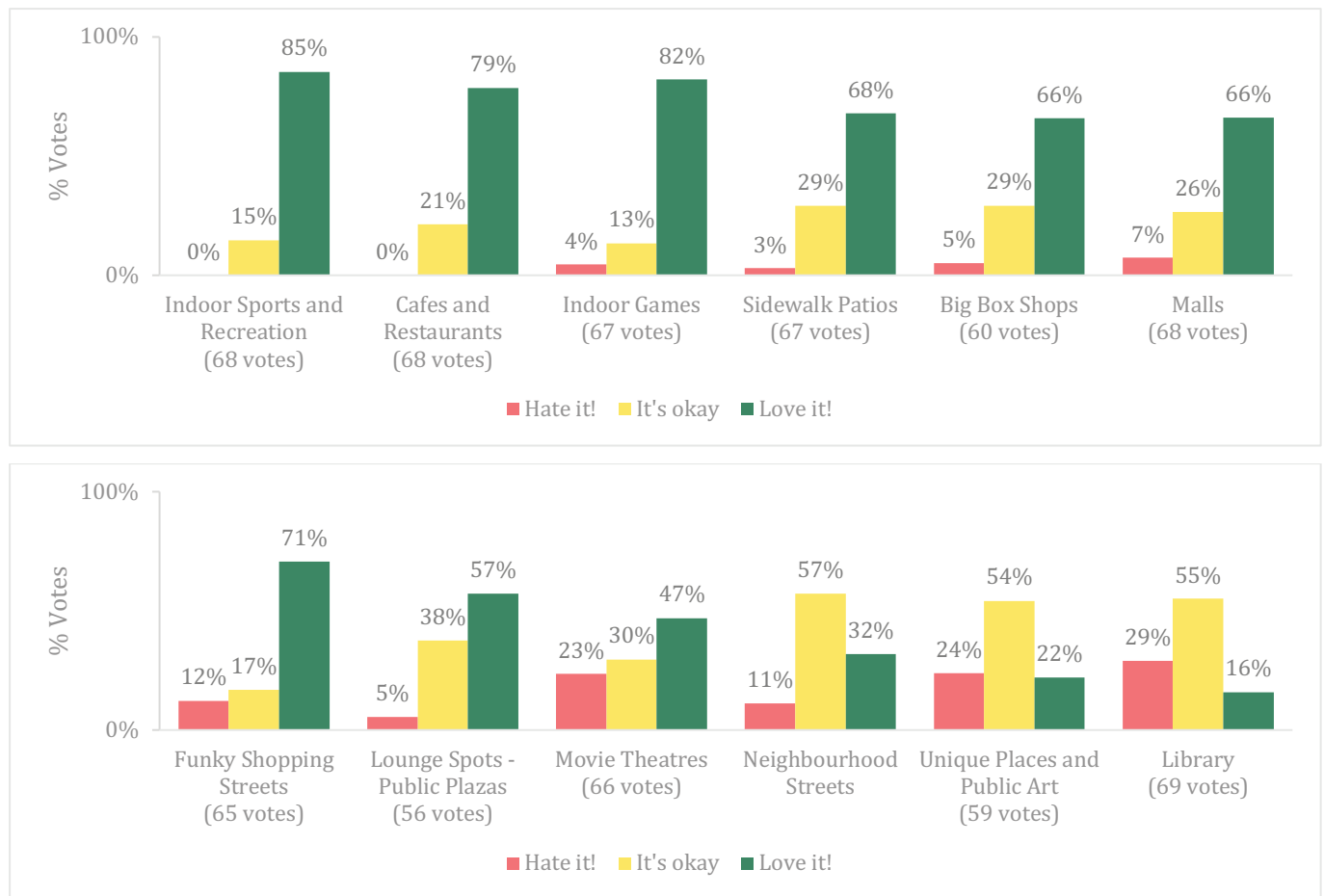
Would need to be updated and in a good location. (3 comments)
Include fire pits. (1 comment)



Skate Parks

Seen as unsafe and “sketchy” due to perception of vaping and drug use. (4 comments)
Too small and too many small kids use it. (2 comments)

HANGING OUT:



Indoor Sports & Recreation

Should be in a better location with sports closer together. (1 comment)

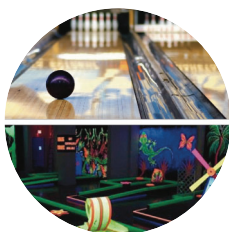
Provide space for more sports than just hockey. (1 comment)



Cafes & Restaurants

More local cafes rather than chains (5 comments)

Good place to hang out, but more diverse price range desired (4 comments)



Indoor Games

Expensive activity. (3 comments)

Currently in a poor location. (2 comments)



Sidewalk Patios

Awesome community places, but need better in Okotoks. (2 comments)

Too funky. (1 comment)



Big Box Shops

Provide cheap, fresh, and convenient food. (3 comments)

Convenient, with a large variety of stores. (3 comment)

Provide youth employment. (1 comment)



Malls

Great community place. Could include a theatre or be an outdoor-indoor mall. (3 comments)

Can be busy, crowded, and overpriced. (2 comment)

Keep small-town vibe. (1 comment)



Funky Shopping Streets

Have different and multiple types of stores, including locally-owned. (3 comments)

Could have another, other than downtown. (2 comments)

Already have this, and it is expensive. (1 comment)



Lounge Spots - Public Plazas

Create this indoors. (1 comment)



Movie Theatres

Current movie theatre is small, in a bad location, and should be updated. (8 comments)



Neighbourhood Streets

Would be great if they existed in Okotoks. (2 comments)

Good to host events such as block parties. (1 comment)



Unique Places & Public Art

Would be great in Olde Towne or Elizabeth Street. (2 comments)

Have local artists make public art. (1 comment)



Library

Current library not big enough and should be updated. (3 comments)

A good quiet place to hang out. (1 comment)

WHAT'S MISSING? ADD YOUR OWN IDEAS!

After voting on the listed activities above, participants could add in their own ideas. These are listed below; the parentheses note how many times an idea was mentioned.

Outdoor recreation facilities:	More restaurants, including higher variety and restaurants with connection to the outdoors. (7)	Farmer's market. (2)
• Sports fields and rinks (3)		Better "soft" infrastructure, including youth programming and an event app. (2)
• Outdoor pool (2)		Better library. (1)
• Ski hill (2)	More and better shopping, including better clothes shopping, dog-friendly businesses, and local businesses. (7)	Outdoor recreation and hang-out hub. (1)
• Basketball courts (2)		Hospital. (1)
• Bike trails (1)	Public transit. (6)	Improved equestrian centre (1)
• Dog parks (1)	High-quality public realm and buildings. (4)	Greenbelt buffer. (1)
• Golf course (1)	Some higher-density housing. (3)	More hotels. (1)
• Another BMX track (1)	Festivals and event hosting. (3)	Casino. (1)
Indoor recreation facilities:	Mall. (3)	
• Another recreation centre or multi-sport complex (4)		
• Better movie theatre (3)		
• Larger pool or wave pool (2)		
• Indoor games (2)		
• Indoor skatepark (1)		

ELEMENTARY SCHOOL WORKSHOPS

In elementary school workshops, participants were asked where they like and do not like to spend time, and what is missing in Okotoks.

Summary

Participants are very active, and generally like the places where they get to do their favourite activities, including the recreation centre, soccer field house, and at martial arts centres. They also like places they get to hang out with their family, including shopping and restaurants. Participants don't like to spend time where there are not enough activities for them to do (e.g., at the swimming pool), where the space is not well designed for them (e.g., where playground equipment is too small for them), and places that are not maintained.

Most participants used cycling and walking to get to destinations. They generally feel safe except at night. Better lighting of sidewalks and pathways would make it feel safer.

When asked what is missing from Okotoks, participants included:

- Recreation facilities, including skating rinks, outdoor pools, sports fields, indoor play areas, and more BMX areas;
- Services, including medical facilities, post-secondary education, and more schools;
- Science centre or museum;
- Better movie theatre;
- Shopping;
- Performing arts centre;
- Hotels;
- More interactive downtown;
- Affordable housing; and
- Public transit.

NEXT STEPS

Our next step is to create a draft of the MDP using the input received to date. Phase 3 engagement will present a full draft and 'snapshot' of the new MDP for public review and comment. To check if we are on the right track with the MDP, we will host a final public event and an online survey. These activities will walk the community through core elements of the new plan and gather meaningful input to refine and finalize the plan for presentation to Council. We expect these to happen in early to mid-June 2019.

Stay tuned at www.okotoks.ca/MDP for details.

