

"Optimism is the faith that leads to achievement. Nothing can be done without hope and confidence."

- Helen Keller

# 2021 ANNUAL REPORT




**TOWN OF OKOTOKS**  
**PROVINCE OF ALBERTA**

For the Year Ended December 31, 2021

Town of Okotoks  
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2021 Annual Report, for the year ended December 31, 2021  
Prepared by: Corporate Services and the office of the Chief Financial Officer (CFO)

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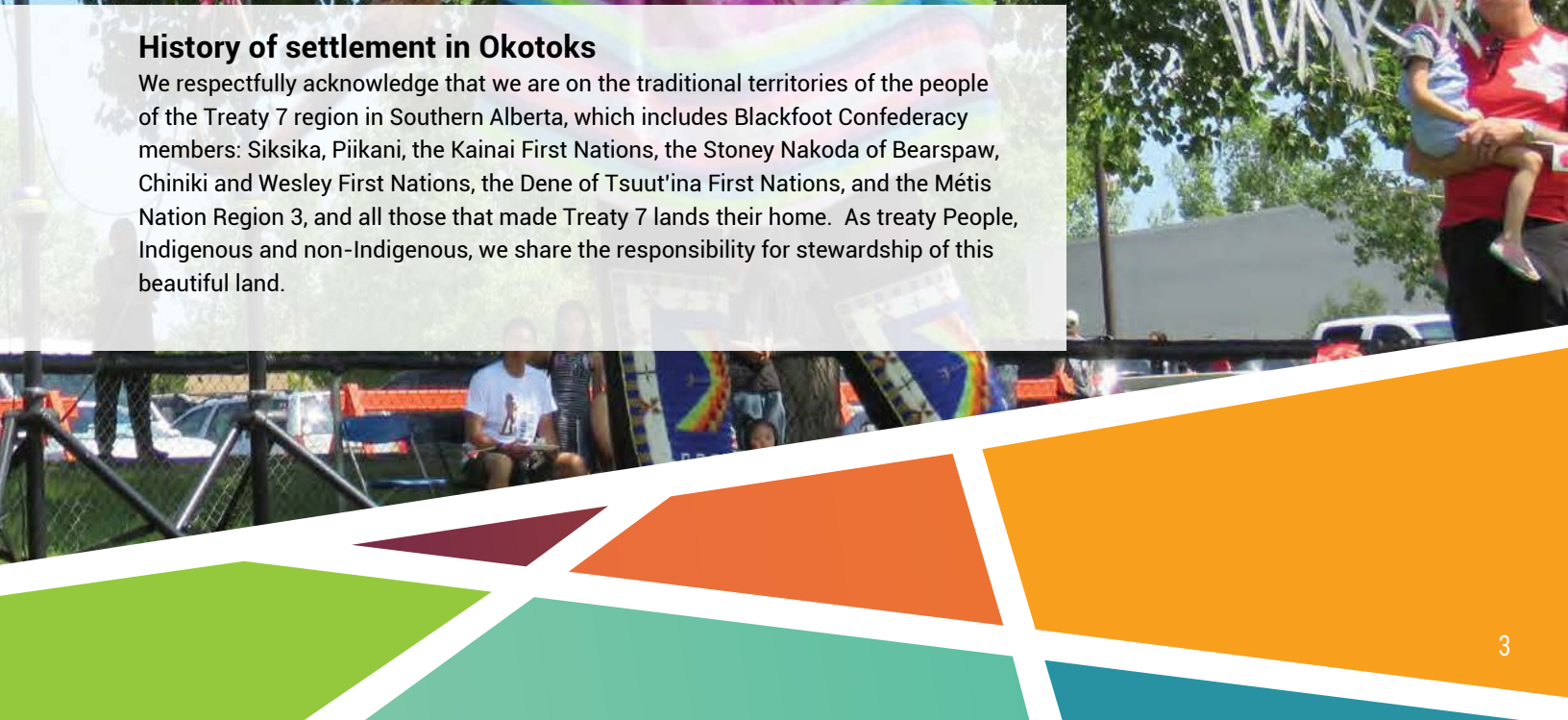
A large green triangle pointing upwards, located in the bottom right corner of the page.





### History of settlement in Okotoks

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





# TABLE OF CONTENTS

## SECTION 1: INTRODUCTORY SECTION

Introduction .....	5
Town Profile .....	6
Government Structure .....	7
Message from the Mayor .....	11
Town Council.....	12
Tribute to Mayor Bill Robertson .....	13
Message from The Chief Administrative Officer & Chief Financial Officer .....	14
Town Council Vision, Mission & Guiding Principles .....	16
Administration .....	18
Strategic Plan .....	19
2018 - 2021 Strategic Plan .....	22
Bi-Annual Progress Reports .....	23
Long Range Plans .....	24
Provide Quality Infrastructure .....	26
Foster Economic Vitality .....	30
Manage Community Growth .....	36
Promote Environmental Excellence .....	42
Strengthen Healthy & Safe Community .....	50
Enhance Organizational Excellence .....	52
Provide Strong Governance .....	58
Corporate Overview .....	66

## SECTION 2: FINANCIAL SECTION

Financial Management and Control .....	78
Independent Auditor's Report .....	96
Management Report .....	98
Consolidated Statement of Financial Position .....	99
Consolidated Statement of Operations .....	100
Consolidated Statement of Change in Net Financial Assets .....	101
Consolidated Statement of Cash Flow .....	102
Notes and Schedules to the Consolidated Financial Statements .....	103
Statistical Information (Unaudited) .....	122





Photo by Darlene Grover

# Introduction

Council is pleased to present the 2021 Annual Report highlighting the Town's various corporate and financial accomplishments over the past year. This report is a concise way for the Town to report to residents and business owners on the progress and achievements towards the key strategic directions in the 2018-2021 Strategic Plan and share the Town's audited financial statements.

## The Annual Report is divided into two sections:

### SECTION 1: INTRODUCTORY SECTION

- An overview of the Town of Okotoks, including its municipal profile and government structure
- Council Committees
- Messages from the Mayor, Chief Administrative Officer and Chief Financial Officer
- Town Vision and Mission Statements
- A summary of the Town's financial and capital strategic plan
- A year-in-review, which provides an overview of key corporate activities and accomplishments based on the Town's strategic plan
- Information to enhance the public's understanding of the Town's budgetary process and fiscal well-being

### SECTION 2: FINANCIAL SECTION

#### FINANCIAL DISCUSSION AND REPORTING

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

#### STATISTICAL INFORMATION (UNAUDITED)

- Financial and general statistics to enhance the public's understanding of the Town of Okotoks





## Town Profile

One of the most beautiful towns in Alberta, Okotoks is recognized as a desirable community of choice with its picturesque landscape in the heart of the foothills, nestled along the Sheep River valley and flanked by the front range of the Rocky Mountains. Okotoks is a vibrant, friendly and youthful community of 30,405\* residents, conveniently located only 18 km south of Calgary's city limits and continues to be recognized as one of the best places to live in both Alberta and Canada. Okotoks provides a high quality of life with a strong sense of place, where residents enjoy an enviable lifestyle that reflects the Town's dedication to preserving the small town feel while providing big city amenities.

Okotoks boasts a regional reputation for environmental stewardship, sports and recreational excellence, state-of-the-art facilities, lively arts and culture, a hub for businesses and entrepreneurship, and outstanding events.

The Town takes a unique approach to community development through its recognition of sustainability and supporting the natural environments, while also implementing world-leading solutions to today's environmental challenges. Okotoks continues to forge a new path that others seek to follow. Okotoks prioritizes, protects, conserves and restores our environment and fosters strong community connections to nature.

With a highly educated population, the Town of Okotoks is well-positioned to attract business and industry to support our local community, its growth, and the surrounding region. Okotoks based employment and resilient businesses strengthen the economy. Thoughtful, collaborative economic development allows for the dismantling of barriers and support of local entrepreneurs, which appeals to businesses considering locating to the community. Okotoks offers unique shopping and exceptional dining opportunities with attractive storefronts in the downtown core. Boutique and specialty shopping, along with art galleries and the museum, have become a staple for locals and visitors.

The Town is also a sports hub for baseball, hockey players and fans. Many other sports are also prevalent in town including lacrosse, soccer, swimming, curling, biking, running, badminton, hiking, fishing, tennis and pickleball. There are two local golf courses, an 18-hole miniature golf course and a disc golf course.

*\*Statistics Canada census (2021 data release date: Feb 2022)*



# Government Structure

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

- » To provide good government
- » Foster the well-being of the environment
- » Provide services, facilities or other necessities prioritized by Council
- » Develop and maintain safe and viable communities
- » Work collaboratively with neighbouring municipalities to plan, deliver and fund inter-municipal services

## The Town of Okotoks consists of two branches:

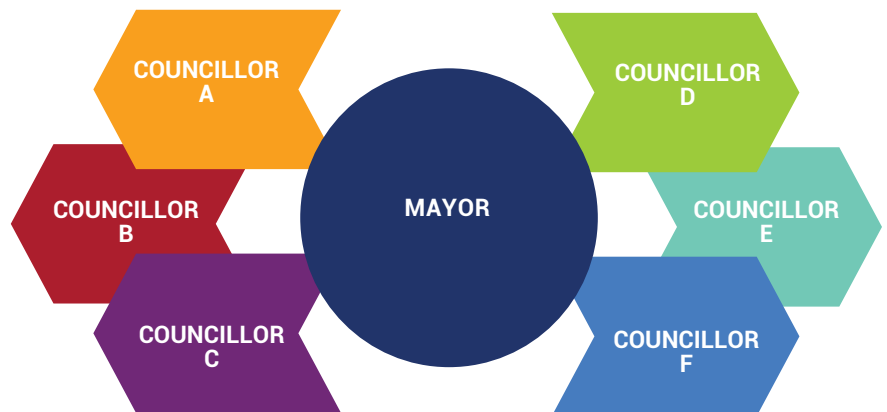
- » A legislative branch, comprised of Town Council
- » An administrative branch, led by the Chief Administrative Officer

### Legislative and Administrative Organization



## Town Council

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





**30,405\***  
POPULATION  
IN 2021

**1** AIRPORT  
OKOTOKS AIR RANCH - CFZ2

**117** YEARS  
OKOTOKS HAS BEEN  
INCORPORATED AS A TOWN

**221** NEW  
BUSINESSES

**758** STORE FRONT  
BUSINESSES

**729**  
HOME BASED  
BUSINESSES

**\$73.5**  
MILLION  
CONSTRUCTION VALUE

**8600+**  
DETACHED HOMES

**1** COMMUNITY  
GARDEN

\* Stats Canada as of February 2022



**333 DAYS** OF SUNSHINE A YEAR



CALGARY



OKOTOKS

**15 MINS**  
DRIVE TO SOUTH CALGARY

**326 HA**  
RIVER VALLEY

**179 HA**  
PUBLIC PARKS  
& OPEN SPACES

**110**  
PARKS

**6** CULTURE & RECREATION  
FACILITIES

**72** PLAYGROUNDS

**94** KMS  
PATHWAYS

**36** SPORTS FIELDS

**9** TENNIS &  
PICKLEBALL  
COURTS

**14** OUTDOOR RINKS  
**6** TOBOGGAN HILLS

**1** OFF LEASH  
DOG PARK



A photograph of four children running away from the camera across a vast, green grassy field. The children are in the foreground, with their backs to the viewer. From left to right: a boy in a light blue t-shirt and dark shorts, a boy in a patterned blue and white shirt and green shorts, a girl in a pink and white striped tank top and black shorts, and a boy in a light blue t-shirt and grey shorts. They are all in motion, running towards the horizon. The sky is bright with scattered white clouds. In the distance, there are some trees and a faint outline of a town or city.

**“People's participation  
is the essence of good  
governance.”**

— Narendra Modi



## MESSAGE FROM The Mayor

Welcome to the Town of Okotoks' 2021 Annual Report. What I love about the annual report is the reminder of what our organization accomplishes in a year and the continual value that is delivered to our community. As your newly elected Mayor and Council we look forward to advancing key initiatives as we transition to a new era. We are keen on collaborating with our community to continue to build an amazing, connected, and vibrant Okotoks. The annual report will be a great tool to see how we are advancing as a community over the next 4 years.

While 2021 was a difficult year at times, we are encouraged as programs and services return to pre-pandemic levels. I extend the Town's heartfelt thanks to all residents for your cooperation, patience and flexibility. While we continue to navigate through some challenges, it is also important to think back to some of the positive things that occurred this year. Most significantly, we continue to prioritize community kindness and civility.

A significant highlight was the approval of the Town's Municipal Development Plan (MDP). The MDP is an important document that will guide future growth and development as the town's population grows from 30,405 today to an anticipated 70,000-90,000 people by 2080.

Council also approved the Resilient Okotoks: Climate Action plan as a means to meet Council's commitment to carbon neutrality by 2050. Responding to climate change presents opportunities to help make the community more livable today and more sustainable for future generations. The Town is already leading the way through its sustainability efforts, with initiatives from this plan, like our award-winning Natural Assets Inventory that was completed in 2021.

A Land Use Bylaw (LUB) was approved in 2021. The bylaw reduces the number of land use districts from 33 to nine more inclusive, flexible districts that allow for greater ability to adapt to market changes and have a larger focus on pedestrians, bicyclists and other active transportation users. The LUB implements the long-term vision defined in the MDP to ensure that potential growth supports economic development and a liveable, walkable, and sustainable community.

Council also approved the Deer and Wildlife Feeding and Attractants Bylaw to regulate the feeding of deer and other wildlife on private property, whether intentional or unintentional. This bylaw will help lessen the impact of habituated urban deer that have become unresponsive to deer-deterrent measures.



Mayor Tanya Thorn

We also shared an exciting announcement in 2021 - Okotoks and Black Diamond are co-hosting the 2023 Alberta Summer Games! The provincial government is providing a \$420,000 operating grant to the host society to support the 2023 Alberta Summer Games, including \$70,000 designated for cultural activities. The games are expected to have an economic benefit of approximately \$3 million in Okotoks, Black Diamond and surrounding areas.

Another important focus for Council has been encouraging public participation from our community. Many projects required your feedback including the 2022 budget, Land Use Bylaw, Wayfinding, Rich's Playground Upgrade, e-Scooter Program, Public Safety, and many more! On behalf of Okotoks Town Council, thank you for getting involved and being part of the conversation! Visit [okotoks.ca/have-your-say](https://okotoks.ca/have-your-say) to learn more about past, present and future public participation opportunities.

Respectfully,

A handwritten signature in blue ink, appearing to read 'T. Thorn', written over a light blue horizontal line.

Mayor Thorn on behalf of Okotoks Town Council

### 2018-2021 Town Council

A major highlight of the year was the election of a new Council for the 2021-2025 term. Of the eligible 21,152 voters, 7,561 voted, which means 35.75 percent of the Okotoks population participated; a 7 percent increase in voter turnout from 2017.



*LEFT to RIGHT: Matt Rockley, Tanya Thorn, Florence Christophers, Mayor Bill Robertson, Ed Sands, Ray Watrin, Ken Heemeryck*

### 2021-2025 Town Council



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



## Tribute to Mayor Bill Robertson ~ 1954 - 2021

In July 2021, the Town lost our beloved Mayor after a brave battle with cancer. He was a tireless advocate for our community and contributed greatly to the success of Okotoks and the region over the years.

Mayor Robertson was first elected to Council in 1995 and he served continuously for more than a quarter of a century, with the first five terms as a Councillor before being elected Mayor in 2010. His leadership, warmth, respect and compassion were felt by all who had the opportunity to interact with him. He is greatly missed by the community.



## MESSAGE FROM The Chief Administrative Officer

On behalf of Administration, I am pleased to introduce the Town of Okotoks' 2021 Annual Report highlighting many of our accomplishments and providing details on the Town's financial position. This year continued to challenge the status quo as we navigated the second year of the global pandemic and adapted, adjusted and focused on what was critical for the community and the organization.

In looking back at 2021, the Town's dedication to a high quality of life for its citizens is evidenced by the reimagined community events, facility openings and infrastructure enhancements that took place despite living through a global pandemic. It has most certainly been a time of challenges, change and growth.

The 2021 Municipal Budget provided priority services to the community while mitigating the economic impacts from COVID-19 within a zero percent tax increase. Although 68 percent of respondents in the budget engagement process supported a moderate increase to maintain priority services, Council opted for a zero percent tax increase to help residents navigate through the challenging economic times of the pandemic.

This lean budget provided citizen-recommended and Council-endorsed service level reductions, while still providing critical funding to implement elements, such as the Affordable Housing Strategy. Advancing the Town's efforts to create more diverse housing to meet the needs of all residents at all ages and stages of their lives continues to be a non-negotiable priority for this community.



Chief Administrative Officer - Elaine Vincent

We will continue to utilize our long-standing financial planning acumen to deliver quality services to the community as we acknowledge the challenges we will continue to face from the changing economic reality. With these challenges also come opportunities – opportunities for new conversations and direction from our newly elected Council.

Administration remains committed to providing residents with high-quality, cost-effective and sustainable programs and services that are developed and delivered in alignment with Council's priorities for the community. We will continue to focus on developing sustainable business practices by concentrating on revenue generation opportunities, cost-saving initiatives, process efficiency improvements and collaborative relationships.

In 2021, we worked diligently to make strategic decisions to drive positive change and respond to social, economic, and community safety challenges, which included funding for 19 new RCMP officers, Peace Officers and Firefighters in the 2022 Budget.



It is also important to highlight the Town's achievements in reaching the goals, objectives and overarching priorities set forward in the 2018-2021 Strategic Plan. As the new Council works to create the 2022-2025 Strategic Plan, this Annual Report is a final report card on the milestones achieved over the previous four-year Council term.

As we recover from the impacts of COVID-19, we have learned a lifetime of lessons, in particular how nimble, reactive and resilient our community has been, carrying forward into a bright and positive future. Moving forward into 2022, a focus on mental health and wellness is critical for our community and we have strived to find new and innovative ways to keep our community connected.

One of the most significant events of 2021 was the loss of our beloved Mayor Bill Robertson after a brave battle with cancer. He was a tireless advocate for our community and contributed greatly to the success of Okotoks and the region over the years. His leadership, warmth, respect and compassion were felt by all who had the opportunity to interact with him. He is greatly missed by the community.

Responsibility for the integrity and objectivity of the accompanying financial statements in this report for the year ended December 31, 2021, and all information contained in these statements rests with the Chief Administrative Officer of the Town of Okotoks. These financial statements have been prepared by Avail Chartered Professional Accountants and approved by Council and Administration.

Over the next year, I invite you to connect with us. I invite you to be part of our budget process, to influence decision making through the many public participation opportunities we host throughout the year. I invite you to call, ask questions, show up and be engaged in your municipal government.

Respectfully,



Elaine Vincent  
Chief Administrative Officer  
Town of Okotoks

## MESSAGE FROM The Chief Financial Officer

The Town of Okotoks' 2021 Annual Report was written to simplify and communicate the Town's financial position, operating results, achievements and successes to the citizens of Okotoks. The financial information in this report has been summarized from the audited financial statements prepared in accordance with Canadian public sector accounting standards.

At varying times in 2021, the Town continued to see cancellations, facility closures, suspended programs, deferred capital projects and front counter service shutdowns. Through reallocation of resources, cost-saving initiatives, deferrals of projects and changes in service levels, Administration successfully maintained core service provisions throughout the pandemic.

Even though there are still many unknowns as we look into the future, I am confident the Town is well-positioned to leverage all future opportunities as we continue to move forward successfully into the next four-year Council term. A noteworthy mention includes the implementation of the Town's first four-year budget. The newly approved multi-year budget was approved by Council in May 2021, aligns with the 2022-2025 Council term, and will provide an efficient and flexible process, which includes the ability to identify significant and incremental changes enabling Council to amend the budget as needed. You will learn more about our multi-year budget on page 61.

The Town takes pride in being fiscally responsible and continues to achieve a strong financial position. As you review the report, I hope it helps enhance your understanding of the Town of Okotoks' finances and find its content useful.

Respectfully,



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



## Town Vision & Mission Statements

The Town Vision focuses on tomorrow and the direction for the future. The mission statement focuses on the current goals of the organization. The newly elected Town Council has re-imagined the Town Vision to align with changing community values as identified through public participation feedback. Keep up-to-date on this process by visiting [okotoks.ca/vision-mission](http://okotoks.ca/vision-mission).



### Town Vision

The Town of Okotoks fosters a culture of resiliency - where people, businesses, ideas and sense of community thrive. Grounded by the Sheep River valley and supported by thoughtful planning and design, a strong local economy and a vibrant civic culture, Okotoks offers exceptional quality of life at every stage of life. Respect for each other and the natural environment makes Okotoks home.



### Town Mission

The Town of Okotoks strives to create and nurture an environment in which people are able to pursue the fulfilment of their values, in harmony with the community.



## Guiding Principles

The corporate guiding principles are the basis for long-term planning for our community. The following guiding principles are the basis for long-term planning for our community and were developed by citizens:



**Livable Okotoks**



**Inclusive neighbourhoods**



**Sustainable design**



**Vibrant civic culture and heritage**



**Active lifestyle**

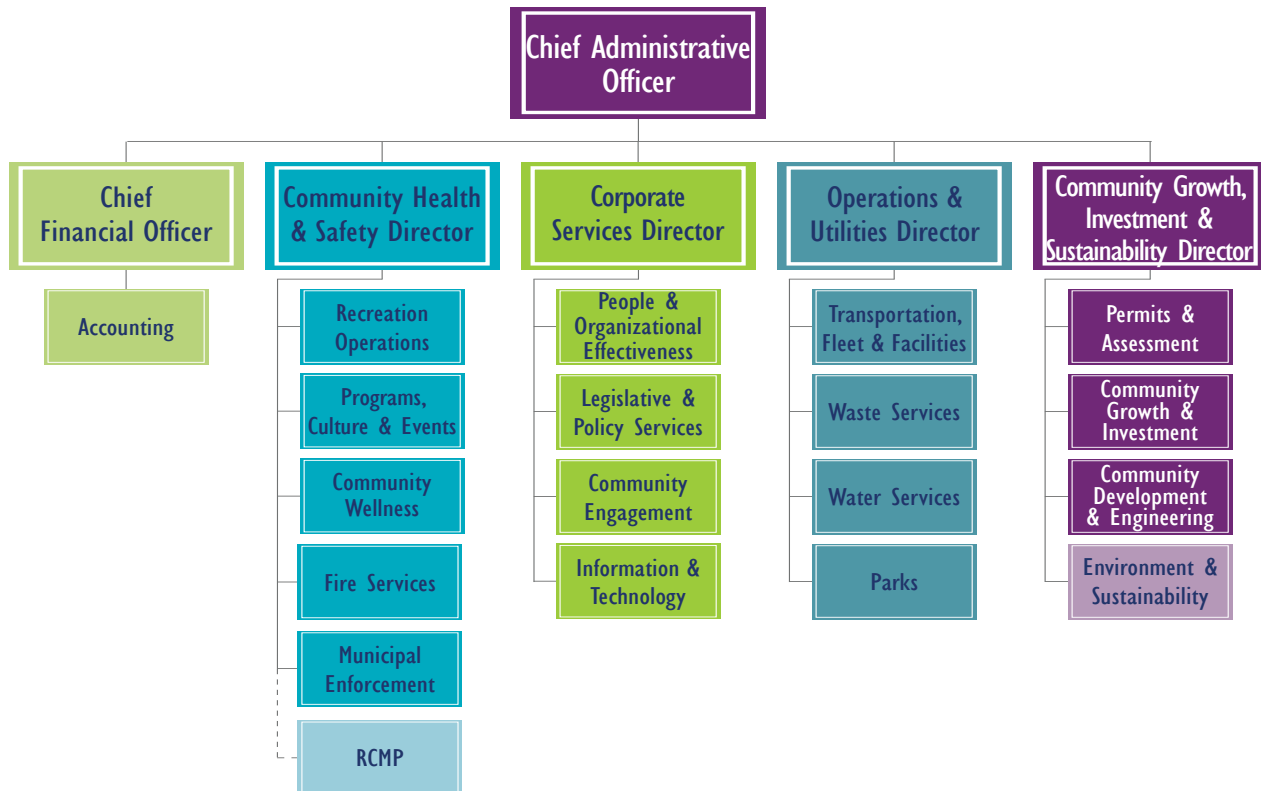


**Strong local economy**

# Administration

The Chief Administrative Officer (CAO) leads the Strategic Leadership Team (SLT) consisting of five directors. The SLT is the executive branch of Town administration who ensure the Town is following Council's strategic direction

## TOWN OF OKOTOKS Organizational Chart



The Town underwent an Organizational Review in early 2021. As a result of the review, several organizational changes were made to respond to priorities and shift resources to better be able to respond to those priorities. These changes are based on the philosophy of realigning our leadership structure to focus on leadership and achieve alignment of our leadership positions with 11 comparator municipalities.

## Guiding Principles New in 2021!

- Our leadership structure is built to properly support direct delivery of resources
- Management function is consolidated to focus on leadership and development
- Principles of delegated decision making, empowerment and leadership development are an integral part of the past and future culture
- Ensure there is sufficient staff who deliver the services directly to our residents

## Organizational Chart New in 2021!

The Town has a new structure with a fairly flat organizational design. This structure enables us to maintain an empowering environment that allows our people to:

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





## Strategic Plan

A Strategic Plan encompasses the priorities built into key, long-range plans, developed in consultation with residents, and reflects Council's commitment to deliver services that are in the best interest of Okotoks' citizens today and citizens of tomorrow.

The Town of Okotoks Strategic Plan (2018-2021) established the Corporation's strategic direction for the four-year elected term of Town Council. It described the areas that previous Councils have focused on and provided specific direction to Administration for the continuous improvement of our community.

The Plan encompasses the priorities built into key, long-range plans, developed in consultation with residents, and reflects Council's commitment to deliver services that are in the best interest of Okotoks' citizens today and citizens of tomorrow.

As the 2018-2021 Strategic Plan is coming to a close, Strategic planning best practices recommend that an organization should continue to implement any in-progress, identified activities or initiatives as appropriate to reach strategic goals until a new Strategic Plan is established.

To accomplish important goals that were specified in the 2018-2021 Strategic Plan, ongoing strategic initiatives are planned to continue and will be reviewed with the 2022-2025 Council during development of the new strategic plan. Those items that require budget approval for 2022 were addressed during this budget process.



### 2018-2021 STRATEGIC PLAN

- » Council developed the 2018-2021 Strategic Plan: Growing Up from Strong Roots, which was approved in May 2018.
- » It determined the strategic direction for Okotoks during the past four years.



### 2022-2025 STRATEGIC PLAN

- » The newly elected Council will develop the 2022-2025 Strategic Plan, and approve it, in early 2022.
- » It will determine the strategic direction for Okotoks over the next four years and the key result areas required to achieve them.



# Strategic Planning Process

Council has 3 roles that can not be delegated:

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

## Roles of Council and Administration







## What and Why vs. How

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



Model courtesy of:  
**wmc**   
the intersection of can and do

# 2018-2021 Strategic Plan



## Council developed the 2018-2021 Strategic Plan:

Growing from Strong Roots and approved it in May 2018. It determined the strategic direction for Okotoks and key result areas required to achieve them.



### Provide Quality Infrastructure

The Town will strategically manage, invest and plan for municipal infrastructure to meet the community's current and future needs.



### Foster Economic Vitality

The Town will facilitate a healthy economy where quality jobs and business opportunities are abundant.



### Manage Community Growth

The Town will build a complete community that provides economic, social, and environmental sustainability for people to live, work and play.



### Promote Environmental Excellence

The Town will be the leader in environmental protection and preservation in Alberta.



### Strengthen a Healthy & Safe Community

The Town will strengthen our social fabric and enhance the safety of our residents.



### Enhance Organizational Excellence

The Town will be recognized as a leader in public service.



### Provide Strong Governance

The Town will provide strong governance including fiscal responsibility, open communication, public participation and strong inter-governmental relationships.





# Bi-Annual Progress Reports

Throughout 2018-2021, Administration regularly provided bi-annual reviews of the strategic plan to Council to evaluate progress in achieving the goals and to make adjustments when necessary to realign for success. In some cases, the initiative or project contributed to more than one strategic goal and required more than one year to complete.

A final report that summarized the Strategic Plan successes was presented to Council in the last quarter of the final year of its four-year Council term. Over this period of time, 11 of Council's non-negotiable priorities had to be continuously supported and prioritized. These non-negotiable priorities will be further discussed in this report. The 11 non-negotiable priorities were as follows:

## 2018-2021 Strategic Plan Non-Negotiable Priorities

Priority No.	2018-2021 Council Non-Negotiable Priorities	Strategic Directions	Page Reference
Priority 1	Secure a supplemental water solution	Provide Quality Infrastructure	Page 26
Priority 2	Ensure understanding of the housing affordability crisis and how to ensure access to affordable housing	Manage Community Growth	Page 37
Priority 3	Advance economic development and becoming the easiest place to do business in Alberta	Foster Economic Vitality	Page 31
Priority 4	Transform outdated planning documents to provide a new vision for growth and development of Okotoks	Manage Community Growth	Page 36
Priority 5	Design and implement Okotoks Transit	Manage Community Growth	Page 40
Priority 6	Seize opportunities when presented, to deliver services that align with our community vision and strategic direction	Manage Community Growth	Page 39
Priority 7	Develop a Long-term Financial Health Framework for the Town	Provide Strong Governance	Page 60
Priority 8	Develop and implement the Environmental Master Plan	Promote Environmental Excellence	Page 43
Priority 9	Develop and implement the utility rate structure review	Provide Quality Infrastructure	Page 27
Priority 10	Develop and implement a Public Participation Policy	Provide Strong Governance	Page 54
Priority 11	Create and implement the Council Governance Framework	Provide Strong Governance	Page 53



## LONG RANGE PLANS

Long range plans and other policy documents, including area structure plans for different neighbourhoods and various overarching regional strategies, support the community in achieving its economic, community and environmental sustainability objectives.

Public participation plays a key role in creating each plan, ensuring that the community's priorities and vision for Okotoks are captured and reflected. The Town encourages resident engagement and welcomes the opportunity to obtain the public's input. Learn more about these and other master plans at [Okotoks.ca/plans](https://Okotoks.ca/plans).



## The Municipal Development Plan (MDP)

The primary long-range planning document that establishes a holistic vision for the Town that guides its overall growth and development. Public participation played a major role in building a new MDP, with the final stages of developing the plan being completed in 2020, and final approval in 2021.



## Downtown Urban Design Master Plan

Provides a long-term vision for enhancing the downtown area by embracing environmentally friendly infrastructure, and by creating inviting public spaces, active streetscapes and architectural innovation, while maintaining historical character.



## Environmental Master Plan

A comprehensive long-term community plan that identifies, prioritizes and sets specific goals and targets for key environmental initiatives for the Town and the community. It encompasses all aspects of the environment, from developing new land, to sustainable practices for energy, water, waste, emissions, urban forests, construction, and transportation networks – anything that impacts the natural world.



## Culture, Heritage and Arts Master Plan II

A roadmap to building a more vibrant culture for the community. The plan lays out a framework that links the desired long-term future of culture, heritage and arts in Okotoks with short-term activity. This framework identifies actions for the first five years of implementation, but includes a 15-20 year approach that allows monitoring, learning and adaptation over time.



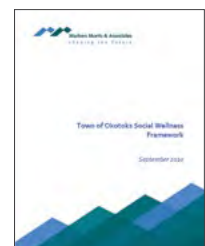
## Recreation, Parks & Leisure Master Plan

Approved by Council in May 2017. The plan identifies future requirements for facilities, programs, services, and anticipated facility costs, and will serve as a guideline for decision making for the next 20 years.



## Social Wellness Framework

Identifies the factors that play a key role in social wellness in Okotoks and provides the framework for the Town to build a safe, connected, caring and creative community. Social wellness is one of three components of community sustainability, integrating and overlapping with economic and environmental sustainability.



# PROVIDE Quality Infrastructure



*The Town of Okotoks will strategically manage, invest and plan for municipal infrastructure to meet the community's current and future needs.*

## KEY RESULT AREAS

**Secure water and wastewater upgrades to meet community growth needs.**

### Historic Water Challenges

Securing a supplemental water source is the main strategic priority of Council. The Town currently has two primary water supply constraints – licensing and production capacity. Increasing water demands in the South Saskatchewan River Basin (Southern Alberta) resulted in the issuance of a moratorium on new water licenses by the Province of Alberta in 2005. Since 2010, Okotoks has relied on license transfers to support growth. In recent years, it has become increasingly difficult to transfer licenses on the Sheep River; additional transfers to the Sheep River are not feasible into the future.

There are also raw water production constraints. The Town has 13 production water wells that draw water from the Sheep River to the Water Treatment Plant (WTP). During hot summer periods, water demands increase while at the same time, water levels in the Sheep River drop reducing the amount of water that can be pumped to the plant. License restrictions limiting how much water can be pumped may also come into effect. These three factors impact the amount of water that can be delivered to the community.

### Interim Water Solutions

Over the past five years, the Town has acquired Sheep River water licenses and has continued to reduce water consumption through the optimization project at the Water

## 2018-2021 STRATEGIC PLAN NON-NEGOTIABLE PRIORITIES

### Priority 1 - Secure a supplemental water solution

Treatment Plant, the water conservation rebate program and other initiatives. This has allowed for continued moderate controlled growth in accordance with our Water Allocation Policy. The updated Water Allocation Policy ensures that sufficient license capacity is available prior to approving land use for new development and ensures that the Town receives reimbursement for licensing costs.

### Long-Term Water Solution

The long-term water solution includes the construction of a raw water pipeline where water will be pumped from the Bow River at the confluence with the Highwood River through a shared water system to water treatment facilities in Okotoks and Foothills County. This water project will provide essential supplemental water supply to our community, improve system resiliency, mitigate water resource constraints and reduce water supply vulnerability for the region. It will also provide safe and secure drinking water to residents and support the growing water needs of new residential growth and business development in Okotoks and Foothills County. The target operational date of the regional system is August 2025. The proposed funding for municipal shares of the project is to be 100 percent financed through grants and off-site levies. Off-site levies are charges to developers to pay for infrastructure required to support growth. The Town continues to work with Foothills County to further the project. More information is available at [Okotoks.ca/watersolution](http://Okotoks.ca/watersolution).





Photo by Alan Fraser



**2018-2021 STRATEGIC PLAN  
NON-NEGOTIABLE PRIORITIES**

***Priority 9 - Develop and  
implement the utility rate  
structure review***

**Waste Water Treatment Plant Upgrades**

This is a multi-year project to address lifecycle replacement and capacity upgrades. Asset replacement and upgrading ensures proper maintenance of infrastructure that will accommodate growth, meet capacity requirements and ensure regulatory requirements are adhered to.

**KEY RESULT AREAS**

***Okotoks is a regional hub that helps  
the community to flourish.***

**Regional Waste Services Partnerships**

The Town capitalized on an opportunity to increase efficiencies and associated cost savings; increase the diversion rate for municipally-managed residential waste; and, optimize the useful life of the regional landfill. After a successful pilot project in 2020, the Town of Okotoks signed a three-year agreement to provide garbage service for Turner Valley and Black Diamond in 2021.

**Turner Valley Aquatics**

The Town is providing the management of staff and programming at the Dr. Lander Memorial Pool in Turner Valley to help achieve consistency in service levels, sufficient staffing within the region and efficient operations. As a result, the Town of Okotoks has now entered into a three-year operating agreement with the Town of Turner Valley.

**Corporate Land Strategy**

A long-term public facilities needs assessment and a corporate land strategy were completed. Both will help plan for, and balance the needs of, funding availability, emerging trends, and operating efficiencies.





#### KEY RESULT AREAS

*Okotoks engages, promotes and assists in seeking alternate infrastructure funding to meet the needs of arts, culture, recreation, sports and non-profits.*

#### **Town of Okotoks and Lion's Club Skating Trail**

The Town and Lion's Club of Okotoks partnered on a pilot project to create a skating trail available to the community for the 2021/2022 winter season. The Lion's Club generously provided the space at the Lion's Campground in Sheep River Park (99 Woodhaven Drive), where the skating trail was located. The Town will review the pilot to determine if the activity is a good fit for the area, the Town, and the Lion's Club in the future.

#### **Veterans Wall**

The Okotoks Royal Canadian Legion Branch 291 donated \$18,000, towards the completion of Phase Two of the Salute to our Veterans Memorial Wall on Veterans Way. The Legion's donation was part of the Okotoks Legion's Poppy Trust Fund, which supports Remembrance initiatives in the community.

Phase Two focused on memorials from the Boer War, WWI and the Korean War and were integrated into the current memorial. The wall has become a focal point for our community – a place to honour the local men and women who selflessly served their country.

#### **Municipal Stimulus Program (MSP)**

The Government of Alberta approved \$3.45M in funding for Okotoks through their MSP with a portion of the money going to assist communities recover from the economic challenges posed by the pandemic and the downturn in energy prices.





*“The campus will support a flexible library experience, form a collaborative learning hub for families, high school students and post-secondary learners and create supportive networks for businesses and entrepreneurs.”*

*Elaine Vincent, CAO*

### **Build Phase 1 of the Arts & Learning Campus**

Phase 1 of the Arts and Learning Campus was completed in the summer of 2021. This included collaborating with partner Christ the Redeemer (CTR) Catholic Schools, along with stakeholders Bow Valley College, Foothills School Division and the Okotoks Public Library. Collaboration focused on designing and constructing a building to accommodate long-term post-secondary education, an enhanced library experience, increased vitality downtown and increased economic development potential. This phase included an expanded Okotoks Public Library as well as space for Christ the Redeemer Catholic Schools division office and St. Luke's Outreach school. It also included the renovation of the former public library building to accommodate the new Bow Valley College campus, Cameron Crossing School and prime commercial space. This is a significant, innovative and positive project for Okotoks that will increase vitality downtown and enhance our ability to offer post-secondary opportunities in the long-term.



# FOSTER Economic Vitality

*The Town of Okotoks will facilitate a healthy economy where quality jobs and business opportunities are abundant.*

## KEY RESULT AREAS

***Contribute to an environment necessary for the business community to grow at a rate that is faster than residential growth.***

### Taxable Residential / Nonresidential Assessment Value Split

	2017	2018	2019	2020	2021
Residential	86.39%	86.59%	86.20%	86.33%	86.80%
Non residential	13.61%	13.41%	13.80%	13.67%	13.20%

## COVID-19 Recovery

The impact of COVID-19 in 2020 and 2021 was felt by all businesses. With many companies having to review how they operated and find ways to remain viable with the health restrictions mandated by Alberta Health Services.

Like the rest of the global economy, Okotoks saw a decrease in the number of new and current businesses for 2020 with a promising recovery in 2021. In 2020, storefront closures were minimal with the largest percentage being Health and Personal Services, which was the largest business sector impacted the worst by the health restrictions.

With businesses being able to adapt to new health requirements, 2021 saw a growth in Okotoks for both home-based startups and storefront businesses. The largest increase was seen in the number of in-person businesses in the Health and Personal Services sector.



### Businesses

	2019	2020	2021
Total Businesses (including non-resident licenses)	2002	1937	2018
Total Storefronts	734	743	758
Total Home-based	710	713	729



### New Business Licenses

	2019	2020	2021
New Businesses (including non-resident licenses)	174	214	221
New Storefronts	87	32	98
New Home-based	106	113	53
New Jobs Created	259	170	222







Photo by Kelly Flood

## Leading Industries IN OKOTOKS

-  **204** HEALTH - OTHER
-  **202** PERSONAL & PROFESSIONAL SERVICE
-  **167** RETAIL
-  **123** FOOD & BEVERAGE
-  **117** BEAUTY & ESTHETICS
-  **114** CONSTRUCTION
-  **67** FINANCIAL/ACCOUNTING
-  **66** AUTOMOTIVE
-  **44** EDUCATION
-  **41** FITNESS
-  **17** GARDENING & LANDSCAPING
-  **16** MANUFACTURING
-  **13** CHILDCARE
-  **12** OIL & GAS

### 2018-2021 STRATEGIC PLAN NON-NEGOTIABLE PRIORITIES

***Priority 3 - Advance economic development and becoming the easiest place to do business in Alberta***

#### Advancing Economic Development

Economic Development plays a critical role in driving economic growth by creating business and job opportunities, as well as facilitating an improved quality of life for the community. Facilitating a healthy economy in Okotoks remains a council priority.

To ensure that Okotoks is an accommodating location for businesses to operate, efforts have focused on building an environment that is inviting to new investment while being supportive of existing businesses. Reducing red tape, creating more intuitive and user-friendly processes and actively working with, and listening to, the business community to strengthen relationships are all foundational pieces to achieve Council's goal of making Okotoks the easiest place to do business in Alberta by 2025.



# Timeline

Economic Development 2018 - 2021

## Economic Development Strategic Plan

The five-year strategic plan incorporates a broad vision for Okotoks' continued growth and prosperity.

2018

## Downtown Urban Design Master Plan

The new plan provides a long-term vision for downtown by embracing environmentally friendly infrastructure and creating inviting public spaces, active streetscapes and architectural innovation, all while maintaining historical character.

2018

## New Community Events Introduced

Increased vibrancy and business exposure created an attraction of larger numbers of people to the downtown core.

2019

## One-Stop Shop

Economic Development as the primary Town contact for businesses and Investors, assisting them through Town permits and requirements.

2019

## Telus PureFibre

Fibre Optic network installed across Okotoks = faster internet service available to consumers.

## Business Roundtables

Organized by the industry sector and in consultation with local businesses, these roundtable exercises identified opportunities for improvements in regulations and processes to make doing business in Okotoks easier.





### Business Intake Form

Single submission form for businesses circulated to all relevant internal departments to summarize and streamline approvals. Business license application response time was reduced by two-thirds.

### Temporary Patios Pilot Program

Streamlined free development approval process for temporary patios on private or public property.

2020

2020

### Planning Fee Waivers

Over \$12,000 in commercial Development Permit and Certificate of Compliance fees were waived between April 27 and September 21.

### COVID-19 Business Support Initiatives

Resources and links to COVID-19 information, including funding sources, were provided to residents and businesses. Additional discretion/variance in sign regulations was permitted to facilitate COVID-19 related announcements. Mental health programs were delivered by partners in the Okotoks Entrepreneurial Ecosystem (OEE) with support from the Town.

### Virtual Reality Project

Created innovative virtual reality tours on available industrial lands, demonstrating development potential in existing industrial areas.

### Website

New and improved content that more effectively assists businesses and site selectors with ongoing improvements and enhancements.

### Process Improvements

Subdivision process improvements and Certificate of Compliance process improvements/simplification were introduced.

### Expanded Patio Pilot Project

Streamlined, free development approval process for temporary patios and loan of patio sets to some businesses.

### Food Truck Pilot Project

Streamlined, free development approval process for food trucks on or adjacent to private property, by invitation from the hosting business.

### Completion of a Commercial and Industrial Development Study

Identified potential commercial and industrial development opportunities from a real estate, economic and planning perspective. Identified immediate and medium-term commercial and industrial development opportunities and optimal mix and position of land uses.

2021

2021

### Digital Business Licensing

Transitioned business licensing to a fully digital service, thereby reducing the application response time by two-thirds.

### Developed the Business Beat e-Newsletter

Implemented an e-Newsletter with articles, access to support and information on Town projects.

### Business Visitation Program/Warm Welcome Initiative Pilot

Launched of Business Visitation Program (BVP).

### Industrial Tax Incentive Policy

Business investment and attraction strategy designed to incentivize new industrial development.

### Site Licensing

Businesses save money and time with the change made to site licensing. Site licensing is now provided on a project basis, instead of separately licensing each individual subcontractor and trade working on the construction project.

### Rewrite the Land Use Bylaw

Expanded business opportunities across the community and broadened permit exemptions with the new regulatory framework within the new Land Use Bylaw.



Photo by Brandon Smyth

### Commercial and Industrial Growth Study

In the past, the Town has focused primarily on residential growth and the associated retail services to support that growth. In order to move the community to a more balanced, sustainable, and complete community, a shift to generating employment opportunities became a focus of Council.

A need to assess and define the potential immediate and medium-term opportunities for commercial and industrial development in Okotoks was identified, from a real estate, economic, and planning perspective.

The Commercial and Industrial Growth Study reported that there are unique opportunities for Okotoks to leverage and build upon to generate substantial non-residential development and diversify the local economy and the commercial and industrial development opportunities.



### Targeted Industrial Tax Incentive Policy - Business Incentive Program

Council adopted the Targeted Industrial Tax Incentive Program Policy in March 2021, which was an important step in promoting development and redevelopment of our industrial areas to foster economic growth. It has been a long-standing priority of Council to shift the tax ratio of residential to non-residential tax base and this initiative supports that goal.

Projects eligible for this tax incentive include new developments or significant renovations with a minimum construction value of \$2 million. The program provides eligible properties with a maximum tax reduction of 75 percent in the first year, 50 percent in the second year and 25 percent in the third year. The tax reduction takes effect the year after the application is approved and successful building occupancy has occurred.

This program was developed in response to consultation with local developers and brokers who indicated there was little difference in the price for land development between south Calgary and Okotoks. In some cases, they indicated developing in the city was easier than in Okotoks and suggested that incentives would help increase interest in investing in this community.

Over the long-term, the reduction in tax revenue from the first three years would be recovered in subsequent years, where taxes are collected on new development that only occurred because of the incentive.





## Okotoks Business Visitation Program & Warm Welcome Initiative

The Okotoks Community Growth and Investment Team (CGIT) introduced Okotoks' first ever Business Visitation Program (BVP) in November, 2021. The program is designed to help increase communication between the Town and businesses with the goal of making Okotoks the best place to do business by 2025. Through the information gathered from visitations, the Town will better understand broader economic challenges, needs and opportunities that locally owned and operated businesses are facing. Policies and procedures will be reviewed and updated accordingly based on the feedback received.

An additional aspect of this program is the Warm Welcome pilot project, where new businesses can request a meeting with representatives of the Town and the Okotoks Entrepreneurial Ecosystem (OEE) to officially welcome them to Okotoks. This helps establish a strong working relationship with businesses at their outset while also introducing them to additional business support in the community. For more information about the BVP, visit [Okotoks.ca/supporting-businesses](https://Okotoks.ca/supporting-businesses).

## 2023 Alberta Summer Games

In August 2021, the Alberta Government announced that Okotoks and Black Diamond will share hosting duties for the 2023 Alberta Summer Games. This will be the first summer games since the 2018 games in Grande Prairie.

Alberta's government will provide a \$420,000 operating grant to the host society to support the 2023 Alberta Summer Games, including \$70,000 designated for cultural activities. The games are expected to generate about \$3 million in economic benefits to Okotoks, Black Diamond and surrounding areas.

The event is coordinated by the Okotoks/Black Diamond Alberta Summer Games Society with support from the Ministry of Culture and Status of Women.

*“The program is designed to help increase communication between the Town and businesses with the goal of making Okotoks the best place to do business by 2025.”*

### KEY RESULT AREAS

**Improve the ease of doing business in the Town of Okotoks by creating progressive policies, demonstrating a can-do attitude with alternative solutions and streamlined processes.**

### Streamlining Processes

A new online digital intake form became operational and allows customers to determine the permits, inspections and licenses needed to open a business in Okotoks. Members of the business community were invited to assist with external testing of the new application.

### Temporary Patio Program

In April, Okotoks Town Council approved an amendment to the Temporary Patio Program that was originally launched in June 2020, which allowed businesses to create temporary outdoor patios.

The amendment offers businesses outside of central business and mixed-use districts the opportunity to use their parking and outdoor public areas for temporary patios. Businesses can apply for the program each year beginning April 1. Learn more at [Okotoks.ca/temporarypatios](https://Okotoks.ca/temporarypatios).



## MANAGE Community Growth



*The Town of Okotoks will build a complete community that provides economic, social, and environmental sustainability for people to live, work and play.*

### KEY RESULT AREAS

***Provide new innovative neighbourhoods that embrace complete neighbourhood design, including diversified housing options for all lifestyles at all stages of life.***

### Planning Documents

Several key plans have been developed, or entirely rewritten, to ensure future development is sustainable and provides a high quality of life for residents. This includes the Municipal Development Plan (MDP) and the Land Use Bylaw (LUB). Together, these foundational documents will ensure Okotoks' continued future growth and prosperity, through innovative, complete neighbourhood design that provides economic, social and environmental sustainability for all people.



Photo by Linda Kroes

### 2018-2021 STRATEGIC PLAN NON-NEGOTIABLE PRIORITIES

***Priority 4 - Transform outdated planning documents to provide a new vision for growth and development of Okotoks***

### Municipal Development Plan (MDP)

MDP is one of the Town's most essential statutory plans and is used by Council and staff to make decisions about land use, infrastructure investment, and community service priorities.

The plan, "Uniquely Okotoks," will guide future growth and development as the town's population grows from nearly 30,405 today to an anticipated 70,000-90,000 people by 2080. The plan prioritizes long-range planning of employment lands over residential lands and facilitates the development of employment-rich industrial lands and vibrant and attractive mixed-use centres. This statutory plan encourages the development of flexible, affordable commercial spaces while focusing on attraction of institutions and businesses to create a more sustainable economy. Additionally, it focuses on culture as a contributing force in the economy. Learn more about the new MDP at [Okotoks.ca/master-plans](https://okotoks.ca/master-plans).

### Land Use Bylaw (LUB)

LUB was re-written, which expanded business opportunities across the community and broadened permit exemptions with the new regulatory framework.

The new LUB has simplified rules and processes to achieve ease of doing business and reduce red tape, and has more flexibility to allow for innovation that can adapt to market changes, which will ultimately improve business retention and growth.





Photo by Barry Williams

### The LUB simplifies regulations and is more user-friendly. Additional benefits include:

- Focusing more on active transportation users while removing minimum vehicle parking standard.
- Incorporates flexibility to allow for innovation in business types and operations.
- Exempts a broader range of businesses from development permit requirements.
- Introduces a new mixed-use land use district to contribute to housing choice and affordability, live/work goals and complete communities.
- Introduces fewer, but more flexible land use districts.

### Calgary Metropolitan Region Board (CMRB)

The Calgary Metropolitan Region Board's (CMRB) Growth Plan (Growth Plan) is a new strategy for sustainable growth for the Calgary Metropolitan Region (CMR). The CMRB was officially established in January 2018 when the Calgary Metropolitan Region Board Regulation came into effect. The CMRB is the first provincially mandated growth management board in the Calgary region, including Okotoks and other regional municipalities.

Public Engagement - Phase 3 of the Growth and Servicing Plans took place in March and April of 2021. In this phase, participants were invited to learn about the draft growth plan, then comment on some of the key elements, such as the concepts of Preferred Place types and Preferred Growth Areas.

On May 21, 2022, the Board approved the finalization of the Growth and Servicing Plans. The plans were submitted to the Minister of Municipal Affairs for review. More information can be found at [www.calgarymetroregion.ca](http://www.calgarymetroregion.ca).



Photo By Karen Arnholtz

### 2018-2021 STRATEGIC PLAN NON-NEGOTIABLE PRIORITIES

#### *Priority 2 - Ensure understanding of the housing affordability crisis and how to ensure access to affordable housing*

### New Affordable Housing Options

In 2018, Council identified the need to increase the diversity and accessibility of housing as a strategic priority. Many people who work in Okotoks cannot afford to live here, there is no emergency shelter or transitional housing, and young people who grew up in Okotoks cannot afford to remain living in Okotoks.

Council created an Affordable Housing Task Force (AHTF) that brought forward 77 action items focused on increasing housing options. In 2021, the Affordable Housing Strategy was established with a five-year action plan. Several action items were also completed in 2021.

### A housing needs assessment completed by the Town in 2019 indicated:

**Nearly half of renters were spending more than 30% of their income on rent and utilities, which is 9% higher than the provincial average.**

**One in five Okotoks' residents were spending over 50% of their income to pay for a place to live.**

**Okotoks has the fourth least affordable housing in Alberta, and rental vacancy is among the lowest in the province.**



## Affordable Housing - D'Arcy Affordable Housing Site Partnership

Council approved the transfer of Town land to Westwinds Communities (WC) and the Brenda Stafford Society (BSS) for the Prevention of Domestic Violence, with WC and BSS assuming all costs for site development, permitting, and construction costs associated with their portions of the site.

The Town and its partners, WC and BSS launched the D'Arcy Affordable Housing project in September 2021. The project will help boost local economies by increasing the purchasing power of residents and by attracting employers with the promise of a stable workforce.

This project reflects the recommendations in the Affordable Housing Strategy to maintain and establish new partnerships that will get affordable housing built. Westwinds plans to build 52 below-market rental units in two buildings, which will be completed in two phases. The Brenda Stafford Society proposes to build 42 supportive housing units with common amenity spaces and in-house services for women and families impacted by domestic violence. For more information about the project and affordable housing in Okotoks, visit [Okotoks.ca/affordable-housing](https://Okotoks.ca/affordable-housing).

## Alberta Urban Municipalities Association 2021 Resolution

Council approved submitting a resolution regarding the "Expansion of Authority to Support Affordable Housing" to the Alberta Urban Municipalities Association for consideration at its 2021 convention. It received the support of the membership and was approved at the convention.

## Below Market Housing Incentive Grant

As the shortage of affordable housing continued in 2021, along with a low vacancy rate and long waitlists for the existing affordable housing product, finding a solution remained a non-negotiable priority for the Town.

To mitigate this issue, Council approved a budget of \$135,000 in 2021 and \$150,000 in future years for the Below Market Housing Incentive Grant to encourage developers to build below-market housing units. Developers are required to demonstrate to the Town that a partnership has been established whereby the newly constructed units will either be sold to or operated by an affordable housing provider, and rented out at a minimum of 20 percent below market rate for a minimum time period of 20 years.

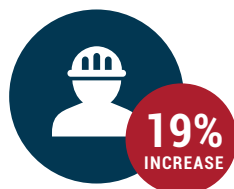
Developers are eligible for a grant of up to \$15,000 per unit for townhomes, duplexes and apartments within Okotoks. The program limits the number of affordable housing units to 25 percent of a development to avoid a concentration of these units within one location.

Currently, the Town has not paid out any funds under this program, but we do have an memorandum of understanding in place for a project in Drake Landing where we have reserved \$150,000 for a project to be paid out following construction completion which is anticipated for late 2022. We also have a project in Air Ranch where rental and accessible housing will be available and a project in D'Arcy Ranch where below market rental units will be built.

 **\$47 MILLION**  
RESIDENTIAL CONSTRUCTION

**184 NEW HOMES STARTED**  
114 DETACHED  
50 SEMI-DETACHED  
20 MULTI-UNITS 

**\$73.5 MILLION**  
TOTAL CONSTRUCTION



**4 COMMERCIAL**  
NEIGHBOURHOODS 



**\$19 MILLION**  
INDUSTRIAL, COMMERCIAL  
AND INSTITUTIONAL  
CONSTRUCTION





## 2018-2021 STRATEGIC PLAN NON-NEGOTIABLE PRIORITIES

**Priority 6 - Seize opportunities when presented, to deliver services that align with our community vision and strategic direction**



## 4 SECONDARY SUITE DWELLINGS APPROVED IN 2021

### Secondary Suites and Accessory Dwelling Grant Program

Council approved an annual budget of \$65,000 for the Secondary Suite and Accessory Dwelling Grant Program. The program provides financial grants and education to offset the costs for homeowners to upgrade an existing suite, or construct a new suite or accessory dwelling. The focus of this program is on the safe provision of additional affordable housing units that are dispersed throughout the community.

Homeowners will be able to apply for grants up to \$10,000 to offset the costs of building a new secondary suite or accessory dwelling, and up to \$5,000 to upgrade an existing suite to meet compliance. To learn more about the program, review the application requirements and apply, visit [Okotoks.ca/secondarysuitesgrant](https://Okotoks.ca/secondarysuitesgrant).

### Seizing Opportunities when Presented

One way to realize strategic priorities and set a successful course for the long-term health of a community is to capitalize on unique opportunities when presented.

#### Traditional Knowledge Use Area (TKUA)

The Town has been working with our Indigenous partners for all future land developments. A traditional knowledge and use study is critical to ensuring that Indigenous communities are able to identify significant cultural and ecologically important sites for inclusion into the urban fabric of the community.

#### Arts & Learning Campus Phase 1

The Town collaborated with partners and stakeholders to design and construct a building to accommodate long-term post-secondary education, provide an enhanced library experience, increase vitality downtown and increase economic development potential. Phase 1 included completing an expanded Okotoks Public Library, as well as space for Christ the Redeemer Catholic Schools, Bow Valley College, Community Futures Highwood, Foothills School Division and prime commercial space.

#### Riverfront Property Acquisition (Iitopatopa Park)

A substantial purchase of 28.8 acres of sensitive river valley land, previously the Okotoks bible camp, was bought to provide future recreational opportunities for the community. The land is situated beside the picturesque Sheep River and will enhance the quality of life for Okotokians for many years to come. This site was recently given a Blackfoot name which was endorsed by Conucil, Iitopatopa Park means "a place we visit often"



## COMMUNITY GROWTH

### 2018-2021 STRATEGIC PLAN NON-NEGOTIABLE PRIORITIES

#### Priority 5 - Design and implement Okotoks Transit

##### KEY RESULT AREAS

***Provide a variety of mobility options including active transportation and local transit that meet citizen's needs.***

#### Okotoks Transit

Over the years, residents have consistently indicated that providing Okotoks with public transit was a priority. Council had made a commitment to provide sustainable transportation options that have the flexibility to access neighborhoods that were not initially built to facilitate transit, as well as reduce carbon emissions.

Okotoks On-Demand Transit was launched in December 2019 and has significantly improved the everyday lives of Okotoks residents. To date, the service has completed over 52,000 passenger trips at a consistently high service rating of over 96 percent.

Okotoks Transit bulk ride credit purchasing was made available using the Okotoks Transit app in June 2021. Each time bulk ride credits are purchased with the app, a \$3 per trip credit is reflected in the user account. This added benefit allows users to now be able to use the app to see their remaining bulk ride credits, where previously the option was only available online through Shopify on the Transit website.

The multi-purpose and flexible transit service can be scaled up and down, based on demand. This transit model was so successful, that Okotoks was called on to provide guidance and insight to other municipalities across Canada. The program won the Minister's Award for Municipal Excellence in the Service Delivery Innovation category in September 2021. See page 57.

#### e-Scooter Pilot Program

Bird Canada (Bird) approached the Town in early 2021 and offered to provide e-scooters for a pilot program with no direct cost incurred by the Town. The service was offered between June and October and resulted in 3,203 user accounts generating 15,766 rides over 50,451 km, at an average ride distance of 3.2 km. Bird partnered with a local entrepreneur to manage operations, supported the Chamber of Commerce golf day and conducted a volunteer clean-up operation using free e-scooters. In-person safety and education events were limited by COVID-19 restrictions.

At the end of the 2021 service, a public engagement survey was conducted by Administration; the results found that e-scooters were popular and were used for fun, riding to work and social events. The use of e-scooters led to more people walking, less people driving, and many users opting for e-scooters in support of reducing greenhouse gases.



#### KEY RESULT AREAS

***Okotoks has distinctive character and identity that is identified in our built form.***

### **Three Historical Buildings and a Cultural Landscape added to the Alberta Register of Historic Places**

These resources are recognized by the Town and have significant heritage value in the community. Like Provincial Historic Resources, municipally-designated properties are protected under the Historical Resources Act and qualify for conservation grants from the Heritage Preservation Partnership Program.



#### **Okotoks Post Office (Bistro 1882)**

The former Okotoks Post Office is among the town's earliest buildings and was a focal point of the community. In 1890, Herbert Bowen built the building as a local general store. It housed the post office from 1891 to 1900 and then again from 1907 to 1937.

#### **Okotoks United Church (Rotary Performing Arts Centre)**

The Okotoks United Church was built in 1906 during a boom period in the community. In 1917, the Okotoks Methodist and Presbyterian communities joined to form a single congregation. As this church was the newest and largest of the two, it became the home of the new, united congregation. It served as the Okotoks United Church until 2002.



#### **Canadian Pacific Railway Station**

Council passed Bylaw 29-21 to designate the Canadian Pacific Railway Station and the current Okotoks Art Gallery, as a Municipal Heritage Resource in June 2021. This two-storey brick station was built in 1929 to replace the original wooden station which was destroyed by fire the year before.

#### **Park Renaming**

In September 2021, Council approved renaming Riverside Community Park in honour of late Mayor, Bill Robertson located at 1400 North Railway Street. Another park located at the intersection of Mountainview Gate and Mountainview Drive will be named in honour of former Councillor Allen King. Renaming ceremonies are scheduled for the fall of 2022.

# PROMOTE Environmental Excellence



*The Town of Okotoks will be the leader in environmental protection and preservation in the Province of Alberta.*

## KEY RESULT AREAS

***Expand on Okotoks' identity/reputation with new bold, innovative initiatives that demonstrate we are the leaders in environmental stewardship.***

### **Okotoks minimizing greenhouse gas emissions and air pollutants in the community:**



**Built the Arts and Learning Campus (ALC) to meet the Leadership in Energy and Environmental Design (LEED®) Gold standard.**

**Installed a rooftop solar system at the Okotoks Operations Centre, which has produced 750 MWh of energy for the wastewater treatment plant, and reduced greenhouse gas emissions by 300 Tonnes (equivalent to planting 2400 trees), in just over its first full year of operation.**

**Installation of sustainable ice flooding systems at all Town ice surfaces will save \$20,000 in annual utilities and more than 300 Tonnes of carbon.**





## 2018-2021 STRATEGIC PLAN NON-NEGOTIABLE PRIORITIES

### *Priority 8 - Develop and implement the Environmental Master Plan*



**Using gamification marketing to increase engagement with targeted audiences, over 50% of Climate Plan engagement respondents were high school students!**

### **Environmental Master Plan (EMP)**

The EMP was developed as a living document that connects the Town's Community Sustainability Plan, the Municipal Development Plan and the Town's long-term vision to develop a community and culture of resiliency in the most holistic and sustainable manner possible.

The EMP is a comprehensive plan designed to help Okotoks achieve its vision as a thriving, sustainable community. It outlines a set of strategies targeting climate change mitigation and adaptation, ecological protection and enhancement, urban landscape design, water conservation, waste reduction, and green economic growth.

### **Natural Asset Inventory**

A Natural Asset Inventory was developed that prioritizes and protects the connectivity and integrity of local ecosystems. This Inventory is now used to help create strategies that reduce Okotoks' ecological footprint, and enhance environmental protection. The results of the inventory have been shared with numerous municipalities throughout Alberta, as well as some from out of province. The inventory has received national recognition, and was awarded the 2021 Canadian Association of Municipal Administrators (CAMA) Environment Award and Alberta Municipalities Awards in 2021.

### **Resilient Okotoks: Climate Action Plan**

Council approved the Resilient Okotoks: Climate Action Plan and its associated actions and timeline in March 2021 as a means to meet Council's commitment to carbon neutrality by 2050. The plan brings together mitigation and adaptation actions from studies and policies already in place to ensure Okotoks is aligned with the Government of Canada's target of 30 percent below 2005 emissions by 2030.

Through community engagement, residents voted to place the highest priority on retrofitting existing buildings for energy efficiency. Increased waste diversion, renewable heating, and electric vehicles also had over 60 percent support. The actions listed in the final report were broken down into eight priority areas: Buildings, Energy Supply, Transportation and Land Use, Waste, Ecosystems and Local Food, Water, Health, Wellness and Preparedness, and Mainstreaming and Corporate Leadership.

Through previous engagements for the Environmental Master Plan, the Greenhouse Gas Baseline Report, the Municipal Development Plan, and feedback from residents, this plan lays a path forward for meeting the target of carbon neutrality by 2050. It also contains a list of actions that residents can do to join the Town's efforts in building a resilient Okotoks. To learn more about the action plan go to [Okotoks.ca/ResilientOkotoks](https://www.okotoks.ca/ResilientOkotoks).



Photo by Nicole Orsi Barioni

### Clean Energy Improvement Program (CEIP)

In 2021, the first step was undertaken to establish the Clean Energy Improvement Program (CEIP). A bylaw, authorizing Okotoks to participate in the Alberta-based Property Assessed Clean Energy (PACE) program was approved by Council in May 2021.

CEIP allows property owners to obtain low-interest loans through the municipality for energy efficiency improvements to their property, such as increased insulation, energy efficient appliances, such as furnaces and hot water heaters or adding solar panels. The Next step recognizes Federation of Canadian Municipalities (FCM) approval which is currently pending.

### D'Arcy Homestead Buildings

As part of the efforts to be sustainable when it comes to the end of life of structures, the Town salvaged brick and wood materials from the D'Arcy homestead lands before the buildings were deconstructed.

As the Town continues to look for ways to be sustainable, diverting reusable demolition materials from the landfill is another way to accomplish this. This approach balances not only our fiscal and environmental responsibility, but also creates positive social outcomes through repurposing these materials in new Town buildings and community-based projects, so we can honour the past while building for the future.

The Town safely stores the salvaged building materials in Town facilities or on Town land until they can be re-used in a new project. To learn more about the Town's corporate sustainability initiatives, visit [Okotoks.ca/sustainability](https://Okotoks.ca/sustainability).

### Bee City

Okotoks has received the designation of being a Bee City from the Bee City Canada Program following Council's resolution in March 2021 to protect our pollinators. The program aims for municipalities to pledge to create and promote healthy, sustainable habitats for native pollinators like bees, butterflies and moths.

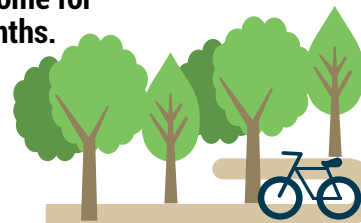
### Ice Surfaces

New sustainable ice flooding systems have been installed at all Town indoor ice surfaces. With help from a 75 percent rebate from the Municipal Climate Change Action Centre, cold water flooding systems have been installed in both Pason Centennial Arenas and the Okotoks Recreation Centre. The newly installed systems reduce the temperature needed to flood ice surfaces from around 65° Celsius to 20° Celsius, resulting in lower energy costs and associated greenhouse gas emissions.

The new cold water flooding systems will save \$20,000 in annual utilities, and reduce more than 300 tonnes of carbon.

## 1 TONNE OF CARBON EQUALS

- ✓ 6 Mature Trees (*annually*)
- ✓ Emissions from electricity use for the average Okotokian home for about two and a half months.







## Pason Centennial Arenas Energy Upgrade

This solar installation produces enough electricity each year to power the equivalent of approximately **70 households** and **save an estimated \$24,000** in electrical consumption costs each year.

**Produces 18% of the electricity** needed to power Pason Centennial Arenas, which is the **Town's second highest greenhouse-gas emitting building** (after the Okotoks Recreation Centre).

Includes **1020 solar panels** and **8 inverters**.

Expected to operate for more than **30 years** and will pay for itself in about **16 years**.



**Grant funding covered 75%** of the costs to upgrade 67 LED lights in PCA that were nearing end of life and required replacement. **The new lighting will further offset the Town's emissions by 24 tonnes.**

Between the upgraded lighting and the solar installation, the amount of emissions offset is equivalent to making **50% of the Town's municipally-owned buildings net-zero electricity.**

Combined, these projects **reduce the Town's GHG emissions by a total of 454 tonnes** and offset enough electricity to fully power the Town's Municipal Centre, Fire Station #2, Eco Centre, Art Gallery, Museum, Rotary Performing Arts Centre, Operations shop and Foothills Centennial Centre.

## Reducing Energy Consumption in Town Facilities and Fleet

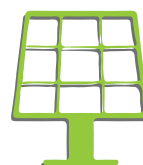
Since the 2018 Baseline Greenhouse Gas Inventory was calculated, energy efficiency efforts have been implemented throughout Town of Okotoks buildings. While the COVID-19 pandemic contributed to much of the energy and associated emissions savings over the last two years, staff also took advantage of grants, rebates, and facility closures to install energy efficient retrofits at a number of Town facilities.

Lighting upgrades, energy efficient ice surfacing technologies, and a solar installation at Pason Centennial Arenas will continue to reduce energy use at this facility as usage returns to pre-pandemic numbers.

Process improvements over the last three years have resulted in a 33% drop in electrical use at the Wastewater Treatment Plant. As of April 2020, renewable energy generated by a 508 kW solar installation delivers 25% of electricity used to treat wastewater, with the remaining 75% sourced from the electrical grid.

The Town's fleet used less fuel than in previous years as well, with fuel usage down 20% over pre-pandemic numbers. Continued investments in electric Parks equipment, like the 2021 purchase of a ride on electric mower, will keep fuel use and maintenance costs down long after activity returns to full capacity.

Energy scans on recreation and operations buildings through the Municipal Energy Manager program initiated in April 2021 are also helping to identify low cost and no cost opportunities to increase energy efficiency.



**7 residential & 2 commercial solar installations in 2021**

## OUR CHANGING CLIMATE

With the timeline to see how global average temperatures have fluctuated throughout human history. The temperatures shown are changes relative to the average global temperature for the 20th century. These give an idea of the impact that a small change in global average temperature has on the climate.

As you follow along, think about how human behaviours have evolved over time. How have we contributed to the changing climate today? What we can do to influence our future?

"The species that survives is the one that is best able to adjust to changing environments."

- Leon C. Megaw



### TOWN OF OKOTOKS GHG INVENTORY TOOL - DASHBOARD

BASELINE YEAR 2018  
REPORTING YEAR 2021










Inventory and Sector	Baseline Year	Reporting Year	Change	Change (%)	PER CAPITA EMISSIONS Baseline   Reporting	
1 - GREENHOUSE GAS EMISSIONS BY SECTOR (tonnes CO <sub>2</sub> e)						
Corporate						
1 - Buildings 	8,902	6,204	-2,698	-30.3%	0.31	0.21
2- Streetlighting 	1,040	728	-312	-30.0%	0.04	0.03
3 - Fleet 	822	653	-169	-20.6%	0.03	0.02
4 - Water and Wastewater 	5,315	2,852	-2,463	-46.3%	0.18	0.10
5 - Waste 	7,816	7,930	114	1.5%	0.27	0.27
9 - Commuting 	486	438	-49	-10.0%	0.02	0.02
Corporate Sub-total	24,381	18,805	-5,576	-22.9%	0.84	0.61
Community						
6 - Residential 	127,046	104,526	-22,521	-17.7%	4.38	3.37
7 - ICI 	69,860	59,041	-10,819	-15.5%	2.41	1.90
8 - Transportation 	182,879	162,652	-20,226	-11.1%	6.31	5.25
Community Sub-total	379,785	326,219	-53,566	-14.1%	13.10	10.52
TOTAL	404,166	345,024	-59,142	-14.6%	13.94	11.13





Photo by Mami Hanley

## KEY RESULT AREAS

**Promote and provide incentives for new environmental initiatives for both residential and commercial.**

### Environmental Education Centre (EEC)

Nine outdoor educational signs were completed and installed around the EEC and surrounding pathways to educate locals about biodiversity, rivers, the Town's storm drain system, alternative turf options, local research projects and the historical significance of the area to Indigenous peoples. A virtual tour was launched of the EEC due to the closure of the facility during COVID-19.

### Conservation Educators

Due to COVID-19, the Conservation Education team was at 50% capacity with 2 staff focused on school eco-education programs and the Yellow Fish Road program, delivering education to just over 975 youth and children through 28 programs at schools and 8 programs at Town day camps, and over 100 storm drains were painted this spring through program.

The program was able to directly connect with 2,576 Okotoks residents this year. One of the goals of the program is to educate residents on the tools available through the town to help conserve and protect the environment. Over the summer months there were 268 water conservation rebate participants, 208 Okotoks Waste App downloads and 307 Water Meter Portal sign ups.

### Green Living Workshops

Throughout the year, the Town of Okotoks provides school programs, workshops and events, and hands-on learning opportunities in-person or virtually. Through these combined education and outreach initiatives, the Town and community continually strive to live in balance with nature.

Due to COVID-19, Green Living workshops continued to be hosted virtually each month, with a total of 13 workshops being delivered to 303 attendees and an additional 256 views of the recorded webinars.

**303 PARTICIPANTS**  
@ LIVING GREEN WEBINARS

### REBATE PROGRAM



**268 HOUSEHOLDS**  
**PARTICIPATED**

**618 ITEMS**  
**WERE REBATED**

For a total of \$30,787

**13 HOUSEHOLDS** XERISCAPED THEIR YARDS  
TOTAL OF **\$24,771** PROVIDED IN REBATES



## 2021 Water Conservation Rebate Program

Now in its 13th year, the 2021 Water Conservation Rebate Program brought forward some changes, including an increase in the money that businesses and institutions could receive for xeriscaping projects. Businesses and institutions were able to receive a rebate for WaterSense® irrigation controllers and rain sensors with a limit of \$2,000 per property, and could also participate in the xeriscape project rebate program with a limit of \$6,000 per property.

Residents were able to receive a 50 percent rebate, to a maximum of \$200, on a selection of 65 drought-tolerant perennials, shrubs and trees, and receive up to \$3,000 towards the cost of xeriscape landscaping projects, through the expanded residential xeriscape program. Other approved water rebate items included rainwater harvesting systems, rain sensors, WaterSense® irrigation controllers, mulch, drought-tolerant turf, and rain barrels. A list of eligible plants, rebate amounts and full program details can be found online at [Okotoks.ca/WaterRebate](https://Okotoks.ca/WaterRebate).

**The third tier of the water utility rates provides annual funding for the program**

**Top 3 items rebated:**

**140 Perennials - Drought Tolerant Plants**

**141 Shrubs - Drought Tolerant Plants**

**160 Mulch - Organic**

*Xeriscape program is in its fourth year and participating yards are now established and seeing water-saving results.*

**The 14 yards from the first two years of the program are seeing an average of 133 litres/square meter in water savings for each xeriscaped yard/summer = 14 cubic meters of water annually per participant.**

**45 yards have been xeriscaped since the xeriscape rebate was introduced four years ago. So far, over 4859 square meters of yard area has been xeriscaped, which is about the size of 24 tennis courts.**





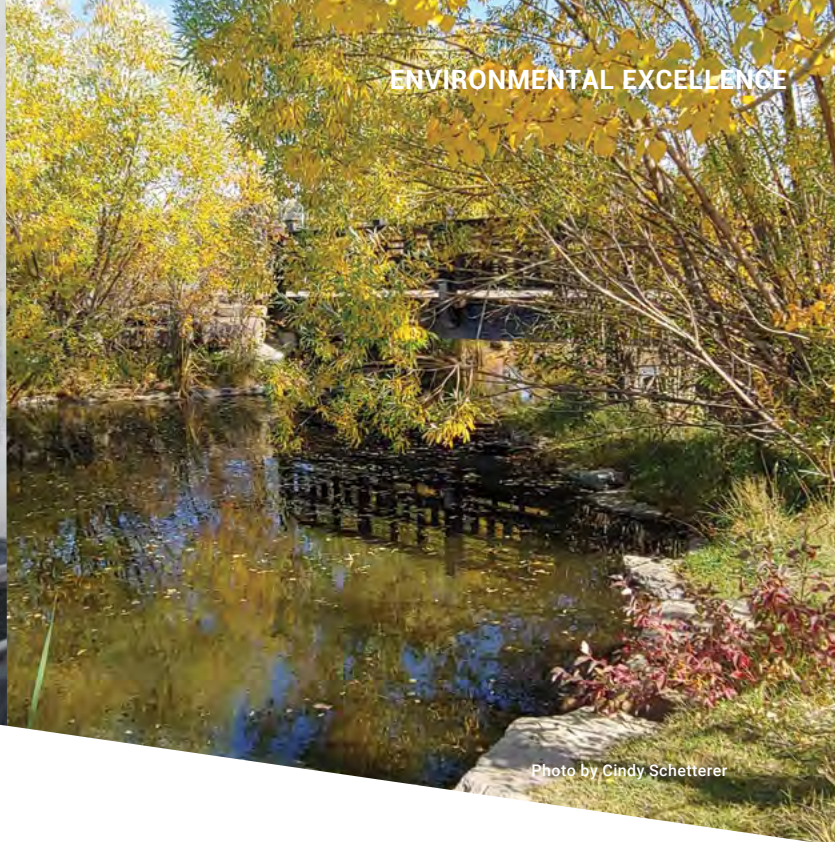


Photo by Cindy Schetterer



Sign up for free text, phone or email reminders for your collection days, and also use the search tool to find out how to properly dispose of hundreds of items. [Okotoks.ca/waste-services](https://Okotoks.ca/waste-services)

## Residential Water Use

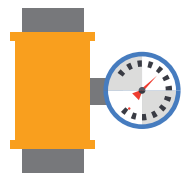
Based on numbers provided by Statistics Canada, residential water use across Canada accounts for half of the drinking water used annually, averaging 215 litres per person per day in 2019.

For Okotoks, supporting water conservation for residents and industry has been done for well over a decade, and the results show. Residents of Okotoks continue to practice smart water use and be successful in maintaining a water use average that falls well below the national average, as shown in the chart below:



**5247 CLIENTS**  
ON PAPERLESS BILLING  
5% increase from 2020

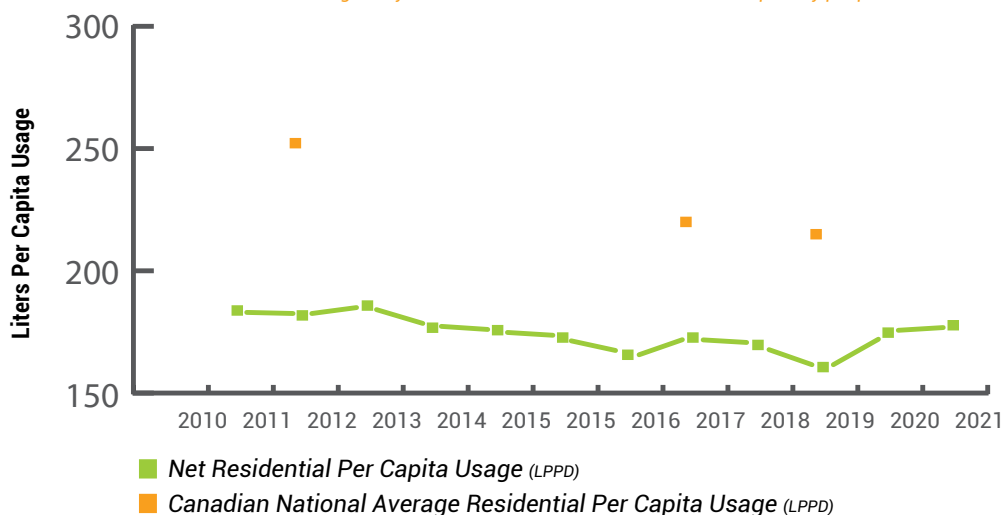
**2606 PEOPLE**  
SIGNED UP TO THE  
WATER METER PORTAL  
30% increase from 2020!



## 17% LOWER THAN THE NATIONAL AVERAGE

Trending over the last ten years, Okotokians are using less water.

\*\*Estimated average daily residential water use in Canada 215 liters per day per person



**215 CANADA**  
AVERAGE DAILY RESIDENTIAL USE  
LITRES PER PERSON PER DAY AS OF 2019

**178 OKOTOKS**  
AVERAGE DAILY RESIDENTIAL USE  
LITRES PER PERSON PER DAY IN 2021

# STRENGTHEN A Healthy & Safe Community



*The Town of Okotoks will strengthen our social fabric and enhance the health and safety of our residents.*

## KEY RESULT AREAS

***Promote community accountability where residents actively contribute to the safety, health and wellbeing within their neighbourhood and their community in a variety of ways.***

### Temporary Fencing

After presentations from the Urban Deer Task Force and Town Administration, Council approved a pilot project in April 2021 to allow temporary deer deterrent features to be placed on top of existing fences.

### Social Wellness Framework

The Okotoks Social Wellness Framework's ten-year update report was provided to Council in September 2021. The framework provided a way to connect to factors identified as key roles in social wellness in Okotoks. The principles and recommendations from the Social Wellness Framework have been incorporated into the new Municipal Development Plan. Key recommendations include:

- **Creating a strategy that ensures social wellness becomes part of all business decisions within the Town.**
- **Continuing to provide instructional and non-competitive recreational programming opportunities.**
- **Diversifying housing stock to provide a range of housing opportunities for all demographics.**
- **Reviewing recreational programming choices to ensure they provide options that fill all demographics.**

**#OKTOKS**  
**stronger together**

**The Town of Okotoks launched new programs in 2021 to help create social connections and to invite residents to sign up and submit their nominations and stories.**

### Gift It Forward Program

As the COVID-19 pandemic continued, the Gift It Forward Program encouraged Okotokians to recognize those in the community who were helping others with a surprise gift as a way of saying thank you. Anyone could sign up to receive a gift bag to pass along to those who deserve a thank you, or who need a little extra boost.

### Kindness Currency Program

The Kindness Currency Program created an opportunity to share good news stories happening in the community and thank Okotokians for their acts of kindness through a series of monthly videos. Residents were encouraged to nominate people and organizations based on the acts of kindness they had performed to help strengthen our community.

### Kindness Day

Kindness Day launched in March 2021 and occurs on the 3rd Friday of every month to encourage kindness, celebrate a community local kindness story, and spread kindness through one of the wellness programs like Gift it Forward.

### Community Champion Program

The Town launched the Community Champion Program in November to help encourage residents to build social connections in their neighbourhoods and provided them with ways to stay connected. Community champions were given a free toolkit filled with resources, tools and ideas for residents to get to know people who live around them in a safe and positive way. When neighbours know one another they create safer, more connected, resilient communities.





### International Day of Older Persons

International Day of Older Persons was celebrated on October 1 and was an opportunity to recognize, celebrate and support seniors. The Town of Okotoks, in partnership with the municipalities of Black Diamond, Turner Valley, High River, Foothills County and Longview, celebrated International Day of Older Persons with the release of the printed collection of stories from Project SOS: Share Our Stories.

Seniors participating in Project SOS shared their real life experiences that reflected upon difficult memories and times they faced, and how these experiences helped them develop resiliency in their own lives. The many stories received showcase the wisdom and resiliency that comes with age, and served as inspiration to others facing their own challenges.

The project, led by Family and Community Support Services (FCSS), originally launched in October 2020 and concluded in May 2021. The Project SOS committee shared the final collection of stories to the community as a book, printed in partnership with the Okotoks & District Historical Society. Printed copies are available to read at the Okotoks Public Library, Okotoks Museum and Archives, senior centres and FCSS offices in Okotoks. The book is also available online at [Okotoks.ca/SOS](https://Okotoks.ca/SOS).

### Elder Abuse Program

The Town, in partnership with Turner Valley, High River, and Black Diamond, participated in World Elder Abuse Awareness Day in June 2021. The theme was Plant a Seed for Change to increase public awareness of this problem and the actions people can take to prevent and protect seniors in the community. The campaign included a formal proclamation from the Mayor, media interviews and promotional bags distributed through food banks and libraries.

### Okotoks Neighbourhood Community Garden

The Town of Okotoks launched the Okotoks Neighbourhood Community Garden program in 2021 to support residents in establishing community garden projects in Town parks and green spaces.

Community gardens contribute to developing a healthier community by helping residents grow food and build social connections in their neighbourhoods. The new program is led by the community and is designed for the community, by the community. For more information, please visit [Okotoks.ca/community-garden](https://Okotoks.ca/community-garden).

### Alberta Emergency Alert

Due to the advancements in emergency mass notification technologies available for municipalities, the Town moved away from the Safe Communities Alert Network (SCAN) broadcasting system, to focus on the Alberta Emergency Alert (AEA) system for all future emergency notifications. The Town discontinued SCAN in May 2021.

This transition to the AEA system simplifies the process for residents, so there is only one app needed to be downloaded to a mobile device and use as the single source for local emergency notifications. Learn more at [Okotoks.ca/AEA](https://Okotoks.ca/AEA).







*The Town of Okotoks will be recognized as leaders in public service.*

#### KEY RESULT AREAS

***Review internal sustainability to develop a staffing and resourcing plan that meets the vision, while creating a resilient and agile Administration that anticipates and responds to a rapidly changing environment.***

### New Organizational Structure

In March 2021, the Town implemented a new organizational structure. The leadership structure changed from six directors and 22 managers to five directors and 17 managers. By 2023, the organizational structure will further reduce management positions to four directors and 15 managers. Learn more on page 18.

### Council Policy Governance Framework

A governance framework is an important tool for effective Council oversight. Governance, through this set of integrated principles, brings authority and accountability while enabling effective decision-making. Established by Council, these policies enable Council to provide governance in an efficient and accountable manner. They establish how Council operates and behaves—describing its own job, its internal workings, its connection and relationship with its citizens, and the CAO.



\*RI means "reasonable interpretation" or the latitude given to the CAO to respond to Council's instructions using whatever interpretation they choose, as long as it can be demonstrated that the interpretation is reasonable.





## 2018-2021 STRATEGIC PLAN NON-NEGOTIABLE PRIORITIES

### Priority 11 - Create and implement the Council Governance Framework

### The Policy Governance Framework allows Council to:

- Focus on the larger issues
- Rigorously evaluate the accomplishment of the organization
- Truly lead the organization

### There are four types of policies, plus Bylaws, that are set by Council:

#### 1. Governance Process Policy

The purpose of the Governance Process Policy is to provide a description of Council's own role and how it will fulfill its accountability to its community and itself.

#### 2. Council to Management Delegation Policy

A Council to Management Delegation Policy was established to guide the manner in which Council provides governance to management through the CAO or designated authorities.

#### 3. Purpose Statements

Purpose Statements were established to communicate the fundamental reasons the organization exists by identifying the benefit the organization should produce, for whom, and at what cost/worth.

#### 4. Execution Limitation Policy

An Execution Limitation Policy was created, which identifies the actions and decisions the CAO may not do (because those actions may be illegal, unethical, imprudent or unacceptable for other reasons), even if the action may be effective in achieving its purpose. By defining what is unacceptable, these types of policies avoid telling the CAO how to manage.

Learn more about the Council Policy Governance Framework by visiting: [Okotoks.ca/council-policies](https://Okotoks.ca/council-policies)

#### KEY RESULT AREAS

*Regularly review Town services and service delivery options to determine sustainable community service delivery and gain a better understanding of needs versus wants.*

#### Process Improvement

A shift in changing the business license process reduced the costs of licensing renewals (paper, postage, envelopes, printing/copying). The shift away from a paper-based approach also reduced staff time associated with this function, allowing more time to focus on work plans and priorities.

**Over the past four years moving to more electronic processes have seen the cost of renewals decline as follows:**

Year	Total Cost
2018:	\$11,022.36
2019:	\$7,951.59
2020:	\$2,530.58
2021:	\$0



## 2018-2021 STRATEGIC PLAN NON-NEGOTIABLE PRIORITIES

### Priority 10 - Develop and implement a Public Participation Policy

#### KEY RESULT AREAS

***Continue to expand strategic conversations between Council, Administration and the community to ensure we continue to work together to advance the quality of life for all.***

## Be a part of the Okotoks Citizen Panel

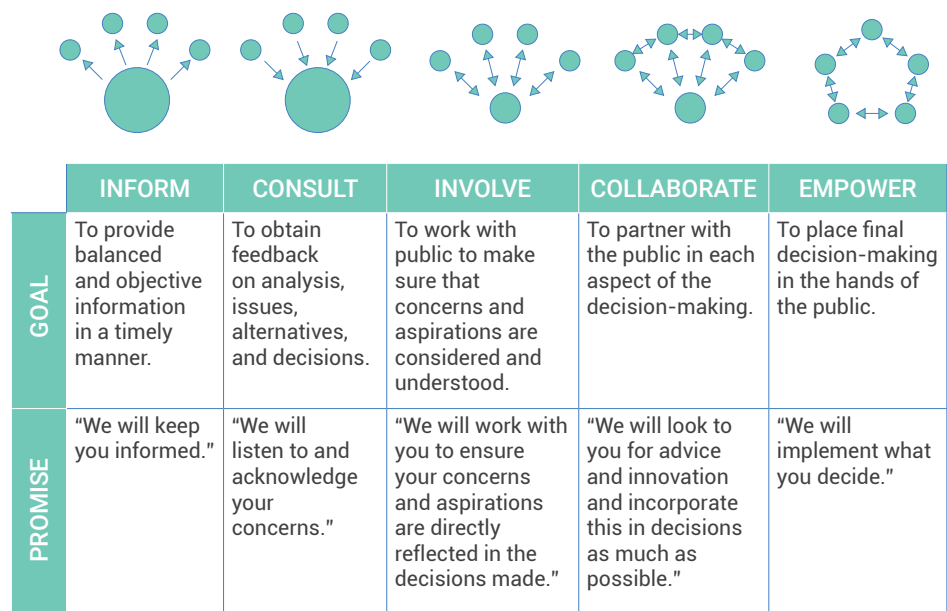
Join the Citizen Panel and become a part of an **ENGAGED** group of citizens who want to be contacted for future public consultation opportunities. Sign up today at [Okotoks.ca/citizen-panel](https://www.okotoks.ca/citizen-panel).

## Public Participation Strategy

Council is committed to being accountable to, and acting on behalf of, owners (i.e. residents and those who own or operate a business in Okotoks). Council understands there has been a shift in democracy and endeavours to give citizens a voice and take ownership of decisions being made in our community. The Public Participation Strategy and Toolkit identifies how stakeholders can provide input and how the Town will identify these opportunities for dialogue. It is used to establish guidelines, tools and processes to ensure consistent, ongoing conversations with the public in a way that develops relationships, in order to help Council become an informed voice of the community.

## Spectrum of Public Participation

(Produced by the International Association for Public Participation IAP2). Like many local governments, the Town of Okotoks uses the spectrum to have internal discussions about what level of public participation is needed for a given issue, and to properly communicate "the promise to the public" both internally and externally. Each type of participation, from "inform" to "empower," can be useful and appropriate in different circumstances. Many factors determine the level of public participation required in a process, such as Council priorities, history of and context for the issue, and potential impacts of the initiative (e.g., financial, quality of life, health and safety, environmental, lifestyle, etc.).





# Public Participation

## 2021 Public Participation Activities

*Here is how you had your say!*

The Town encourages residents to get involved and participate in opportunities to help shape the community. To learn about all of the public participation activities in 2021 and for current opportunities, *please visit* [Okotoks.ca/have-your-say](https://okotoks.ca/have-your-say).

The Town's social media channels and website 'Contact Us Form' also allow residents and businesses to engage with Town employees.

## Mayor's Live Updates

**Level of IAP2: Consult**

Throughout the year, the Mayor's Facebook updates were live-streamed 14 times as a way to provide COVID-19 and Town updates and connect with residents virtually.

▶ **913 Engagement**  
(likes/reactions, comments, shares)

▶ **17,397 Views**



## 12 Public Participation Activities

*which included the following types of IAP2 participation:*

**6 Consult**  
**3 Involve**  
**3 Empower**

“The public's feedback is very important to help Council make the right decisions to support our community. It is vital that the community provides their thoughts and comments during municipal budget engagements so that we can build a balanced budget together based on community priorities.” Elaine Vincent, CAO

## BUDGET 2022-2025

**Level of IAP2: Consult**

In May 2021, the Town invited residents to provide input on the 2022-2025 Budget. The responses were used to assist the Town to develop a practical, transparent and responsible 4-year budget that reflects the vision of Okotokians. Results of the survey are available in a What We Heard Report at [Okotoks.ca/budget-2022](https://okotoks.ca/budget-2022). Learn more about the 4-year Budget process on page 61.

**582 Survey Participants**  
**1,422 Comments**





## 2021 AWARDS

The Town of Okotoks as a corporation has been recognized over the years with many awards and achievements and we are bursting with pride! Our excellence in municipal leadership and sustainability practices, both in Canada and abroad, have set the standard for many municipalities in Alberta and throughout North America. Below is a list of our achievements and awards for 2021:

### ★ Canadian Award for Financial Reporting (CAnFR)

Government Finance Officers Association of the United States and Canada (GFOA) awarded a CAnFR to The Town of Okotoks for its annual financial report for the fiscal year ending December 31, 2020. The CAnFR program was established to encourage municipal governments throughout Canada to publish high quality financial reports and to provide peer recognition and technical guidance for officials preparing these reports.

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

A CAnFR is valid for a period of one year only. The Town believes our current report continues to conform to the Canadian Award for Financial Reporting program requirements, and we will be submitting the 2021 report to the GFOA to determine its eligibility for another award.



Government Finance Officers Association

## Canadian Award for Financial Reporting

Presented to

**Town of Okotoks**

**Alberta**

For its Annual  
Financial Report  
for the Year Ended

**December 31, 2020**

*Christopher P. Morrill*

Executive Director/CEO





## ★ Okotoks' Natural and Naturalized Asset Inventory Project Wins Two Prestigious Awards

The Alberta Urban Municipalities Association (AUMA) awarded the Town of Okotoks' Natural and Naturalized Asset Inventory Project its inaugural 2021 AUMA Municipal Environmental Award in the category of municipalities with a population of 10,000 or more. This new award recognizes AUMA member municipalities that have demonstrated excellence in environmental practices in their municipal operations, administration, and governance.

## ★ Minister's Award for Municipal Excellence

The Okotoks On-Demand Transit program was awarded the prestigious Minister's Award for Municipal Excellence in the Service Delivery Innovation Category in September 2021.

Since 2002, the Minister's Awards for Municipal Excellence program has encouraged municipalities to share their successes by recognizing accomplishments in the provision of municipal services in Alberta. Each year, municipalities, whether individually or in partnership with other organizations, highlight promising initiatives, new and unique approaches to issues, streamlined processes for existing practices and creative community partnerships.

## ★ Lieutenant Governor's Award

Late Mayor of Okotoks, Bill Robertson posthumously received the prestigious Lieutenant Governor's Leadership for Active Communities Award through the Alberta Recreation & Parks Association. This province-wide award recognizes the achievements of individuals who have demonstrated the very best of active community leadership, using recreation as a catalyst. Mayor Robertson's passing devastated the community; receiving this honour for his lifetime dedication to public service, education, and sport is a true testament to his legacy.

## ★ Late Mayor Robertson and Former Councillor Sands Honoured at AUMA

Late Mayor Bill Robertson and former Councillor Ed Sands, both long-time members of Okotoks Town Council, were honoured with the prestigious Alberta Urban Municipalities Association (AUMA) Distinguished Service Award. This award recognizes elected officials who have served their municipalities for 20 or more years.

Some major milestones during their time on Council included the construction of Drake Landing, which was the first solar community in North America, the opening of the Dawgs Stadium, the expansion of the Pason Centennial Arenas, regional partnerships with Foothills County including the shared Regional Fieldhouse, Champion Park and, most recently, working on a supplemental water solution.

They were part of making policy change with the implementation of the new Municipal Development Plan and Land Use Bylaw and also paved the way for the continuation of social change, diversity and inclusivity in Okotoks.

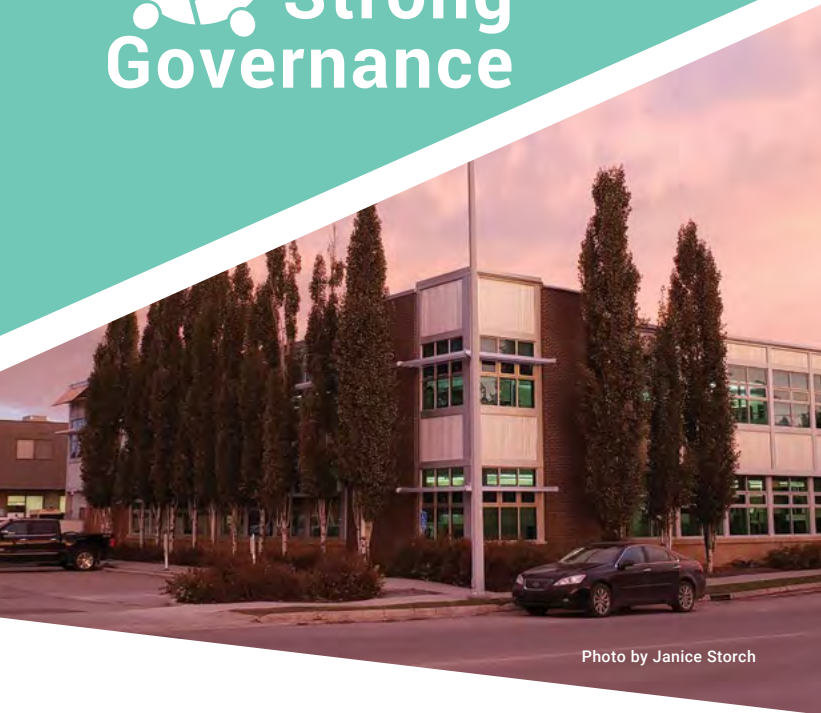


Photo by Janice Storch



*The Town of Okotoks will provide strong governance including fiscal responsibility, open communication, public participation and strong inter-governmental relationships.*

#### KEY RESULT AREAS

***Increase understanding of the issues various diverse Okotokian audiences have and adjust practices to ensure that Okotoks is known as a respectful and inclusive community.***

#### **Good Order and Civil Conduct Policy**

In June 2021 Council approved amendments to the Good Order and Civil Conduct Policy to promote greater civil discourse. These amendments formally establish the importance of promoting and encouraging civil discourse between members of staff, Council and community members. As the Town strives to create and nurture an environment that encourages the free exchange of diverse ideas and points of view in a respectful manner, these amendments serve to remind us that we are all neighbours.

A Civility Charter page on the Town's website outlines the vision and expectations for Okotokians. *For more information visit [Okotoks.ca/civility](https://www.okotoks.ca/civility).*

#### **National Day for Truth and Reconciliation & Orange Shirt Day**

In 2021, the Government of Canada passed legislation marking September 30 as the National Day for Truth and Reconciliation. The Town officially observed this day to recognize and commemorate the history and ongoing legacy of residential schools as part of the reconciliation process and the Truth and Reconciliation Commission's Calls to Action.

The Town recognizes the journey to reconciliation is a long one, and observing the National Day for Truth and Reconciliation is an important first step in the process. The Town of Okotoks is committed to reconciliation and building a relationship through dialogue with the Indigenous community to ensure that Okotoks is an inclusive community that respects their history, traditions and culture.

Both the National Day for Truth and Reconciliation and Orange Shirt Day take place on September 30. Orange Shirt Day is an Indigenous-led grassroots commemorative day that honours the children who survived Indian Residential Schools and remembers those who did not. On September 30, the community is asked to wear orange to raise awareness of the very tragic legacy of residential schools and to honour the thousands of survivors.





**Shoe Memorial Event - Recognizing 215 Unmarked Graves Found at Former Residential School.**

Photo by Nolan Asplund



## National Indigenous Peoples Day

National Indigenous Peoples Day takes place on the summer solstice, June 21. It's a special way to learn more about the rich and diverse cultures, voices, experiences and histories of First Nations, Inuit and Métis peoples. Learning about Indigenous people, places and experiences is a step forward each Canadian can take on the path to reconciliation. On this day, a variety of activities was offered by the Okotoks Museum & Archives.

Most notably was the 2014 documentary *Little Moccasins* about the children buried at the Dunbow Residential School, located northeast of Okotoks. Also on display were shoes that were preserved from the memorial held at the Municipal Centre courtyard recognizing 215 unmarked graves found at the former residential school in Kamloops in June 2021.

## Pride Month

In June, many communities across Canada recognize Pride Month as a time to celebrate diversity. It is an opportunity for Canadians to acknowledge the LGBTQ2S+ history, the hardships they have endured, the progress that has been made, and the progress yet to be achieved.

In recognition of Pride month, the Town worked with the Okotoks Pride Committee to create a Pride crosswalk in downtown Okotoks. Members of the Pride community painted the crosswalk located across from Elks Hall on Elizabeth Street, as a symbol that the LGBTQ2S+ community exists 365 days a year.

The Town of Okotoks strives to be a welcoming and inclusive community and this crosswalk demonstrates this support for diversity.





## KEY RESULT AREAS

***Ensure that the Town's fiscal health is defined and communicated.***

The development of a 10-Year Capital Financial Forecast and a 5-Year Operating Budget Forecast highlighted the need for Council to enhance financial policies and address sustainability in a more holistic way. The strategies, policies and methods within the Long-term Financial Health Framework bring clarity on an approach for financial decision-making and continuous long-term planning.

**The Reserve Policy**

The Reserve Policy was updated to establish, maintain and manage reserve funds to maintain and improve Okotoks' working capital requirements. This provides clarity on the purpose and use of reserves and future funding requirements and addresses Off-site Levy Capital Reserves to track use and funding activities. This framework additionally provides stabilization for fluctuations in operating and capital activities.

**Off-site Levy Bylaw**

An updated Off-site Levy Bylaw was realigned and adjusted to account for the current state of the economy and reflect a decrease in projected growth assumptions. The bylaw is better aligned with Council's strategic objectives and the new Municipal Development Plan. The added flexibility will incent commercial and industrial development when delivering off-site levy infrastructure.

**Investment Policy**

An updated Investment Policy was re-written to provide the ability to effectively manage funds and investments to demonstrate fiduciary care of municipal funds. Returns generated can be used to help achieve certain organizational objectives.

**2018-2021 STRATEGIC PLAN  
NON-NEGOTIABLE PRIORITIES*****Priority 7 - Develop a Long-Term Financial Health Framework for the Town*****The Library Funding Framework**

The Library Funding Framework was reviewed to ensure library services are maintainable now and in the future, through understanding the financial impacts of the relocation of the library building and providing financial statements to Council.

**Asset Management Framework**

The Town will continue to update assets from Parks (including cemeteries), Transportation, Facilities Maintenance and Recreation Facilities for maintenance and asset management purposes.

**Asset Management**

The Okotoks' asset management program is designed to enhance our infrastructure and facility life cycles by optimizing maintenance and replacement of the assets. Just like planning for major home repairs, the Town ensures capital financial plans and reserves are in place to adequately fund major maintenance and replacement costs. In 2021, the Town added 6,400 assets to our inventory with a total inventory currently standing at 32,100.

**Asset Replacement**

The Town balances an asset's performance with the financial realities of the community in determining when an asset has reached the end of its life cycle and needs to be replaced. This could include when to replace underground infrastructure, play equipment or street lights. In 2021, the Town began configuring the asset information with condition, risk, and performance factors along with lifecycle scenarios which will enable smart infrastructure and planning decisions based on comprehensive data that include present and future funding needs.





*A \$0.30M annual placeholder exists for Council's strategic priorities, which are currently under development.*

## Streamlining the Budget Process - moving to a 4-year budget cycle

The Municipal Government Act (MGA) requires at a minimum that Council have an approved three-year balanced Operating plan and a five-year Capital plan in place to manage the finances of the municipality. Okotoks has a well-established budgeting process that ensures the Operating Budget is approved in advance of the operating cycle.

Using the principles of priority-based budgeting, beginning in 2022 Okotoks is moving to a 4-year multi-year budget. This will allow the Town to remain agile in times of economic uncertainty and position the Town to maintain a financially sustainable future.

This move to a multi-year budget cycle is in line with many municipalities and allows Council to plot out a financial plan over the duration of its 4-year term. This approach provides Council with the ability to approve both the base budget and annual updates.

**In May 2021, the 2017-2021 Council approved moving to a four-year budget cycle to:**

- » Reduce administrative costs associated with creating annual budgets,
- » Increase efficiencies in allocating resources to meet future critical strategic priorities, and
- » Shift the focus to only the incremental changes that require Council approval.

Each year will include an annual check-in process that allows additions or adjustments to services that might be necessary. There will be a check-in with Council each year to determine any changes requiring amendments to the budget guidelines, which would then be incorporated into an updated budget.



## THE MOVE TO A

# 4-Year Operating Budget Cycle

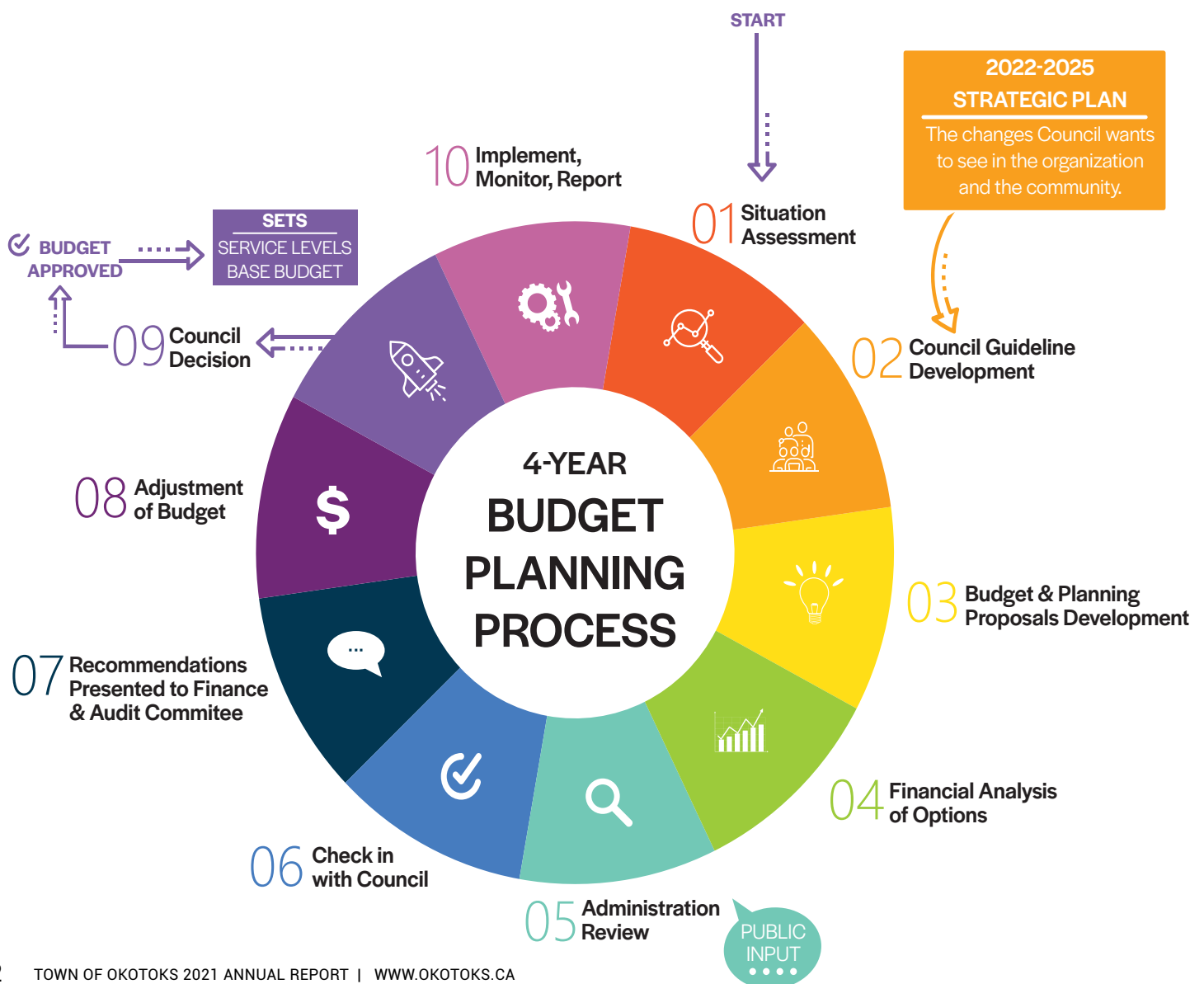


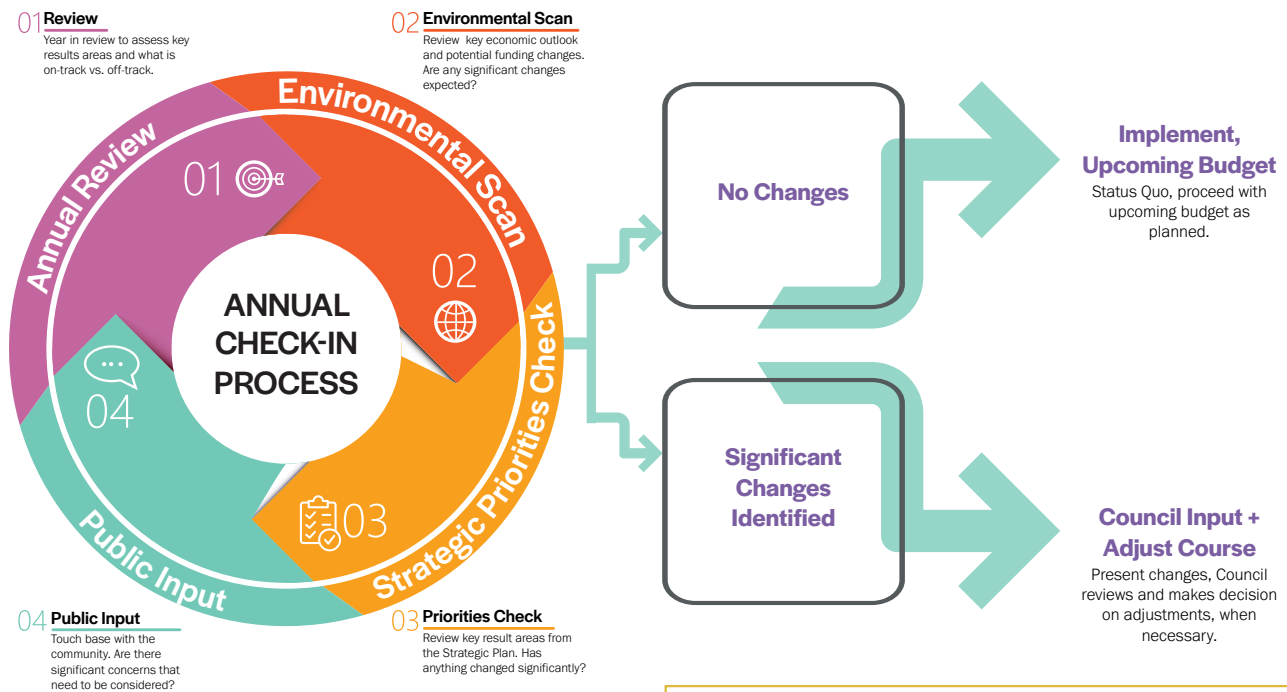


Photo by Chris Bolin

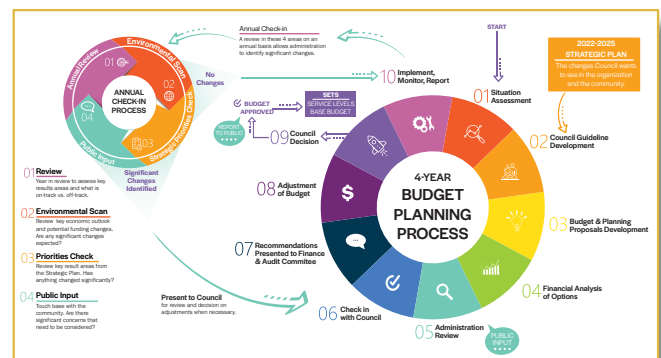
# PROCESS

- » New 2021-2025 Council will begin work on the 2022-2025 Strategic Plan
- » The 4-year budget process was developed, building in the annual check-in process (see figure below)
- » The Long-Term Financial Framework will continue to be integrated
- » Continued work to refine the purpose statements supported by the services levels
- » Continued development of the asset management functionality to support business decision making

## Annual Check-in Process



*Inset shows how the 4-year budget cycle and annual check-in process integrate*





# 2021 Budget

## Understanding Your Municipal Taxes

In 2021, to help with understanding the 2022 Budget, we introduced the Budget Story to show what a typical homeowner's taxes per year are and how much goes to support specific services like fire, RCMP, recreation facilities, roads, parks, transit and more. It's all broken down in an easy-to-read 'receipt' that provides a snapshot of the Town's programs and services you get for your tax dollars. *Read it at [Okotoks.ca/budget](https://www.okotoks.ca/budget).*

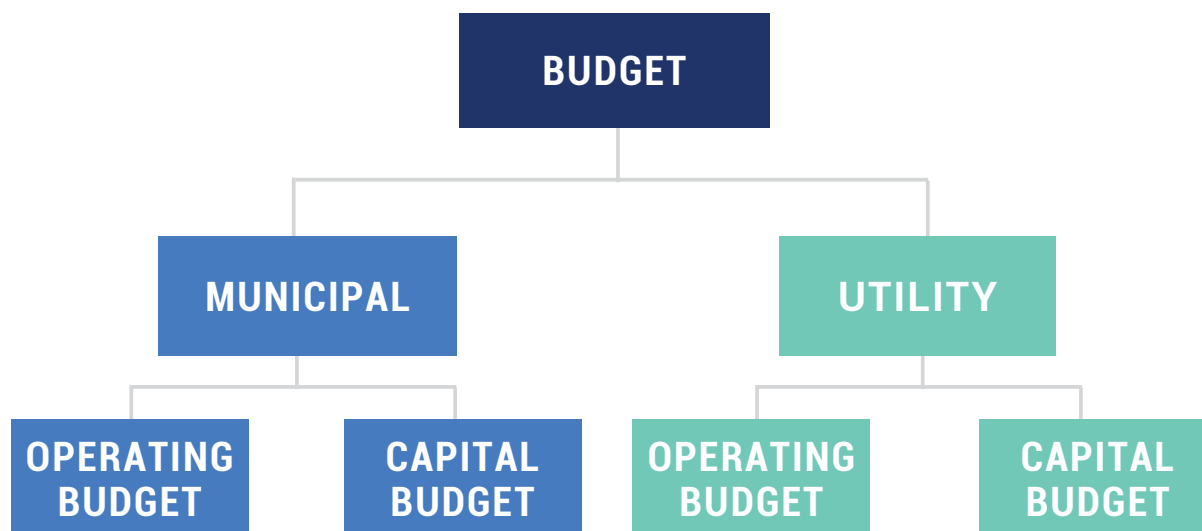






Photo by Darlene Grover



## What you Receive for Your Tax \$\$

- » 24-hr police, fire and emergency service
- » 94 kms of interconnected pathway systems
- » Safe roads, including year-round street cleaning & snow removal on priority roads & pathways
- » 181 kms of roadways, street lights, pedestrian safety signage and crosswalks, traffic signals & 4 vehicle bridges
- » 110 parks; 72 playgrounds; 36 sports fields; 3 tennis courts, 6 pickleball courts and 1 multi-use sport court; 14 outdoor skating rinks; 6 toboggan hills; 3 locations of outdoor fitness equipment; 1 community garden & an off leash dog park
- » Skateboard park, Water Spray Park, BMX track, various outdoor skating rinks & toboggan hills
- » Variety of indoor recreation & sports facilities including swimming pools & hockey rinks at the Okotoks Recreation Centre & Pason Centennial Arenas
- » Foothills Centennial Centre
- » Community events
- » And more

*In 2021, due to the COVID-19 financial strain on many households, the Town offered a 50% penalty rate deduction for outstanding tax balances for July-December (excluding property owners on TIPP whom do not get assessed a penalty due to monthly payment plans).*



## Understanding your Utility Bill

Visit the Town website and try using the residential utility bill calculator to estimate your next bill. Just plug in your water usage numbers from your last bill (or from the the water meter portal). Try the calculator at [okotoks.ca/UtilityCalculator](https://okotoks.ca/UtilityCalculator).

### Services supported by utility bill charges:

**Solid Waste**—weekly curbside garbage and recycling collection; weekly organics collection during the summer months and biweekly in the winter months; and special events such as Christmas tree collection.

**Water**—delivery of water to homes and businesses, water meter replacement / installation, water meter portal, maintenance of fire hydrants, water line infrastructure operation and maintenance costs.

**Wastewater**—operation and maintenance of sewer lines and the treatment of wastewater at the Okotoks Wastewater Treatment Plant.

**Stormwater**—maintenance of stormwater infrastructure and facilities that collect rainwater and surface runoff to reduce the possibility of flooding and property damage.





## Corporate Services Division

*The Corporate Services division is comprised of the following business centres who perform these services:*

### Community Engagement

Provides accurate, up-to-date information to residents and stakeholders through a variety of media. Supports Council's strategic priorities and specific projects within each business centre by managing public participation activities, information sharing and promotion of the Town and its services.

### Okotoks.ca Website Visitors

**1.36** Million Page Views

**1.1** Million Unique Views

*An increase of 13% in web traffic!*

### Citizen Panel

**104** People Signed  
up to the Citizen Panel

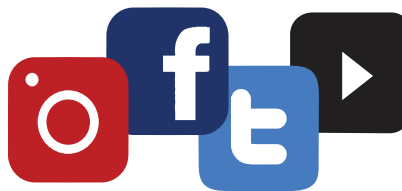
*The subscription went from 321 to 425 (32% increase)*



### eNewsletters

**1188** New Users Subscribed  
to Town eNewsletters

*Total subscribers increased by 66%*



### SOCIAL MEDIA STATS

## 50 YouTube Videos

Created in 2021 to help continue connecting citizens with learning and engagement opportunities, Such as Green Living webinars, Arts & Learning Campus virtual tour and more

**3776** NEW  
likes and follows  
across 4 main  
channels





## Legislation and Policy Services

Provides legislative process and support services to Council and Administration. Provides and maintains the corporate records management system, administers the FOIP Act, Ombudsman complaint process and conducts the civic census and municipal elections. Provides advice, research and support to the organization in the development of corporate bylaws, policies, administrative guidelines, Council committee support, Assessment Review Board and Subdivision Development Appeal Board hearings, corporate planning, reporting on strategic progress, performance measures, and process reviews.



**7% INCREASE IN  
VOTER TURNOUT  
FROM 2017**

## 2021 Municipal Election

The Municipal Election was held in October 2021. Of the eligible 21,152 voters, 7,561 voted, which means 35.75 percent of the Okotoks population participated. This is a 7 percent increase in voter turnout from 2017, where 5,672 residents voted.

A new process was implemented on election night, having scrutineers and candidates present for the counting process and educating them on the integrity of the election system, added an extra layer of accountability to the election process. Free transit rides were offered to and from voting locations on advance voting and election days.

## People and Organizational Effectiveness

Develops guidelines, practices, and programs to retain and attract top talent. Maintains compensation and benefit programs. Identifies and coordinates training and development. Manages disability management programs; processes payroll and administers all benefits.

## Information Technology

Provides information technology (IT) and business solutions; implements and maintains IT security systems for both the business network and the control system network, including IT disaster recovery and cyber security event management plans. Develops and delivers geospatial information systems (GIS), records management systems and applications to support service delivery of all business centres. Provides and implements IT and telecommunications for the organization and support services to the Town and Council.

## Finance Accounting, Assets and Procurement

Provide strategic advice to the Chief Administrative Officer (CAO) on municipal finance and financial sustainability and investment management. Provide tax, accounts payable, accounts receivable, purchasing and utilities billing services. Ensures provision of all corporate annual and multi-year budgeting, treasury, risk management, materials management, financial and asset management systems, purchasing guidelines, internal variance reporting, policies and procedures. Work with auditors to produce the consolidated financial statements, notes and schedules. Provides off-site levy management support. Implements the long-term Financial Health Framework (LTFHF), assessment of Enterprise Risk Management (ERM) strategy and manages the Enterprise Resource Planning (ERP) platform.



## Community Health and Safety Division

*The Community Health and Safety division is comprised of the following business centres who perform these core services:*

### Community Wellness

Assesses social needs in the community and support preventative programs that enhance social well-being as required by the Family and Community Support Services (FCSS) funding agreement and legislation (80% provincial funding /20% Town funding). Facilitates community involvement through volunteerism.

Ensures sustainability of the Okotoks Family Resource Centre (OFRC), a unique community-based service providing information, referral and support services. OFRC supports residents from Okotoks, Black Diamond, Turner Valley and Foothills County with the mission to relieve stress and restore hope for community members by extending support, providing information, and creating connections to social services and community resources.

Provides an accessible public transit system including curb-to-curb on-demand transit and community access program (subsidized taxi). Oversees implementation and ongoing administration of affordable housing initiatives.

### OFRC STATS

#### OFRC Social Programs Directly Supporting Residents in need

**142** Fee Assistant Recipients  
**+ 345** Volunteer Driver Program  
**+ 284** Community Volunteer Income Tax Program  
**+ 18** Adopt a Sidewalk  
**= 789 TOTAL CLIENTS**

*Since opening in 2000, OFRC has experienced a 644% increase in client contacts.*

#### OFRC HANDLED 2865 INQUIRIES

*Supporting & connecting residents with available resources, social services and making referrals.*

#### COMMUNITY ASSISTANCE

**\$6112** In Emergency Assistance  
 (gas/grocery cards) Provided to  
 Local Residents





#### SENIORS WEEK

**516 SENIORS**

*Received Bags with Swag*  
An assortment of virtual classes  
(culture, concerts, fitness) available  
throughout the week.

**90 SENIORS**

Participated in free coffee/  
cookie give away at Tim  
Hortons.



#### CORPORATE OVERVIEW

#### FCSS SUBSIDIZED TRANSPORTATION

**240 RESIDENTS**

*Took Subsidized Taxi Service*

Total of **5686 TRIPS**

**16 RESIDENTS**

*Took Subsidized Accessible  
Transportation*

Total of **135 TRIPS**

#### VOLUNTEER PROGRAMS

### VOLUNTEER INCOME TAX PROGRAM

**284 CLIENTS**

**259 RETURNS**

**\$1.63 MILLION RETURNED**  
TO CLIENTS IN RETURNS & BENEFITS



### VOLUNTEER DRIVE PROGRAM

**18 VOLUNTEERS**

**76 CLIENTS SERVED**

**345 DRIVES COMPLETED**  
(20,406 KM DRIVEN)

25% INCREASE FROM 2020

#### TRANSIT STATS

**42,739**

TRANSIT PASSENGERS

**47%**  
SHARED  
RIDES



**3.5** AVERAGE  
PASSENGERS  
PER VEHICLE PER HOUR (PVH)

**4 TRANSIT VEHICLES**

NEW TRANSIT VANS ARE HYBRID VEHICLES  
WITH THE CAPACITY FOR 10 PASSENGERS



## Okotoks Fire & Rescue (OFR)

Provides protection to the community with delivery of quality fire suppression, vehicle extrication, water and ice rescue, disaster services and minor hazmat cleanup. OFR provides medical first response and medical co-response when requested by Alberta Health Services in Okotoks and in the surrounding rural area in the County of Foothills. Okotoks Fire & Rescue also provides mutual aid to fire services in surrounding communities.

In addition to emergency and medical response, Okotoks Fire & Rescue provides regular education tools, fire prevention and safety resources, home inspections and car seat installations to the local community.

*Compared to 2020, there was an increase of 105 total calls, with a 3% increase in service/hazard calls, and a 4% increase in calls for assistance with vehicle collisions.*



### FIRE SERVICES

TOTAL NUMBER OF CALLS

**1118**



**44% MEDICAL ASSISTANCE**



**27% FIRES / ALARM ACTIVATIONS**



**17% SERVICE CALLS & HAZARDS**



**12% VEHICLE COLLISIONS**



**775  
PATROLS**

INCLUDES SCHOOL,  
PLAYGROUND, PARK AND  
COMMUNITY PATROLS  
& RECREATION CENTRE

## Okotoks Municipal Enforcement (OME)

Maintains peace and good order within the community by administering community bylaws; mediates neighbour disputes and encourages reasonable tolerance and respect for one another. Provides school outreach and education through delivery of traffic safety, anti-bullying, internet safety and dog safety education programs.



**374** COMMERCIAL FIRE  
SAFETY INSPECTIONS

**1652** CALLS  
RESPONDED TO  
BY OME PEACE OFFICERS







## Royal Canadian Mounted Police (RCMP)

The Okotoks municipal detachment supports, and is involved in, community-based programs to enhance community safety and with partnering agencies as part of an integrated, collaborative team.

In Okotoks, the RCMP provides policing services to the Town under the Municipal Police Service Agreement (MPSA). Under an MPSA, a proportion of the costs of policing are borne by the federal government, depending on the size of the municipality's population. The MPSA is a bilateral memorandum of agreement signed between the federal government and a municipal government for the use of the RCMP as the Municipal Police Service.

Category	Year 2020	Year 2021	% Change 2020-21
Total Person's Crime	277	248	Decreased 10%
Total Property Crime	671	658	Decreased 2%
Total Criminal Code	1143	1059	Decreased 7%

**PERSONS CRIME**  
**10% ↓**  
 DECREASE



**2% ↓**  
 DECREASE  
**PROPERTY CRIME**



**17% ↓**  
 DECREASE  
**CRIMINAL CODE**







## Recreation Operations

Manages, operates and maintains public ice arenas, gymnasiums, multi-purpose space, and aquatic facilities—including the outdoor spray park at the Okotoks Recreation Centre (ORC); Pason Centennial Arenas (PCA) and Foothills Centennial Centre (FCC). Manages and operates recreation customer services, which provide common booking, registration and admission services for indoor and outdoor recreation, community programs and school facility recreation programs.

**The Town continued to provide exceptional recreational services in 2021 despite both recreation facilities being closed or under significant provincial government restrictions (such as reduced capacity or modified activities) for much of the year (closed 167 days).**

- Over 4,000 new recreation accounts were created
- Activeokotoks.ca website - 1,322,077 page views with 51,397 visits
- 1,800 plus swim lessons completed
- 7,500 participants booked into an aquafit class
- Many new online opportunities offered in a blended service model (online and in person) provided efficient access to the arenas, pool and gyms. Almost 60,000 daily entries/admissions with 50% of those booked online.
- 11,500 patrons took advantage of affordable toonie swims & skates offered
- Once the Alberta Government announced 'Open for Summer', patrons and residents were eager to get active and had lots of questions—the front desk at the Recreation Centre averaged over 4,000 calls per month.



NUMBER OF PEOPLE WHO VISITED

**RPAC - 2750**

**OAG - 2500**

**OMA - 2720**

## Programs, Culture and Heritage

Provides and/or facilitates delivery of life-long learning and skill development opportunities for children, youth, adults and seniors. Manages the Youth Centre and KinderCare facilities (within the Recreation Centre) and delivers youth-orientated programming and day camps. Manages Town-organized events and supports community-led events and initiatives that build community spirit. Develops public art, historical displays, visitor services, programming and special events at the Okotoks Art Gallery (OAG), Okotoks Museum and Archive (OMA) and the Rotary Performing Arts Centre (RPAC).

**1448 PROGRAM PARTICIPANTS**  
Youth, Adult, Senior,  
Schools & Virtual







## Operations and Utilities Division

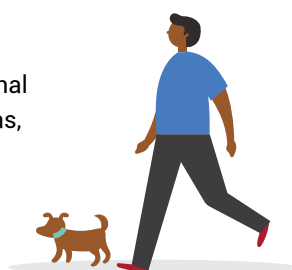
The Operations and Utilities division is comprised of the following business centres who perform these core services:

### Parks

Manages and maintains public parks and open spaces, including sports fields, passive parks, playgrounds, regional and local public pathways, outdoor rinks and natural areas, the urban forest, cemetery and weed and pest control inspection and control services.



**326** HECTARES  
OF NATURALIZED  
AREA/RIVER VALLEY



**1** OFF LEASH DOG PARK  
**1** COMMUNITY GARDEN  
**36** SPORTS FIELDS

**3** TENNIS COURTS  
**6** PICKELBALL COURTS



**94KM**

OF PRIMARY INTER-CONNECTED  
PATHWAY SYSTEMS

\*snow cleared 7 days/week to promote active transportation



**2.45KM**

NEW PATHWAY SYSTEMS ADDED  
D'ARCY SUBDIVISION & HOWARD PARK



**110** PARKS  
3 ADDED IN D'ARCY

**72** PLAYGROUNDS  
3 ADDED IN D'ARCY



**179** HECTARES  
OF PUBLIC PARKS  
& OPEN SPACES

**14** OUTDOOR RINKS  
1 ADDED IN D'ARCY



**6** TOBOGGAN  
HILLS



Photo by Crystal Gautreau

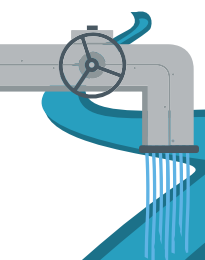


## Water Services

Provides clean, potable, reliable drinking water for all residents and facilities within the urban developed areas inside town boundaries. Ensure water quality and compliance with all legislated standards.

**775 METERS**  
WATERLINE REPLACEMENT

**200 METERS**  
SANITARY LINE REPLACEMENT



**2,388,316 m<sup>3</sup>**  
of water treated and returned  
back to the Sheep River via  
our Wastewater Treatment  
Plant

The Town returned **84%** of  
water back to the Sheep River

**2,832,081 m<sup>3</sup>**  
of water pumped from the  
Sheep River to the Okotoks  
Water Treatment Plant



## Waste Services

Provides triple-stream waste collection for garbage (black cart), organics (green cart) and recycling (blue cart). Operates the Eco Centre as a centralized site where residents can bring yard waste, recycling, hazardous waste, electronics and other goods for proper disposal. Participates in regional waste initiatives, as per the Regional Solid Waste Management Plan.



**BLUE CART**  
TONNAGE  
COLLECTED  
**1750**  
*3% increase*



**GREEN CART**  
TONNAGE  
COLLECTED  
**2548**  
*4.5% decrease*



**61% WASTE**  
DIVERTED FROM  
THE LANDFILL





## Transportation, Fleet and Facilities

Provides maintenance and repair of transportation and facilities infrastructure including roads, bridges, culverts, sidewalks, pathways, traffic control systems, signage and boulevards and storm water infrastructure. Provides snow and ice control. Maintains municipal facilities to ensure all safety and legislative codes are maintained to provide safe and healthy facilities.

**65**   
LIGHT DUTY UNITS

**44**   
HEAVY DUTY UNITS



**25** SMALL ENGINE /  
MISCELLANEOUS UNITS



**4** VEHICLE  
BRIDGES



**45** FACILITIES  
**680,000 ft<sup>2</sup>**



**181 KM**  
ROADWAYS & STREETS  
**254** CROSSWALKS

**29,649 m<sup>2</sup>** OF PAVING

**320 LM**  
SIDEWALK REPLACED



**9090 LM**  
CRACK SEALING



**72,000 LM**  
LINE PAINTING

LM = Linear Metre

**YEAR-ROUND**  
**STREET CLEANING**  
**& SNOW REMOVAL**  
ON PRIORITY ROADS AND PATHWAYS





## Community Growth, Investment & Sustainability Division

*The Community Growth, Investment & Sustainability division is comprised of the following business centres who perform these core services:*

### Permit and Assessment

Coordinates and administers safety codes program, including permits, inspections and compliance activity, to ensure compliance with appropriate codes and statutes and the development and enforcement of safe structures. Develops assessment roll for property values within the municipality.



#### PERMIT INSPECTIONS CONDUCTED

2017	2018	2019	2020	2021
4200	3700	3729	4054	4377

### Community Growth and Investment

Implements the Economic Development Strategic Plan, Municipal Development Plan and Land Use Bylaw to ensure alignment with strategic priorities of Council provides current planning services for development. Manages and facilitates the land use planning process through support to the Municipal Planning Commission, Subdivision and Development Appeal Board, Town Council, residents and

stakeholders. Administers the Land and Corporate Properties Program. Provides long-range planning services, growth management, and master planning including regional initiatives. Provides affordable housing policy initiatives to encourage affordable housing options through grant/incentive programs.

### Community Development and Engineering

Provides leadership and direction in the planning, design, construction and rehabilitation of the Town's transportation and utility infrastructure to ensure these systems are safe, efficient, cost effective, customer oriented and constructed in accordance with engineering standards and practices. Reviews and approves engineering submissions related to new development and subdivision applications. Assesses and prioritizes infrastructure needs and recommends infrastructure projects for the annual and long-term capital project program. Administers the means to fund utility and transportation system growth through off-site levies and developer agreements. Administers infrastructure studies and reports as required to inform long-term growth plans.

### Environment and Sustainability

Develops corporate environmental initiatives including the environmental education centre, programs and events. Works with industry and residents to enhance environmental initiatives including green building standards, natural assets, commercial and industrial waste diversion education, climate and energy programs, brown field management, storm water re-use, water conservation and wetland enhancements. Operates the Conservation Educator Program and provides environmental rebate/incentive programs.







## SECTION 2: **Financial Discussion and Reporting**





# Financial Management and Control

The Town of Okotoks (the Town) is required by provincial legislation to prepare annual financial statements by May 1 for the immediate preceding year. These statements are consistent with principles and standards for financial reporting established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada as required by the *Municipal Government Act (MGA)*.

Public Sector Accounting Standards aim to ensure that a municipality's financial statements:

- Account for the full nature and extent of the financial affairs and resources that the entity controls.
- Show the entity's financial position at the end of the fiscal period, so the entity's ability to finance its activities and provide future services can be evaluated.
- Describe the entity's change in financial position during the fiscal period.
- Demonstrate the entity's accountability for the management of the resources, obligations and financial affairs for which it is responsible.

This means that financial statements should provide readers with a clear understanding of the assets, liabilities, revenues and expenses of the municipality in question.

Four separate statements make up a full set of financial statements. These statements are described briefly below and in more detail in the pages that follow.

**Statement of Financial Position** – This overarching statement summarizes a municipality's financial position at a point in time. For the Town, this point in time is the year end date of December 31.

**Statement of Operations** – This statement summarizes the change in the overall financial position of the municipality during the accounting period. For the Town, this accounting period is the twelve months from January to December.

**Statement of Change in Net Financial Assets** – This statement explains the change in the net asset position from the prior year and provides important accountability information regarding the extent to which the municipality's expenditures of the accounting period are met by the revenues recognized in the period.

**Statement of Cash Flow** – This statement explains the change in cash and cash equivalents from the prior year and provides important information about the municipality's ability to generate cash to meet its cash requirements.

## Accounting Process

The Town maintains accounting processes consistent with accepted standards for government accounting in Alberta and Canada, and with PSAB guidelines. The finance and accounting services are administered under the direction of the Chief Financial Officer and the Chief Administration Officer.

## Audit Process

Pursuant to section 280 of the MGA, Council must appoint one or more auditors for the municipality. Avail, LLP was awarded the contract for professional audit services for the current year. The preparation, accuracy and integrity of the financial statements is the responsibility of municipal Administration. The auditor's responsibility is to express an opinion on the financial statements based on their audit results.

## Budget process

The Town prepares comprehensive yearly Business Planning and Budget updates that are presented to Council. This document reports on progress toward completion of Council's strategic priorities, departmental business plans and goals, and projects.

Quarterly, a projected variance for revenues and expenses compared to budget is prepared, indicating whether a surplus or deficit is anticipated. If it appears a deficit is projected, Council takes the necessary actions to eliminate this possibility.

## Financial Policies

Council approves a number of financial management policies which are established to ensure good governance and fiscal responsibility. For more information, or to obtain copies of those policies, please contact the Town of Okotoks Municipal Centre at 403.938.4404.

## Asset Management Program

An Asset Management committee has developed an Asset Management Policy for the Town and ensures that the Asset Management work fits the needs of the Town overall. In alignment with that, a new Maintenance Management (work order) system is being implemented concurrently. Work to date has been focused on validating base capital asset inventory and costing.

# Statement of Financial Position

The Statement of Financial Position presents a municipality's financial assets and liabilities at a point in time. The statement layout provides two key performance measures of the municipality's ability to finance its operations and provide future services:

- Net Debt or Net Financial Assets
- Accumulated Surplus or Deficit



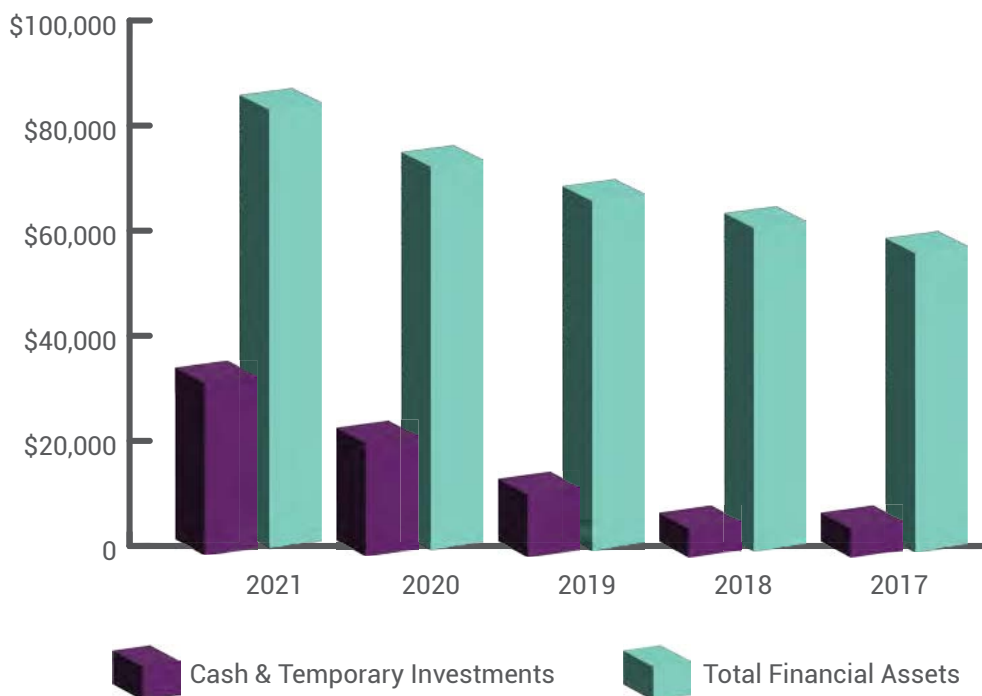
## Financial Assets

Financial assets are the financial resources a municipality controls and can use to pay what it owes to others. These assets include cash, accounts receivable, investments, and assets that are convertible to cash or that generate cash so that the municipality can pay its liabilities as they come due. Information about the liquidity (which means how quickly assets can be used to pay bills) of a municipality's financial assets is not presented on the Statement of Financial Position. However, the notes to the financial statements include disclosures on the liquidity of a municipality's financial assets.

During the last two fiscal years the Town's total financial assets increased by 14.6 percent primarily as a result of an increase to cash and temporary investments.

### Financial Assets

\$Thousands



The current ratio calculation measures ability to meet short-term obligations with existing liquid assets.

- "Current Assets" are those which are liquid in nature (cash or an asset which can be easily converted to cash). Inventory is excluded from the calculation.
- "Current Liabilities" are generally obligations coming due within the next fiscal year.

A ratio greater than one indicates the degree to which current assets exceed current liabilities.

The Town's ratio increased 83.3 percent, from 2.02 in 2020 to 3.69 in 2021.

## Financial Liabilities

Liabilities are existing financial obligations to outside parties at the date of the financial statements. They result from past transactions and events and will lead to the future sacrifice of economic benefits (financial assets). Common liabilities are accounts payable, employee benefit obligations and debt.

Users should also read the notes to the financial statements to better understand the nature of a municipality's liabilities and when the liabilities are due.

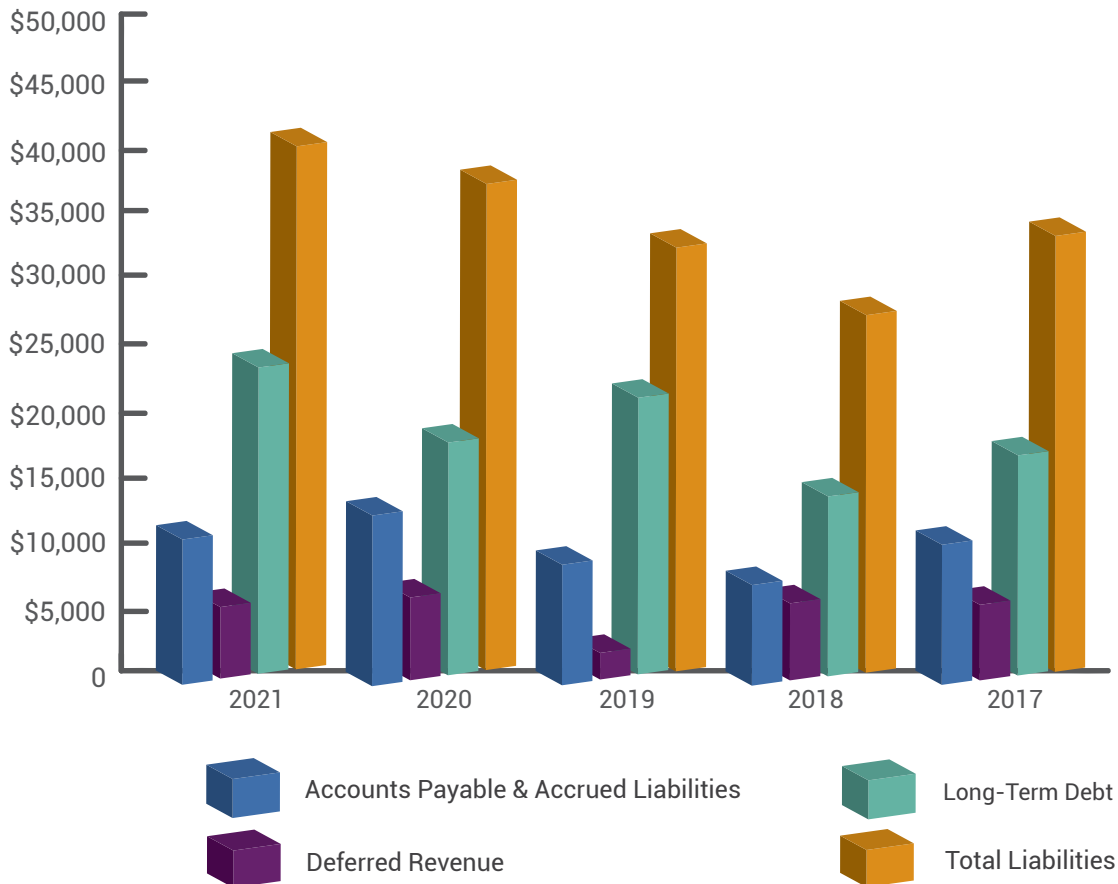
During the last two fiscal years, the Town's total financial liabilities increased by 7.6 percent as a result of the following:

- Accounts payable decreased by 4.9 percent
- Deferred revenue decreased by 2.3 percent
- Long-term debt increased by 15.1 percent

The long-term debt levels increased to \$24,272 thousand, resulting in the debt per capita increasing by 25.5 percent to \$798 per capita from \$636 per capita at the end of 2020.

## Financial Liabilities

\$Thousands





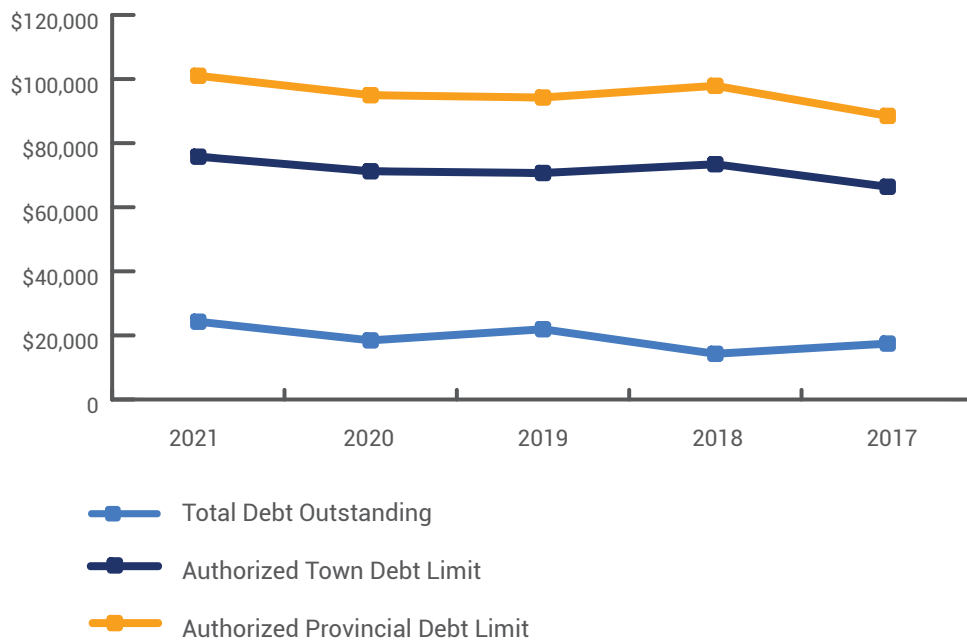
## Debt Limit

Section 276(2) of the MGA requires that debt, debt servicing and limits (as defined by the Alberta Regulation) be disclosed in the notes to the financial statements. The Town has internally restricted the debt and debt servicing limit amounts to 75% of the values permissible by the Alberta Regulation.

- The debt limit used is 24 percent of the total limit available.
- The debt service limit used is 12 percent of the total limit available.

### Long Term Debt Use & Limits

\$Thousands



## Reserves

Reserves are vital to municipal financial health. At the discretion of Council, operating and capital reserves are established to set aside funds for future growth. Having healthy levels of reserves enable the Town to plan for:

- Future operating and capital needs
- Contingencies

Managing reserves with a combination of policy and effective long term planning results in appropriate and healthy reserve levels.

	2021	2020	2019	2018	2017
Operating reserves	12,019	9,872	5,934	3,422	3,647
Capital reserves	33,444	28,948	34,643	43,472	36,055
<b>TOTAL (\$ Thousands)</b>	<b>45,463</b>	<b>38,820</b>	<b>40,577</b>	<b>46,894</b>	<b>39,702</b>
<b>Reserves per Capita (\$)</b>	<b>1,495</b>	<b>1,339</b>	<b>1,399</b>	<b>1,617</b>	<b>1,369</b>

## Net Financial Assets or Net Debt

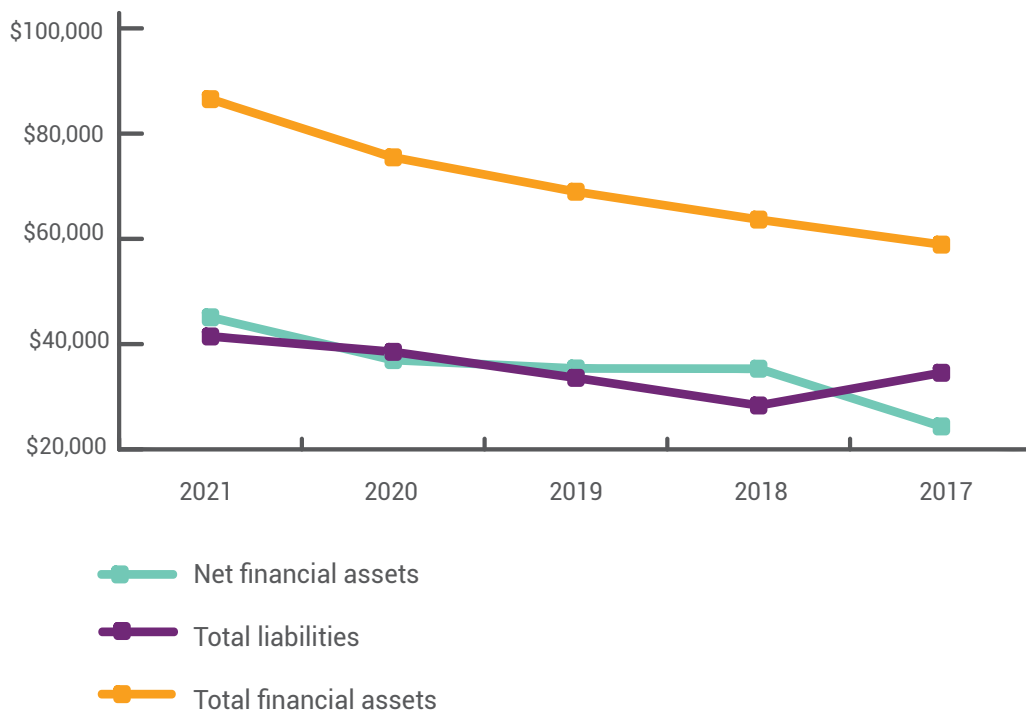
The net assets refer to the difference between financial assets and liabilities and is a key indicator of the Town's ability to meet commitments and liabilities as well as financing future activities.

This performance measure provides readers with important information regarding the municipality's requirement to generate future revenues to fund past services and transactions. Financial assets are the resources available to settle the Town's liabilities to external parties.

- When liabilities exceed financial assets, a municipality is in a net debt position. Entities in a net debt position must generate future revenues to cover the cost of past transactions and events.
- When a municipality is in a net financial asset position, the financial assets exceed liabilities. This means an entity has sufficient financial assets to settle existing liabilities and assist in financing future projects.

### Net Financial Assets

\$Thousands



During the last two fiscal years the Town's total net financial assets increased by 22.0 percent as a result of the following:

- Cash and temporary investments increased by \$11,521 thousand
- Accounts payable decreased by \$1,881 thousand
- Long-term debt increased by \$5,828 thousand

Net financial assets as at December 31, 2021 were \$45,093 thousand and attest to the Town's stable position.



## Non-Financial Assets

Non-financial assets are assets that a municipality will use up when providing future services to the public. These assets are not normally used by a municipality to settle its liabilities with external parties. As a result, they are shown separately in the Statement of Financial Position. During the 2021 fiscal year, the non-financial assets increased by 3.5 percent compared with an increase of 3.4 percent during 2020 fiscal year.

Often, the most significant group of assets within this category are the value of tangible capital assets, like buildings or roads, which are acquired to provide services over many years. As municipalities deliver services, the estimated portion of the assets used is recorded as an expense in the Statement of Operations. The balance presented represents the remaining service potential of the non-financial assets.

The Town prepares a ten year capital plan. The challenge with capital planning is the balancing of infrastructure needs and ensuring fiscal stewardship.

As of December 31, 2021, the cost of tangible capital assets less amortization was \$402,061 thousand. Net book value as a percentage of total capital property costs is 73.2 percent.

## Non-Financial Assets

\$Thousands



## Financial Performance Measure: Accumulated Surplus or Deficit

The accumulated surplus or deficit represents the net recognized economic resources (all assets and liabilities) of the municipality at the date of the financial statements. This measure provides the net economic position of the municipality at a point in time.

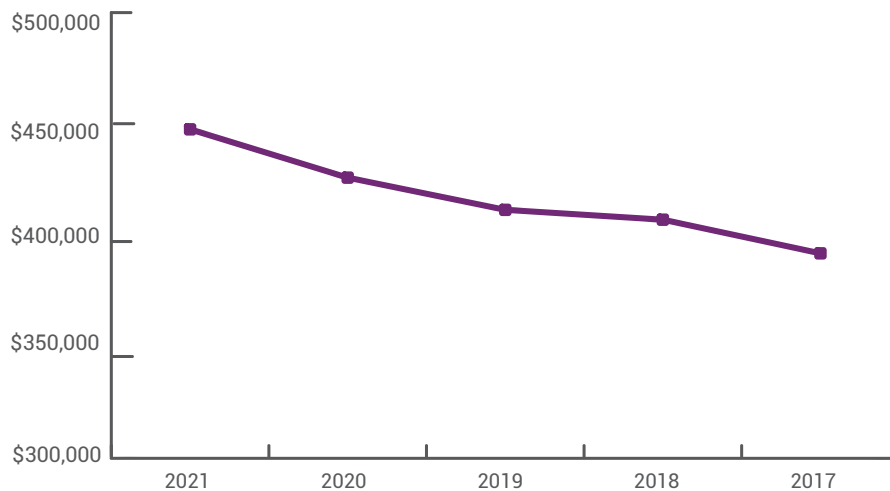
The accumulated surplus or deficit is comprised of all of the past operating surpluses or deficits and re-measurement gains and losses, if any.

- When total assets exceed total liabilities, the municipality is in an accumulated surplus position. This means that the municipality has net positive resources that could be used to provide future services.
- When a municipality is in an accumulated deficit position, the total liabilities exceed total assets. This means the municipality must fund past transactions and events from future revenue.

### Accumulated Surplus

\$Thousands

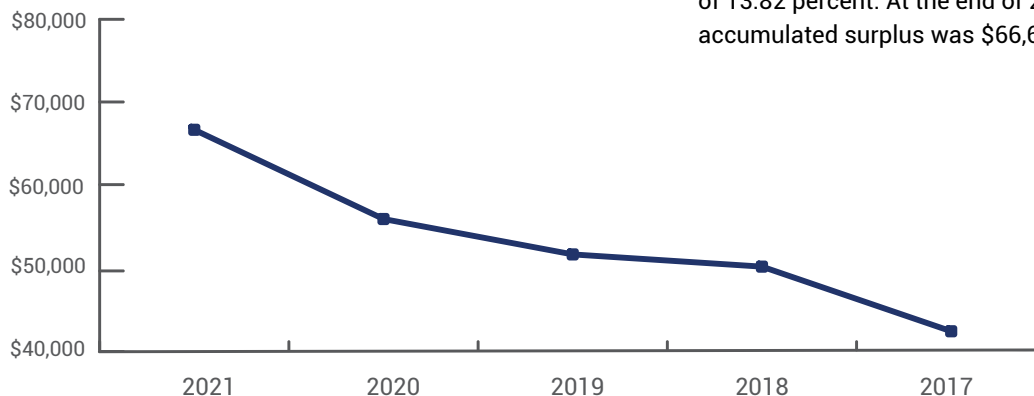
Municipal regulations require that the accumulated surplus net of equity in tangible capital assets cannot be less than zero.



### Net Accumulated Surplus

\$Thousands

During the last two fiscal years the net accumulated surplus increased by an average of 13.82 percent. At the end of 2021, the net accumulated surplus was \$66,636 thousand.





# Statement of Operations

The Statement of Operations is prepared to explain the changes in the overall financial position of the municipality during the accounting period. This statement explains the change in the accumulated surplus or deficit from the prior year. The financial elements in the Statement of Operations include revenues and expenses.

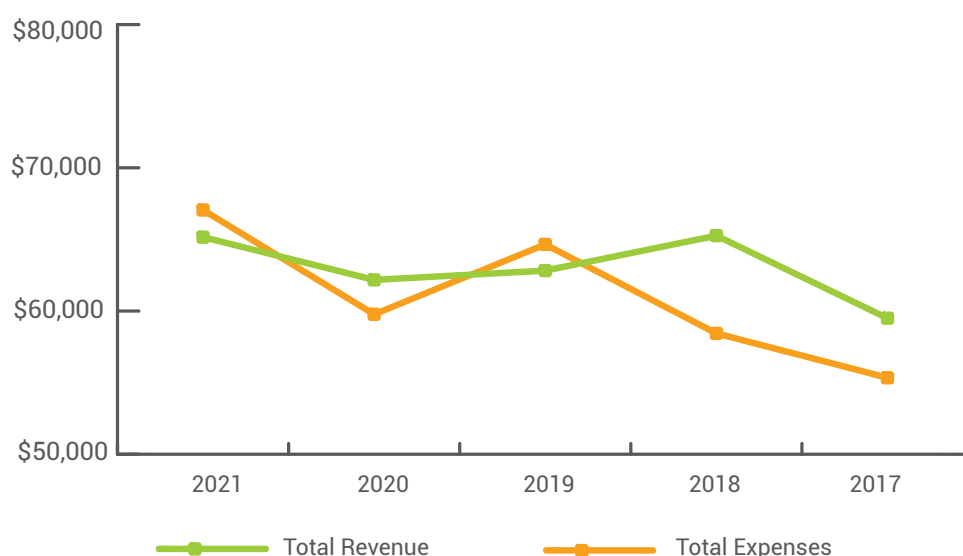
The performance and accountability measures in this statement are the annual surplus or deficit<sup>1</sup> and the comparison of budgeted to actual results.

The operations of the Town are presented on a consolidated basis and include both the operating and capital activity.

<sup>1</sup> The Financial Statements are presented based on the recommended terminology provided by Alberta Municipal Affairs: (Shortfall) Excess of revenue over expenses.

## Revenue vs Expense

\$Thousands



## Financial Performance Measure: Annual Operating Surplus or Deficit

The annual operating surplus or deficit shows whether the revenues raised in the year were sufficient to cover the year's operating expenses and consequently, whether the financial position improved, was unchanged or declined during the year. It is important to look at the annual operating surplus or deficit trends over time.

- The impact of a municipality's annual operating surplus or deficit must be viewed in the context of the municipality's overall financial position.
- An entity in a strong financial position is better positioned to absorb the impact of annual operating deficits than an entity in a weak financial position.

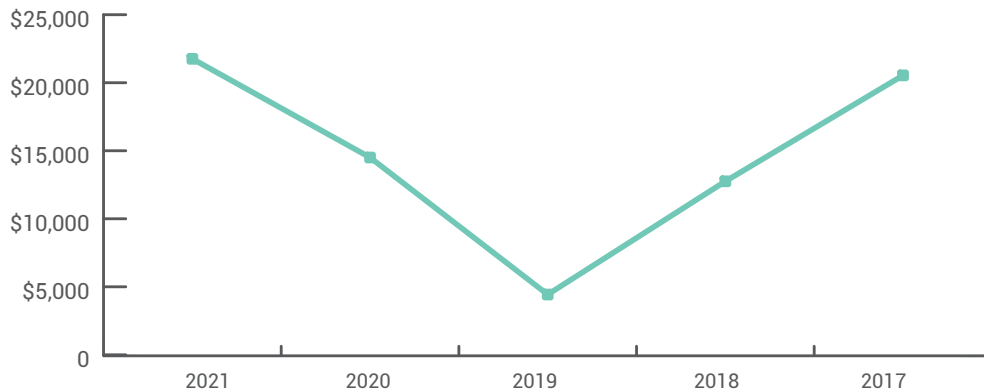
In addition to the excess or deficiency of revenues over expenses, the annual surplus includes:

	2021	2020	2019	2018	2017
Government transfers for capital	19,062	8,830	5,466	5,683	12,592
Developer capital contributions	2,192	1,131	-	-	-
Developer contributed assets	2,029	1,887	319	245	3,789
Capital donations	371	252	472	-	-
<b>Total (\$Thousands)</b>	<b>23,654</b>	<b>12,100</b>	<b>6,257</b>	<b>5,928</b>	<b>16,381</b>

The total annual operating surplus for 2021 was \$21,757 thousand. This represents an increase of \$7,254 thousand during the last twelve months, from an annual operating surplus of \$14,503 thousand at the end of 2020.

### Annual Surplus

\$Thousands



This 2021 surplus resulted in an increase in accumulated surplus. The beginning surplus balance of \$425,668 thousand was increased to \$447,425 thousand.

### Revenue

Revenues are economic resources that result from the Town's operations, transactions and events during the accounting period. Revenues result from decreases in liabilities or increases in assets.

Common sources of revenues include: property taxes, sales of goods and services, transfers from governments (federal and provincial grants) and investment income.

Revenue for 2021 increased by 4.8 percent from 2020. The increase in revenue is primarily attributable to an increase in user fees and sales of goods.

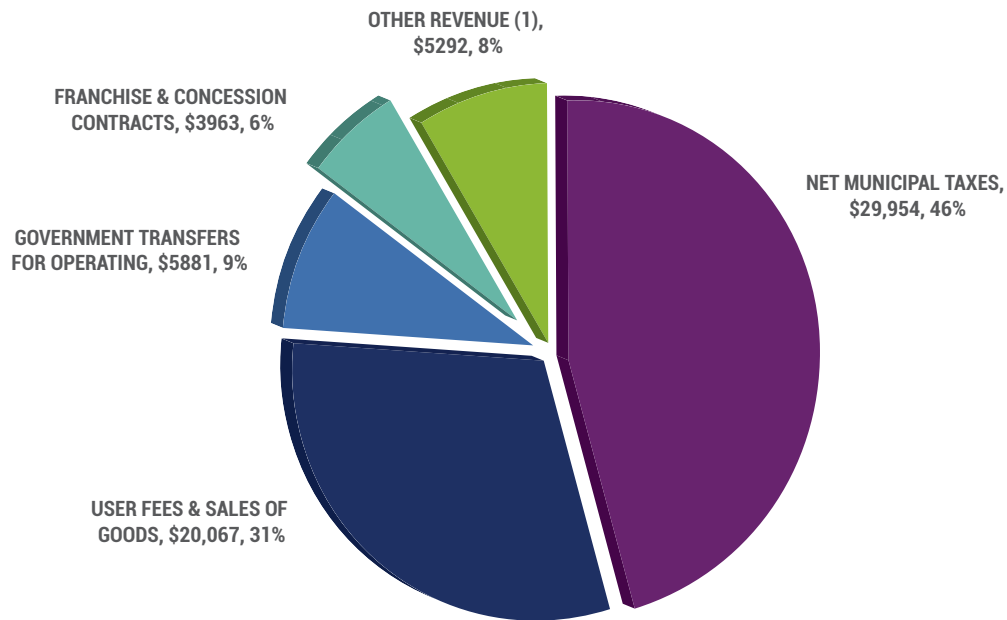
Over the last five years, the average change per year by revenue source was:

Revenue Source	Average Increase/(Decrease) 2017-2021
Net municipal taxes	2.5%
User fees & sales of goods	0.5%
Government transfers for operating	6.7%
Franchise & concession contracts	26.2%
Investment income	5.9%
Penalties & costs of taxes	(3.1%)



## 2021 Revenue by Source

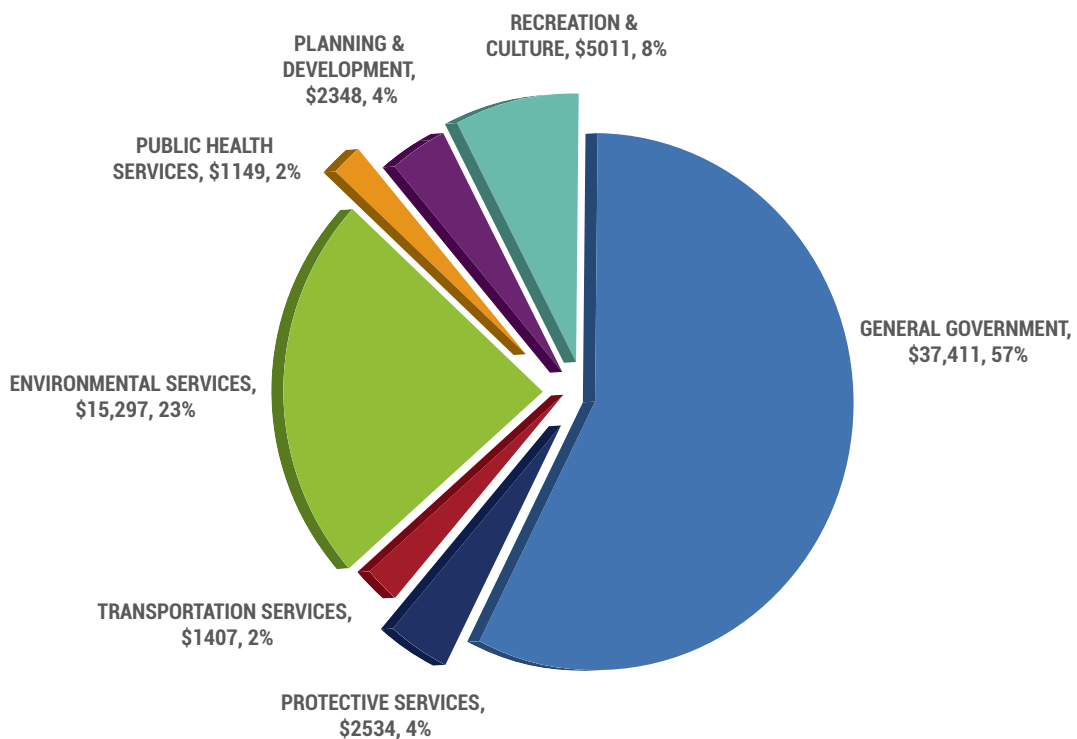
\$Thousands



(1) Other revenue includes: rental, investment income, penalties, donations, gain on disposal, other

## 2021 Revenue by Function

\$Thousands



## Expenses

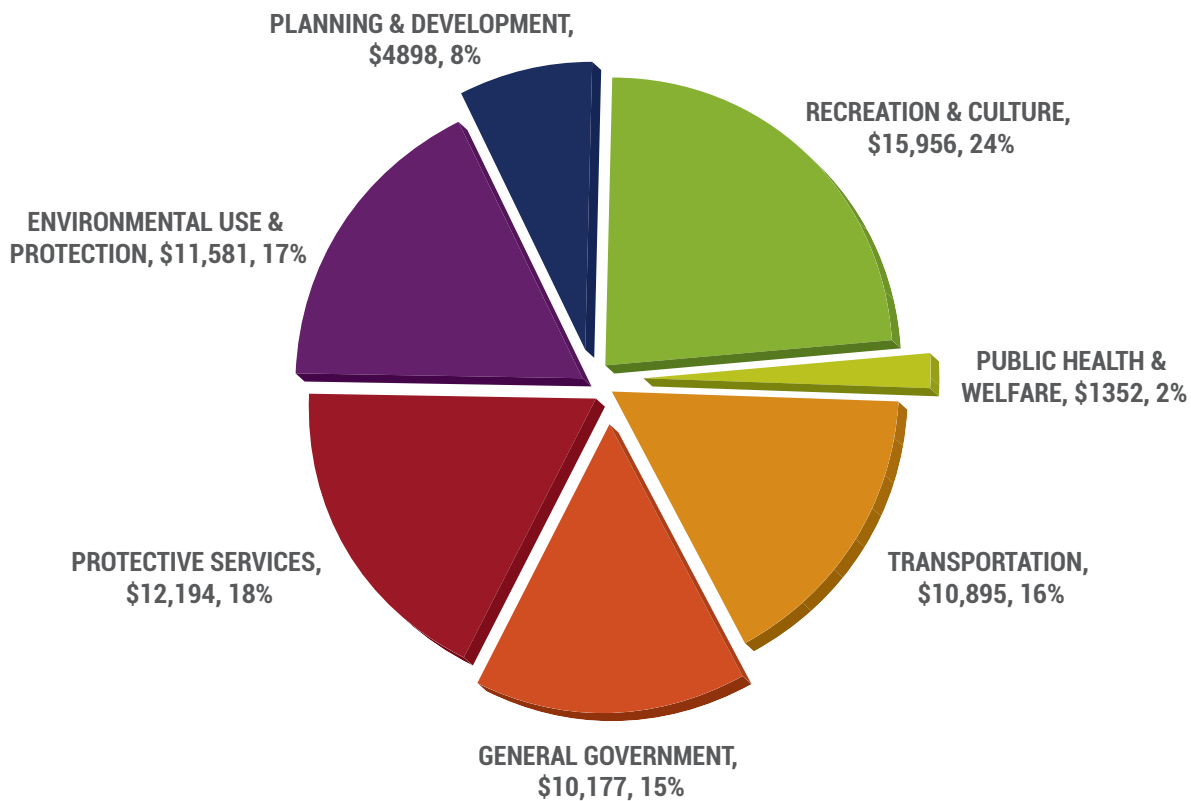
Expenses are decreases in economic resources that result from the municipality's operations, transactions and events during the accounting period. Expenses result from decreases to assets or increases in liabilities.

The Statement of Operations presents expenses by function categories. Note 17 to the financial statements contains additional information on the classification of expenses by object categories, such as salaries, wages and benefits.

During the 2021 fiscal year, The Town spent \$67,054 thousand (\$2,205 per capita) to operate municipal services, an increase of \$7,284 thousand (12.2%) over 2020.

## 2021 Expenses by Function

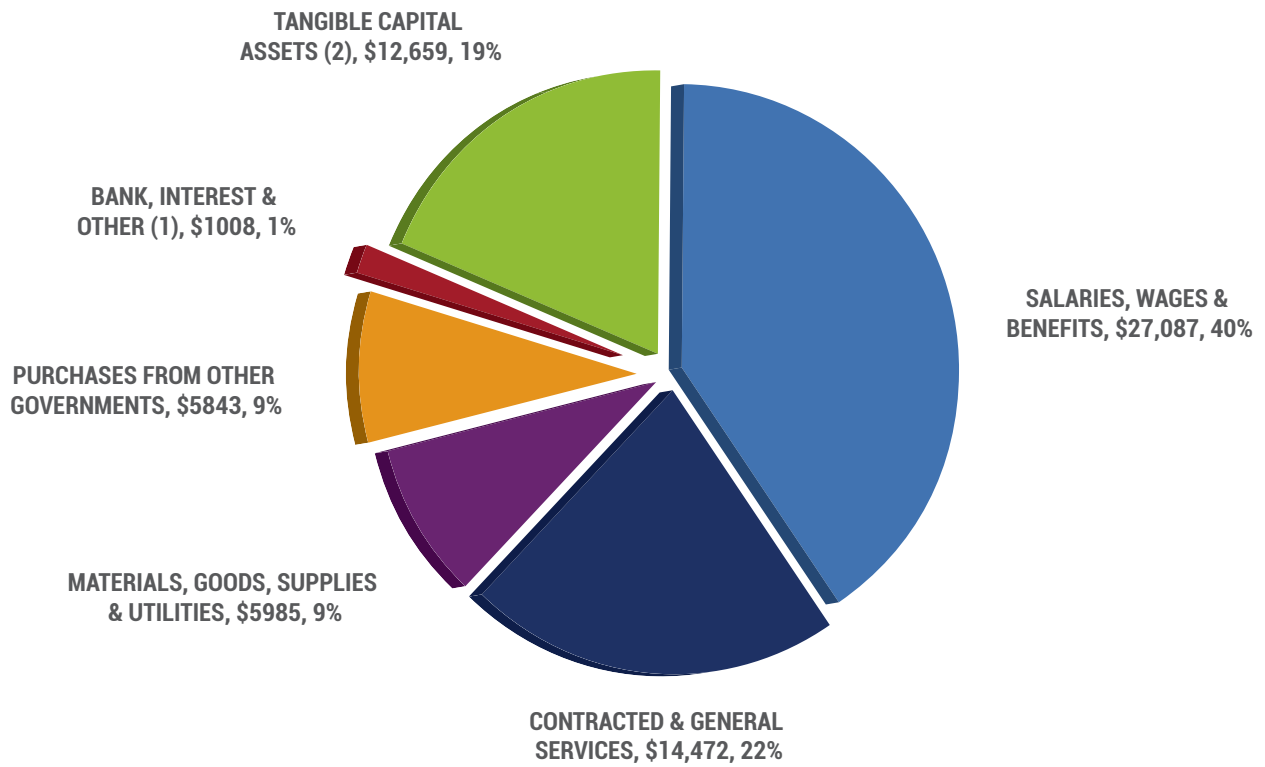
\$Thousands





## 2021 Expenses by Object

\$Thousands



(1) Bank, interest and other includes: bank charges and short term interest, interest on long term debt, other expenditures, transfers to organizations and others, provision (recovery) for allowances

(2) Tangible capital assets includes: amortization, loss on disposal

## Financial Accountability: Budget to Actual Results

Annual budgets approved by Council convey the financial policy and resource decisions for the Town. As a result, a key component of financial accountability in the public sector is comparing the actual financial results with the originally planned results in the budget.

To achieve this reporting objective, the Statement of Operations includes the detailed original approved annual budget. This is a unique requirement of public sector financial statements. The summarized results for 2021 are:

### Budget to Actual Summary

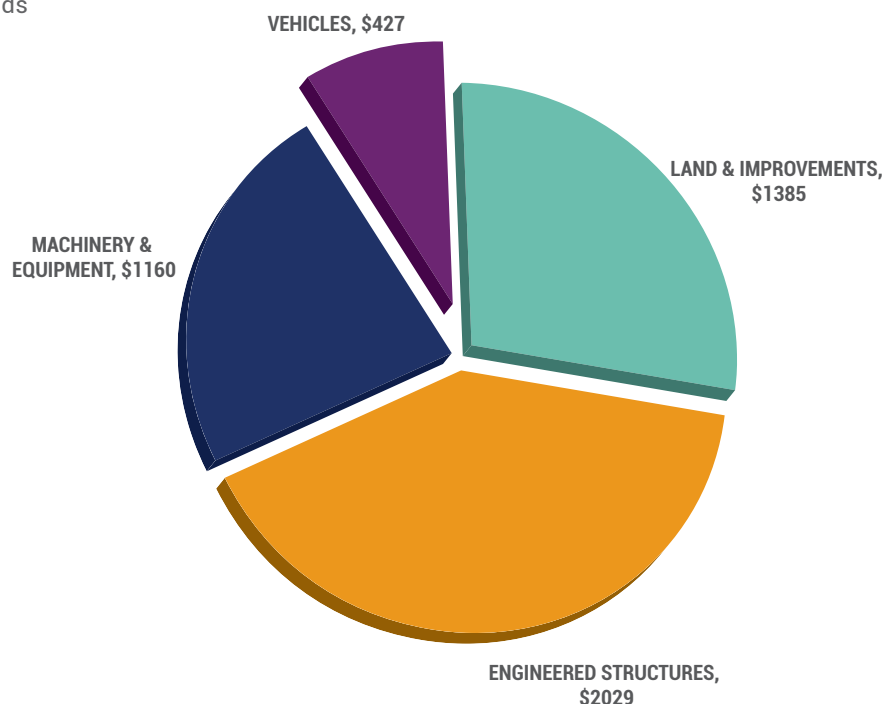
\$ Thousands	BUDGET	2021
Revenue	62,767	65,157
Expenses	69,084	67,054
Other	10,545	23,654
Annual Surplus (deficit)	4,228	21,757

## Capital Spending

Capital transactions for the asset class categories amounted to \$5,001 thousand during 2021 versus \$3,755 thousand during 2020.

### 2021 Capital Spending

Asset Classes  
\$Thousands





# Statement of Change in Net Financial Assets

The Statement of Change in Net Financial Assets reconciles the change in net assets for the current and the prior year. This information helps readers understand why the position of the municipality changed.

To explain how the expenditures of the period were met by revenues, the statement reconciles the annual operating surplus or deficit shown in the Statement of Operations to the change in net assets shown in the Statement of Financial Position.

The common items that explain the difference between the annual surplus or deficit and the change in net assets are:

- Acquisition and disposal of tangible capital assets (TCA)
- Current year amortization expense for TCA (expense for current year consumption)
- Acquisition and disposal of other non-financial assets

## Change in Net Financial Assets Summary

\$ Thousands	Budget	2021
Annual surplus (deficit)	4,228	21,757 (A)
(DECREASE): acquire TCA, contributed assets, gain on disposal of TCA	(14,270)	(26,722)
INCREASE: amortization, proceeds on disposal of TCA, net change in inventory and prepaid expense	11,637	13,096
Increase (decrease) during the year	1,595	8,131
Beginning of year	36,962	36,962 (B)
End of year	38,557	45,093 (B)

(A) Statement of Operations

(B) Statement of Financial Position

## The Statement of Cash Flow

The Statement of Cash Flow explains the change in cash and cash equivalents from the prior year and provides readers with important information about how the municipality generated cash to meet its requirements.

The layout of the statement is designed to show how the entity financed its activities during the current and prior year.

### Cash Flow Summary

\$ Thousands	2021	2020	2019	2018	2017
Beginning of year	22,172	12,215	5,576	5,677	13,129
Increase/(decrease) during the year	11,521	9,957	6,639	(101)	(7,452)
End of year	33,693	22,172	12,215	5,576	5,677
<b>Increase/(decrease) per capita (\$)</b>	<b>379</b>	<b>343</b>	<b>229</b>	<b>(3)</b>	<b>(257)</b>

The statement presents cash flow in four categories. How the cash is generated and used is shown separately in each of the following:

#### Operating Transactions

This section accounts for the adjustments to cash flow from non-cash items such as amortization and the impact from net changes to non-cash working capital items such as receivables, payable and deferred revenue.

#### Capital Transactions

Municipalities use tangible capital assets to support the delivery of services to residents. This section accounts for the impact on cash from tangible capital asset activities, such as additions and disposals.

#### Investing Transactions

This section accounts for the impact from net changes related to the purchase and sale of long-term investments.

#### Financing Transactions

This section accounts for the impact from net changes related to the issuance and payment of long-term debt obligations.



The Financial Statement section provides the Management and Auditor Reports and presents the audited financial statements including related notes and schedules.

# TOWN OF OKOTOKS Consolidated Financial Statements

For the year ended December 31, 2021





## INDEPENDENT AUDITOR'S REPORT

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

### *Opinion*

We have audited the consolidated financial statements of the Town of Okotoks which comprise the consolidated statement of financial position as at December 31, 2021, and the consolidated statements of operations, change in net financial assets and cash flow for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Town of Okotoks as at December 31, 2021, the results of its operations, change in its net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### *Basis for Opinion*

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

### *Responsibilities of Management and Those Charged with Governance for the Financial Statements*

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

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

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

### *Auditor's Responsibilities for the Audit of the Financial Statements*

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



**INDEPENDENT AUDITOR'S REPORT, continued**

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


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

*Report on Other Legal and Regulatory Requirements*

- **Debt Limit Regulation:**  
In accordance with Alberta Regulation 255/2000, we confirm that the Town is in compliance with the Debt Limit Regulation. A detailed account of the Entity's debt limit can be found in note 24.
- **Supplementary Accounting Principles and Standards Regulation:**  
In accordance with Alberta Regulation 313/2000, we confirm that the Town is in compliance with the Supplementary Accounting Principles and Standards Regulation and note the information required can be found in note 22.

Lethbridge, Alberta

April 25, 2022



Chartered Professional Accountants

## MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

Management of the Town of Okotoks is responsible for the preparation, accuracy, objectivity and integrity of the accompanying consolidated financial statements and all other information contained within this Financial Report. Management believes that the consolidated financial statements present fairly the Town's financial position as at December 31, 2021 and the results of its operations for the year then ended.

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

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

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

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

The Town Council carries out its responsibilities for review of the consolidated financial statements principally through its Audit Committee. This committee meets regularly with management and external auditors to discuss the results of audit examinations and financial reporting matters.

The external auditors have full access to the Audit Committee with and without the presence of management. The Town Council has approved the consolidated financial statements.

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

*Elaine A. Vincent*

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Chief Administrative Officer

April 25, 2022



**TOWN OF OKOTOKS**  
**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**As at December 31, 2021**  
**(\$ thousands)**

	2021	2020
<b>Financial assets</b>		
Cash and temporary investments (note 3)	\$ 33,693	\$ 22,172
Taxes and grants in place of taxes receivable (note 4)	1,596	2,344
Trade and other receivables (note 5)	7,568	8,596
Land held for resale	3,638	3,313
Loans receivable (note 6)	80	150
Inventory held for resale	120	129
Investments (note 7)	39,851	38,787
	<u>86,546</u>	<u>75,491</u>
<b>Liabilities</b>		
Accounts payable and accrued liabilities	9,124	11,005
Employee benefit obligations (note 8)	1,231	1,212
Deposit liabilities	1,158	1,308
Deferred revenue (note 9)	5,668	6,560
Long-term debt (note 10)	24,272	18,444
	<u>41,453</u>	<u>38,529</u>
<b>Net financial assets</b>	<u>45,093</u>	<u>36,962</u>
<b>Non-financial assets</b>		
Prepaid expenses	218	372
Inventory for consumption	53	61
Tangible capital assets (schedule 2)	402,061	388,273
	<u>402,332</u>	<u>388,706</u>
<b>Accumulated surplus</b> (note 11 and schedule 1)	<u>\$ 447,425</u>	<u>\$ 425,668</u>

*Commitments and contingencies* (note 23)

Approved on behalf of Council:

Tanya Thorn

Mayor



Chair, Finance and Audit Committee

**TOWN OF OKOTOKS**  
**CONSOLIDATED STATEMENT OF OPERATIONS**  
For the year ended December 31, 2021  
(\$ thousands)

	Budget (Unaudited)	2021	2020
<b>Revenue</b>			
Net municipal taxes (note 14)	\$ 29,903	\$ 29,954	\$ 29,399
User fees and sales of goods	19,657	20,067	17,726
Government transfers for operating (note 15)	4,386	5,881	7,041
Franchise and concession contracts (note 16)	4,000	3,963	3,264
Rental	2,753	1,877	1,576
Investment income	945	1,339	1,570
Penalties and costs of taxes	553	429	568
Donations	173	500	546
Gain on disposal of tangible capital assets	-	127	5
Other	397	1,020	478
<b>Total revenue</b>	<b>62,767</b>	<b>65,157</b>	<b>62,173</b>
<b>Expenses (note 17)</b>			
General government			
Council and other legislative	1,307	1,368	1,135
General administration	9,530	8,810	7,482
Protective services			
Police	4,918	5,266	4,802
Fire	5,622	5,629	5,674
Bylaw enforcement	1,255	1,299	1,184
Transportation services			
Common and equipment pool	2,038	1,840	1,898
Roads, streets, walks, lighting	6,938	6,881	6,415
Public transportation	993	1,041	864
Storm sewers and drainage	1,064	1,133	1,099
Environmental use and protection			
Water supply and distribution	4,200	4,894	3,925
Wastewater treatment and collection	3,963	3,928	3,537
Waste management	2,692	2,759	2,558
Public health and welfare			
Family and community support	1,051	1,030	940
Cemeteries and crematoriums	350	322	196
Planning and development			
Land use planning, zoning and development	2,399	1,939	2,070
Subdivision land and development	3,364	2,959	3,086
Recreation and culture			
Parks and recreation	16,394	14,978	12,039
Culture - libraries, museums, halls	1,006	978	866
<b>Total expenses</b>	<b>69,084</b>	<b>67,054</b>	<b>59,770</b>
<b>(Shortfall) excess of revenue over expenses before other</b>	<b>(6,317)</b>	<b>(1,897)</b>	<b>2,403</b>



**TOWN OF OKOTOKS**  
**CONSOLIDATED STATEMENT OF OPERATIONS**  
For the year ended December 31, 2021  
(\$ thousands)

	Budget (Unaudited)	2021	2020
<b>Other</b>			
Government transfers for capital (note 15)	10,545	19,062	8,830
Developer capital contributions	-	2,192	1,131
Developer contributed assets (note 18)	-	2,029	1,887
Capital donations	-	371	252
	10,545	23,654	12,100
<b>Excess of revenue over expenses</b>	4,228	21,757	14,503
<b>Accumulated operating surplus, beginning of year</b>	425,668	425,668	411,165
<b>Accumulated operating surplus, end of year</b>	\$ 429,896	\$ 447,425	\$ 425,668

**TOWN OF OKOTOKS**  
**CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS**  
For the year ended December 31, 2021  
(\$ thousands)

	Budget (Unaudited)	2021	2020
<b>Excess of revenue over expenses</b>	\$ 4,228	\$ 21,757	\$ 14,503
Acquisition of tangible capital assets	(14,270)	(24,590)	(22,150)
Amortization of tangible capital assets	11,399	12,656	11,260
Developer contributed assets	-	(2,029)	(1,887)
Loss (gain) on disposal of tangible capital assets	238	(103)	2
Proceeds on disposal of tangible capital assets	-	278	4
	(2,633)	(13,788)	(12,771)
Net change in inventory for consumption	-	8	19
Net change in prepaid expense	-	154	(161)
	-	162	(142)
<b>Increase in net financial assets</b>	1,595	8,131	1,590
<b>Net financial assets, beginning of year</b>	36,962	36,962	35,372
<b>Net financial assets, end of year</b>	\$ 38,557	\$ 45,093	\$ 36,962

**TOWN OF OKOTOKS**  
**CONSOLIDATED STATEMENT OF CASH FLOW**  
For the year ended December 31, 2021  
(\$ thousands)

	2021	2020
<b>Operating transactions</b>		
Annual surplus	\$ 21,757	\$ 14,503
Adjustments for items which do not affect cash		
Loss (gain) on disposal of tangible capital assets	(103)	2
Amortization of tangible capital assets	12,656	11,260
Developer contributed assets	(2,029)	(1,887)
	32,281	23,878
Net change in non-cash working capital items		
Taxes and grants in place of taxes receivable	748	29
Trade and other receivables	1,028	4,898
Inventory held for resale	9	11
Land held for resale	(325)	-
Loans receivable	70	20
Inventory for consumption	8	19
Prepaid expenses	154	(161)
Accounts payable and accrued liabilities	(1,881)	4,099
Employee benefit obligations	19	(116)
Deposit liabilities	(150)	(12)
Deferred revenue	(892)	4,453
Cash provided by operating transactions	31,069	37,118
<b>Capital transactions</b>		
Proceeds on disposal of tangible capital assets	278	4
Acquisition of tangible capital assets	(24,590)	(22,150)
Cash applied to capital transactions	(24,312)	(22,146)
<b>Investing transactions</b>		
Increase in investments	(1,064)	(1,536)
<b>Financing transactions</b>		
Proceeds of long-term debt	7,000	-
Repayment of long-term debt	(1,172)	(3,479)
Cash provided by (applied to) financing transactions	5,828	(3,479)
<b>Increase in cash and temporary investments</b>	11,521	9,957
<b>Cash and temporary investments, beginning of year</b>	22,172	12,215
<b>Cash and temporary investments, end of year</b>	\$ 33,693	\$ 22,172



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**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

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**1. Significant accounting policies**

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

(a) Reporting entity

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

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

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

(b) Basis of accounting

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

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

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

(c) Use of estimates

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

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**1. Significant accounting policies, continued**

- (d) **Investments**  
Investments are recorded at amortized cost. Investment premiums and discounts are amortized on the net present value basis over the term of the respective investments. When there has been a loss in value that is other than a temporary decline, the respective investment is written down to recognize the loss.
- (e) **Inventories for resale**  
Land held for resale is recorded at the lower of cost and net realizable value. Cost includes costs for land acquisition and improvements required to prepare the land for servicing such as clearing, stripping, and leveling charges. Related development costs incurred to provide infrastructure such as water and waste water services, roads, sidewalks, and street lighting are recorded as physical assets under their respective function.
- (f) **Debt charges recoverable**  
Debt charges recoverable consist of amounts that are recoverable from municipal agencies or other local governments with respect to outstanding debentures or other long-term debt pursuant to annexation orders or joint capital undertakings. These recoveries are recorded at a value that equals the offsetting portion of the unmatured long-term debt, less actuarial requirements for the retirement of any sinking fund debentures.
- (g) **Tax revenue**  
Tax revenues are recognized when the tax has been authorized by bylaw and the taxable event has occurred.  
  
Requisitions operate as a flow through and are excluded from municipal revenue.
- (h) **Contaminated sites liability**  
Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The liability is recorded net of any expected recoveries. A liability for remediation of a contaminated site is recognized when a site is not in productive use and is management's estimate of the cost of post-remediation including operation, maintenance and monitoring.
- (i) **Government transfers**  
Government transfers are the transfer of assets from senior levels of government that are not the result of an exchange transaction, are not expected to be repaid in the future, or the result of a direct financial return.

Government transfers are recognized in the financial statements as revenue in the period in which events giving rise to the transfer occur, providing the transfers are authorized, any eligibility criteria have been met, and reasonable estimates of the amounts can be determined.

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**1. Significant accounting policies, continued**

(j) **Non-financial assets**

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

(i) **Tangible capital assets**

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

	Years
Land improvements	15-75
Buildings	25-50
Engineered structures	25-75
Machinery and equipment	3-25
Vehicles	10-25

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

(ii) **Contributions of tangible capital assets**

Tangible capital assets received as contributions are recorded at fair value at the date of receipt and also are recorded as revenue.

(iii) **Leases**

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

(iv) **Inventories**

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

(v) **Cultural and historical tangible capital assets**

Works of art for display are not recorded as tangible capital assets but are disclosed.



**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**2. Future accounting pronouncements**

The following summarizes the upcoming changes to the Public Sector Accounting Standards by the Public Sector Accounting Board (PSAB):

(a) PS1201 - Financial statement presentation

This standard requires a new statement of remeasurement gains and losses separate from the statement of operations. The statement will include the unrealized gains and losses arising from the remeasurement of financial instruments and items denominated in a foreign currency. This standard is effective for fiscal years beginning on or after April 1, 2022.

(b) PS3450 - Financial instruments

This section establishes recognition, measurement, and disclosure requirements for derivative and non-derivative instruments. The standard requires fair value measurements of derivative instruments and equity instruments; all other financial instruments can be measured at either cost or fair value depending upon elections made by the government. Unrealized gains and losses will be presented on the new statement of remeasurement gains and losses arising from the adoption of PS1201. There will also be a requirement to disclose the nature and extent of risks arising from financial instruments and clarification is given for the de-recognition of financial liabilities. As the Town does not invest in derivatives or equity instruments based on its investment policy, it is anticipated that the adoption of this standard will have a minimal impact on the Town. This standard is effective for fiscal years beginning on or after April 1, 2022.

(c) PS2601 - Foreign currency translation

This section establishes guidance on the recognition, measurement, presentation and disclosure of assets and liabilities denominated in foreign currencies. The section requires monetary assets and liabilities, denominated in a foreign currency and non-monetary items valued at fair value denominated in a foreign currency to be adjusted to reflect the exchange rates in effect at the financial statement date. The resulting unrealized gains and losses are to be presented in the new statement of remeasurement gains and losses. This standard is effective for fiscal years beginning on or after April 1, 2022.

(d) PS3041 - Portfolio investments

This section removes the distinction between temporary and portfolio investments and provides additional guidance on recognition, measurement, presentation and disclosure of portfolio investments. Upon adoption of this section portfolio investments will no longer be applicable. This standard is effective for fiscal years beginning on or after April 1, 2022.

The requirements in PS1201, PS3450, PS2601 and PS3041 are required to be implemented at the same time.

(d) PS3280 - Asset retirement obligations

Under this new standard, an asset retirement obligation (ARO) is a legal obligation associated with the retirement of a tangible capital asset controlled by a public sector entity. An ARO will include post-retirement operation, maintenance, and monitoring costs. A liability will be recognized when specific criteria are met, with a corresponding increase to the carrying amount of the related tangible capital asset and expensing the amount in a rational and systematic manner. This new standard will replace the current standard for "Liability for Contaminated Sites" and will be effective for fiscal years beginning on or after April 1, 2022.

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**2. Future accounting pronouncements, continued**

(e) PS3400 - Revenue

The new standard establishes overall guidance on how to account for and report revenue. The standard makes a distinction between transactions that include performance obligations (exchange transactions) and those that do not (non-exchange transactions). A performance obligation is an enforceable promise to provide specific goods or services to a specific payor. Revenue from transactions with performance obligations is recognized as the public sector entity satisfies a performance obligation by providing the goods or services to a payor. Once a performance obligation is identified, an assessment is needed to determine whether revenue recognition occurs over a period of time or at a point in time. Earlier adoption is permitted. This standard is effective for fiscal years beginning on or after April 1, 2023.

(f) PS3160 - Public private partnerships

This standard will provide guidance on the accounting for a public private partnership (P3). Earlier adoption is permitted. This standard is effective for fiscal years beginning on or after April 1, 2023.

(g) PSG-8 - Purchased intangibles

This guideline will allow recognition of purchased intangibles as assets. Earlier adoption is permitted. This standard is effective for fiscal years beginning on or after April 1, 2023.

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

**3. Cash and temporary investments**

The Town has authorized a line of credit with TD Commercial Banking to a maximum of \$6,100. The line of credit bears interest at the prime rate. As at December 31, 2021, the line of credit was undrawn.

Included in cash is \$1,158 (2020 - \$1,308) of deposit liability funds which are not available for current purposes.

**4. Taxes and grants in place of taxes receivables**

		2021		2020
Taxes and grants in place of taxes receivable	\$	1,246	\$	1,805
Arrears		350		539
	\$	1,596	\$	2,344

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**5. Trade and other receivables**

	2021	2020
Utility accounts	\$ 2,711	\$ 2,687
Trade receivables	2,034	3,150
Offsite levies	1,935	2,117
Recreation receivables	311	160
Investment receivables	257	166
GST	217	308
Federal grants	166	25
Allowance for doubtful accounts	(63)	(17)
	<u>\$ 7,568</u>	<u>\$ 8,596</u>

**6. Loans receivable**

	2021	2020
Foothills Dawg's Baseball Club	\$ 80	\$ 150

An agreement was signed between Foothills Dawg's Baseball Club Ltd. and the Town in 2014 to fund stadium improvements. The loan is interest free and is to be repaid as follows:

- October 31, 2022 - \$30
- October 31, 2023 - \$50

**7. Investments**

	2021		2020	
	Cost	Market value	Cost	Market value
Bonds	\$ 39,851	\$ 39,509	\$ 38,787	\$ 39,382

The investments consist of bonds and principal protected notes that earn interest at rates between 1.57% and 4.86% with maturity dates between 2022 and 2030.

**8. Employee benefit obligations**

	2021	2020
Vacation and overtime	\$ 645	\$ 516
Long-term service benefit	429	475
Health care spending account	157	221
	<u>\$ 1,231</u>	<u>\$ 1,212</u>



**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**8. Employee benefit obligations, continued**

**Vacation and overtime**

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

**Long service benefits**

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

**Health care spending account**

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

**9. Deferred revenue**

	Balance, beginning of year	Received	Recognized	Balance, end of year
Municipal Sustainability Initiative - capital	4,392	10,270	11,290	3,372
Municipal Sustainability Initiative - operating	-	219	219	-
Alberta Municipal Water/Wastewater Partnership	-	3,700	3,700	-
Services not yet provided	1,016	2,107	1,826	1,297
Municipal Operating Support Transfer	318	-	318	-
Canada Community-Building Fund	58	1,594	1,304	348
Green Trip	224	1	-	225
Municipal Stimulus Program	182	3,227	3,409	-
Basic Municipal Transportation grant	163	1	62	102
Family and Community Support Services	131	218	93	256
General administrative grants	48	171	164	55
Resource Centre grant	28	13	28	13
	6,560	21,521	22,413	5,668

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**10. Long-term debt**

	2021	2020
Tax-supported debt	\$ 6,260	\$ 6,853
Self-supported debt		
Offsites	14,343	10,675
Offsites future capital projects	3,000	-
Utilities	669	916
Self-supported debt	18,012	11,591
	\$ 24,272	\$ 18,444
Current portion	\$ 1,381	\$ 1,172

Tax-supported debt represents the amount funded by municipal taxes. Self-supported debt represents the amount funded through self-supported municipal operations including offsite levies collected from developers, water, and sanitary.

Principal and interest repayments are due as follows:

	Principal	Interest	Total
2022	\$ 1,381	\$ 642	\$ 2,023
2023	1,263	596	1,859
2024	1,031	558	1,589
2025	915	531	1,446
2026	940	506	1,446
Thereafter	18,742	4,444	23,186
	\$ 24,272	\$ 7,277	\$ 31,549

Debenture debt is repayable to the Treasury Board and Finance. Debentures outstanding at December 31 bear interest at rates ranging from 2.27% to 4.61% (2020 - 2.27% to 4.61%) per annum, before Provincial subsidy, and mature in periods 2022 through 2046.

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

Interest on long-term debt amounted to \$557 (2020 - \$625).

The Town's total cash payments for interest in 2021 were \$509 (2020 - \$633).

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**11. Accumulated surplus**

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

	2021	2020
Unrestricted surplus	\$ 21,173	\$ 17,019
Internally restricted surplus (reserves) (note 12)	45,463	38,820
Equity in tangible capital assets (note 13)	380,789	369,829
	<b>\$ 447,425</b>	<b>\$ 425,668</b>

**12. Reserves**

Reserves for operating and capital activities are as follows:

	2021	2020
<b>Operating</b>		
Infrastructure services	\$ 9,688	\$ 7,066
Corporate	2,324	2,799
Family & Community Support Services	7	7
	<b>12,019</b>	<b>9,872</b>
<b>Capital</b>		
Corporate	30,448	27,737
Community services	4,486	4,464
Infrastructure services	(1,490)	(3,253)
	<b>33,444</b>	<b>28,948</b>
	<b>\$ 45,463</b>	<b>\$ 38,820</b>

**13. Equity in tangible capital assets**

	2021	2020
Tangible capital assets (schedule 2)	\$ 549,374	\$ 524,428
Accumulated amortization (schedule 2)	(147,313)	(136,155)
Long-term debt (note 10)	(24,272)	(18,444)
Long-term debt - future capital projects (note 10)	3,000	-
	<b>\$ 380,789</b>	<b>\$ 369,829</b>



**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**14. Net municipal property taxes**

	Budget (Unaudited)	2021	2020
<b>Taxation</b>			
Real property taxes	\$ 45,539	\$ 45,585	\$ 44,958
Linear property taxes and Provincial DIP	332	370	354
Government grants in place of property taxes	5	5	5
Special assessments and local improvements	3	3	3
	45,879	45,963	45,320
<b>Requisitions</b>			
Alberta School Foundation Fund	12,189	12,941	12,184
Seniors Lodge	642	642	639
Christ the Redeemer Catholic Separate	2,261	1,542	2,253
Okotoks Library Board	882	882	843
Provincial DIP	2	2	2
	15,976	16,009	15,921
	\$ 29,903	\$ 29,954	\$ 29,399

**15. Government transfers**

	Budget (Unaudited)	2021	2020
<b>Transfers for operating:</b>			
Provincial government	\$ 1,898	\$ 2,993	\$ 4,331
Federal government	9	77	130
Other local government transfers	2,386	2,682	2,466
Transfer from local boards and agencies	93	129	114
	4,386	5,881	7,041
<b>Transfers for capital:</b>			
Provincial government	10,545	19,062	8,830
	\$ 14,931	\$ 24,943	\$ 15,871

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**16. Franchise and concession contracts**

	Budget (Unaudited)	2021	2020
ATCO* - natural gas	\$ 1,100	\$ 991	\$ 743
Fortis - electricity	2,900	2,972	2,521
	\$ 4,000	\$ 3,963	\$ 3,264

*Net of property tax	\$ 165	\$ 161
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**17. Expenses by object**

	Budget (Unaudited)	2021	2020
Salaries, wages and benefits	\$ 27,589	\$ 27,088	\$ 25,675
Contracted and general services	16,232	14,472	11,244
Materials, goods, supplies and utilities	6,740	5,985	5,492
Bank charges and short term interest	80	85	63
Interest on long term debt	714	557	625
Other expenditures	377	1	3
Transfers to organizations and others	346	317	258
Purchases from other governments	5,369	5,843	5,149
Provision (recovery) for allowances	-	47	(1)
Amortization of tangible capital assets	11,399	12,656	11,260
Loss on disposal of tangible capital assets	238	3	2
	\$ 69,084	\$ 67,054	\$ 59,770

**18. Developer contributed assets**

Contributed assets consist of the following assets, by type:

	2021	2020
Storm	\$ 914	\$ 894
Water	641	459
Sanitary	474	534
	\$ 2,029	\$ 1,887

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**19. Local authorities pension plan**

Employees of the Town participate in the Local Authorities Pension Plan (LAPP), which is one of the plans covered by the Alberta Public Sector Pensions Plans Act. The plan serves about 275,800 people and 430 employers. The LAPP is financed by the employer and employee contributions and by investment earnings of the LAPP Fund.

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

The Town is required to make current service contributions to the LAPP of 9.39% of pensionable earnings up to the year's maximum pensionable earnings under the Canada Pension Plan and 13.84% on pensionable earnings above this amount. Employees of the Town are required to make current service contributions of 8.39% of pensionable salary up to the year's maximum pensionable salary and 12.84% on pensionable salary above this amount.

Total current service contributions by the Town to the LAPP in 2021 were \$1,933 (2020 - \$1,801). Total current service contributions by the employees of the Town to the LAPP in 2021 were \$1,753 (2020 - \$1,634).

At December 31, 2020, the LAPP disclosed an actuarial surplus of \$4.96 billion.

**20. APEX Supplementary Pension Plan**

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

Contributions are made by the prescribed class of employees and the Town. Employees and the Town are required to make current service contributions to APEX of 2.61% (2020 - 2.61%) and 3.85% (2020 - 3.85%) respectively of pensionable earnings up to \$162 (2020 - \$155).

Total current service contributions by the Town to APEX in 2021 were \$117 (2020 - \$105). Total current service contributions by the employees of the Town were \$79 (2020 - \$71).

**21. Segmented disclosure**

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

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



**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**22. Salary and benefits disclosure**

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

	(1) Salary	(2) Benefits & allowances	2021	2020
Council				
W. Robertson, Mayor	\$ 52	\$ 2	\$ 54	\$ 99
T. Thorn, Mayor	52	5	57	48
K. Heemeryck	44	1	45	44
M. Rockley	37	5	42	49
E. Sands	37	4	41	49
F. Christophers	37	5	42	48
R. Watrin	37	5	42	49
C. Actemichuk	8	1	9	-
O. Hallmark	8	2	10	-
G. Lang	7	1	8	-
B. Robinson	7	2	9	-
R. Swendseid	7	1	8	-
Chief Administrative Officer	\$ 295	\$ 38	\$ 333	\$ 315

(1) Salary includes regular base pay, bonuses, overtime, lump sum payments, gross honoraria, vacation payouts and any other direct cash remuneration.

(2) Benefits and allowances include the employer's share of all employee benefits and contributions or payments made on behalf of employees including pension, health care, dental coverage, vision coverage, group life insurance, accidental disability and dismemberment insurance, long- and short-term disability plans, professional memberships, and tuition.

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

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**23. Commitments and contingencies**

a) The Town of Okotoks is a member of the Alberta Local Authorities Reciprocal Insurance Exchange. Under the terms of membership, the Town could become liable for its proportionate share of any claim losses in excess of the funds held by the exchange. Any liability incurred would be accounted for as a current transaction in the year the losses are determined.

b) No provisions have been made for any potential legal claims that may be filed against the Town, as management believes the Town has minimal exposure as at December 31, 2021.

c) The Town also participates in the following boards, authorities and associations:

- Drake Landing Solar Community
- Foothills Regional Emergency Services Commission
- Foothills Regional Services Commission
- Okotoks Public Library Board
- Westwinds Communities

d) In 2017 the Town finalized an annexation agreement with Foothills County which resulted in land being annexed into the Town. As part of the agreement, the Town will pay the County a total of \$2,000, \$1,200 of which was paid in 2017 to 2021. The remaining balance will be paid in increments of \$200 annually. The last payment is expected to be paid by July 2025.

**24. Debt limits**

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

	2021	2020
Total debt limit *	\$ 101,022	\$ 94,957
Total debt	24,272	18,444
	<u>\$ 76,750</u>	<u>\$ 76,513</u>
Debt servicing limit *	\$ 16,837	\$ 15,826
Debt servicing	2,023	1,681
	<u>\$ 14,814</u>	<u>\$ 14,145</u>

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

\* The Town has internally restricted the Debt Limit and Debt Servicing Limit amounts to 75% of the values permissible by Alberta Regulation 255/00, or \$75,766 and \$12,628 respectively.

**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

**25. Contaminated sites liability**

The Town has adopted PS3260 liability for contaminated sites. The Town has not identified any financial liabilities as a result of this standard.

**26. Financial instruments**

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

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

Unless otherwise noted, the carrying value of the financial instrument approximates fair value.

**27. Approval of financial statements**

These financial statements were approved by Council and Management.

**28. Budget amounts**

The 2021 budget for the Town was approved by Council on December 14, 2020 and has been reported in the consolidated financial statements for information purposes only. These budget amounts have not been audited, reviewed, or otherwise verified.

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

Budgeted surplus per financial statements	\$ 4,228
Less: Capital expenditures	(14,270)
Long-term debt repayments	(1,334)
Transfers to reserves	(7,492)
Add: Amortization	11,399
Transfers from reserves	7,469
Equals: Balanced budget	\$ -



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**TOWN OF OKOTOKS**  
**NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

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**29. COVID-19**

Events have occurred as a result of the COVID-19 (coronavirus) pandemic that have caused economic uncertainty. The duration and impact of the pandemic, as well as the effectiveness of government responses, remain unclear at this time.

Potential impacts on the Town's business could include future decreases in revenue and delays in completing capital project work, temporary declines in investment income, closure of facilities including recreation, library, and administrative buildings, temporary and/or permanent termination of public employees and mandatory working from home requirements for those able to do so.

The Town has continued to develop strategies to manage the impacts of the COVID-19 outbreak. Administration continues to monitor revenue, expenses, and projects for the Town. Cost saving measures have been instituted where appropriate. The Town continues to follow protocols set by the Alberta Government and to make suitable adjustments in the face of the pandemic.

Management is not aware of any material impairments, at this time, that will impact the financial assets or liabilities of the Town due to the pandemic.

The situation is continually changing and the future impact on the Town is not readily determinable at this time.

**30. Comparative figures**

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

**TOWN OF OKOTOKS**  
**SCHEDULES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

Schedule of changes in accumulated surplus				Schedule 1	
	Unrestricted	Restricted	Equity in tangible capital assets	2021	2020
Balance, beginning of year	\$ 17,019	\$ 38,820	\$ 369,829	\$ 425,668	\$ 411,165
Annual surplus	21,757	-	-	21,757	14,503
Unrestricted funds designated for future use	(12,588)	12,588	-	-	-
Restricted funds used for operations	4,809	(4,809)	-	-	-
Restricted funds used for tangible capital assets	-	(1,136)	1,136	-	-
Current year funds used for tangible capital assets	(23,454)	-	23,454	-	-
Contributed tangible capital assets	(2,029)	-	2,029	-	-
Disposal of tangible capital assets	175	-	(175)	-	-
Amortization of tangible capital assets	12,656	-	(12,656)	-	-
Long-term debt repaid	(1,172)	-	1,172	-	-
Long-term debt proceeds - capital	4,000	-	(4,000)	-	-
Change in accumulated surplus	4,154	6,643	10,960	21,757	14,503
<b>Balance, end of year</b>	<b>\$ 21,173</b>	<b>\$ 45,463</b>	<b>\$ 380,789</b>	<b>\$ 447,425</b>	<b>\$ 425,668</b>

**TOWN OF OKOTOKS**  
**SCHEDULES TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
For the year ended December 31, 2021  
(\$ thousands)

<b>Schedule of tangible capital assets</b>										<b>Schedule 2</b>	
	Land	Land improvements	Buildings	Engineered structures	Machinery and equipment	Vehicles	Construction in progress	2021	2020		
<b>Cost:</b>											
Balance, beginning of year	\$ 36,731	\$ 31,758	\$ 120,552	\$ 272,219	\$ 31,124	\$ 6,854	\$ 25,189	\$ 524,428	\$ 500,534		
Acquisitions	1,290	95	-	2,029	1,160	427	21,618	26,619	24,041		
Transfers	-	2,502	11,026	19,841	1,535	-	(34,904)	-	-		
Disposals	-	(193)	(21)	(442)	(282)	(735)	-	(1,673)	(147)		
Balance, end of year	38,021	34,162	131,557	293,647	33,537	6,546	11,903	549,374	524,428		
<b>Accumulated amortization:</b>											
Balance, beginning of year	-	13,903	26,925	76,254	15,290	3,782	-	136,155	125,033		
Annual amortization	-	1,385	2,692	6,350	1,775	454	-	12,656	11,260		
Disposals	-	(193)	-	(440)	(279)	(586)	-	(1,498)	(138)		
Balance, end of year	-	15,095	29,617	82,164	16,786	3,650	-	147,313	136,155		
<b>Net book value</b>	<b>\$ 38,021</b>	<b>\$ 19,067</b>	<b>\$ 101,940</b>	<b>\$ 211,483</b>	<b>\$ 16,751</b>	<b>\$ 2,896</b>	<b>\$ 11,903</b>	<b>\$ 402,061</b>	<b>\$ 388,273</b>		
<b>2020 net book value</b>	<b>\$ 36,731</b>	<b>\$ 17,855</b>	<b>\$ 93,627</b>	<b>\$ 195,965</b>	<b>\$ 15,834</b>	<b>\$ 3,072</b>	<b>\$ 25,189</b>	<b>\$ 388,273</b>			



**TOWN OF OKOTOKS**  
**SCHEDULE TO THE CONSOLIDATED FINANCIAL STATEMENTS**  
**For the year ended December 31, 2021**  
**(\$ thousands)**

Schedule of segmented disclosure	Schedule 3						
	General government	Protective services	Transportation services	Environmental services	Public health services	Planning and development	Recreation and culture
							Total
<b>Revenue</b>							
Net municipal taxes	\$ 29,954	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,954
User fees and sales of goods	576	804	1,017	14,672	209	2,057	20,067
Government transfers for operating	533	1,484	-	302	886	71	5,881
Franchise and concession contracts	3,963	-	-	-	-	-	3,963
Rental	191	232	-	-	-	26	1,877
Investment income	1,340	-	-	-	-	-	1,339
Penalties and costs of taxes	285	-	3	140	-	-	429
Donations	350	-	-	-	54	-	500
Gain on disposal of capital assets	-	1	47	35	-	-	127
Other	219	13	340	148	-	194	1,020
	37,411	2,534	1,407	15,297	1,149	2,348	65,157
<b>Expenses</b>							
Salaries, wages and benefits	6,469	5,719	1,868	2,771	793	3,341	27,088
Contracted and general services	2,040	622	2,188	3,630	86	1,477	14,472
Materials, goods, supplies and utilities	332	322	2,215	1,284	71	11	5,985
Bank charges and short term interest	18	2	-	-	-	27	85
Interest on long term debt	305	214	-	38	-	-	557
Other expenditures	1	-	-	-	-	-	1
Transfers to organizations and others	3	-	-	-	314	-	317
Purchases from other governments	202	4,699	-	250	-	41	5,843
Provision for allowances	(5)	22	-	3	-	-	47
Amortization of tangible capital assets	813	595	4,626	3,603	87	-	12,656
Loss on disposal of tangible capital assets	-	-	-	3	-	-	3
	10,178	12,195	10,897	11,582	1,351	4,897	67,054
<b>Excess (shortfall) of revenue over expenses before other</b>	27,233	(9,661)	(9,490)	3,715	(202)	(2,549)	(1,897)
<b>Other</b>							
Government transfers for capital	-	899	2,658	3,700	-	-	19,062
Developer capital contributions	-	-	650	1,246	-	-	2,192
Developer contributed assets	-	-	915	1,114	-	-	2,029
Capital donations	-	-	-	-	-	-	371
	-	899	4,223	6,060	-	-	23,654
<b>Excess (shortfall) of revenue over expenses</b>	\$ 27,233	\$ (8,762)	\$ (5,267)	\$ 9,775	\$ (202)	\$ (2,549)	\$ 21,757

## Statistical Information (Unaudited)

1. All data is based on the restated amounts for 2017 and 2018
2. Unless otherwise indicated, data is in \$ Thousands

Expenses by Function	2021	2020	2019	2018	2017
General Government	10,177	9,102	9,701	9,704	8,500
Protective services	12,194	11,660	11,791	11,255	10,831
Transportation	10,895	10,036	9,105	8,642	8,097
Environmental	11,581	10,521	14,365	10,962	11,205
Public health	1,352	1,136	1,228	1,334	1,195
Planning and development	4,898	4,382	3,369	2,571	2,612
Parks, recreation and culture	15,956	12,932	15,089	13,970	12,900
<b>Total (\$Thousands)</b>	<b>67,054</b>	<b>59,770</b>	<b>64,648</b>	<b>58,438</b>	<b>55,340</b>

Expenses by Object	2021	2020	2019	2018	2017
Salaries, wages and benefits	27,087	25,675	24,493	22,670	21,239
Contracted and general services	14,472	11,244	14,993	14,427	14,390
Materials, goods, supplies and utilities	5,985	5,492	5,823	5,568	4,448
Bank, interest and other	1,008	948	1,124	1,307	1,333
Purchases from other governments	5,843	5,149	5,053	4,345	4,363
Tangible capital assets	12,659	11,262	13,162	10,121	9,567
<b>Total (\$Thousands)</b>	<b>67,054</b>	<b>59,770</b>	<b>64,648</b>	<b>58,438</b>	<b>55,340</b>

Revenue by Source	2021	2020	2019	2018	2017
Net municipal taxes	29,954	29,399	29,156	27,915	27,296
User fees and sales of goods	20,067	17,726	20,344	26,814	20,986
Government transfers for operating	5,881	7,041	4,508	3,832	3,610
Franchise and concession contracts	3,963	3,264	3,130	1,597	1,600
Other revenue	5,292	4,743	5,684	5,105	6,006
<b>Total (\$Thousands)</b>	<b>65,157</b>	<b>62,173</b>	<b>62,822</b>	<b>65,263</b>	<b>59,498</b>

Operations Summary	2021	2020	2019	2018	2017
Total Revenue	65,157	62,173	62,822	65,263	59,498
Total Expenses	67,054	59,770	64,648	58,438	55,340
Other	23,654	12,100	6,257	5,928	16,381
<b>Total annual surplus (\$Thousands)</b>	<b>21,757</b>	<b>14,503</b>	<b>4,431</b>	<b>12,753</b>	<b>20,539</b>

### Taxable Assessments

\$ Millions	2021	2020	2019	2018	2017
Residential	4,459	4,495	4,521	4,450	4,311
Non Residential	739	756	728	703	687
Total (\$Thousands)	5,198	5,251	5,249	5,153	4,998

### Government Transfers

	2021	2020	2019	2018	2017
Transfers for operating	5,881	7,041	4,508	3,832	3,610
Transfers for capital	19,062	8,830	5,466	5,683	12,592
Total (\$Thousands)	24,943	15,871	9,974	9,515	16,202

Long-Term Debt Summary	2021	2020	2019	2018	2017
Tax-supported	6,260	6,853	9,415	12,184	14,831
Self-supported	18,012	11,591	12,509	2,076	2,618
Total (\$Thousands)	24,272	18,444	21,924	14,259	17,449
Debt per capita (\$)	798	636	756	492	602

Legal Debt Limits	2021	2020	2019	2018	2017
Debt limit - provincial	101,022	94,957	94,233	97,894	88,507
Debt limit - internal*	75,766	71,218	70,675	73,421	66,381
Debt servicing limit - provincial	16,837	15,826	15,705	16,316	14,751
Debt servicing limit - internal*	12,628	11,870	11,779	12,237	11,063

\*Internally restricted to 75% of provincial limit

Financial Position Summary	2021	2020	2019	2018	2017
Total financial assets	86,546	75,491	68,956	63,663	58,908
Total liabilities	41,453	38,529	33,584	28,339	34,549
Net financial assets	45,093	36,962	35,372	35,324	24,359
Total non-financial assets	402,332	388,706	375,794	371,410	367,214
Accumulated surplus (\$Thousands)	447,425	425,668	411,166	406,734	391,573



<b>Acquisition of Tangible Capital Assets</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Land and improvements	1,385	309	1,499	68	2,209
Buildings	0	16	642	345	1,314
Engineered structures	2,029	2,284	1,100	245	1,364
Machinery and equipment	1,160	395	685	323	978
Vehicles	427	751	317	435	628
	5,001	3,755	4,243	1,416	6,493
Construction in progress	21,618	20,282	13,791	11,044	20,016
<b>Total (\$Thousands)</b>	<b>26,619</b>	<b>24,037</b>	<b>18,034</b>	<b>12,460</b>	<b>26,509</b>

<b>Demographics</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
Population	30,405	29,002	29,002	29,002	29,002

<b>MISCELLANEOUS - STATISTICS</b>	<b>2021</b>	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Total Full time Municipal Positions *</b>	<b>223</b>	<b>278</b>	<b>255</b>	<b>243</b>	<b>230</b>
<b>Length of all Open Roads Maintained (KMs) **</b>	<b>163.50</b>	<b>163</b>	<b>161.6</b>	<b>160</b>	<b>158.8</b>
<b>Total area of Municipality (Hectares) **</b>	<b>3900</b>	<b>3904</b>	<b>3904</b>	<b>3904</b>	<b>3904</b>
<b>Water Mains Length (KMs) **</b>	<b>151.5</b>	<b>150</b>	<b>149.4</b>	<b>147</b>	<b>145.5</b>
<b>Wastewater Mains Length (KMs) **</b>	<b>133.6</b>	<b>132</b>	<b>131.2</b>	<b>129.2</b>	<b>128</b>
<b>Storm Drainage Mains Length **</b>	<b>133.3</b>	<b>129</b>	<b>128</b>	<b>126.8</b>	<b>125.5</b>
<b>Number of New Dwelling Units***</b>	<b>167</b>	<b>154</b>	<b>184</b>	<b>154</b>	<b>215</b>

\*Town of Okotoks Human Resources employee report

\*\*Town of Okotoks ESRI Arc GIS system

\*\*\*Town of Okotoks Development Services

## Tax Levies and Collection

(includes annexed properties)

	2021	2020	2019	2018	2017
Total tax levy	45,963	45,320	44,889	43,134	42,366
Alberta School Foundation Fund	12,941	12,184	12,033	11,613	11,555
Christ the Redeemer Catholic Separate	1,542	2,253	2,229	2,142	2,143
Seniors Lodge	642	639	634	645	604
Okotoks Library Board	882	843	837	819	768
Provincial DIP	2	2			
<b>Net municipal taxes</b>	<b>29,954</b>	<b>29,399</b>	<b>29,156</b>	<b>27,915</b>	<b>27,296</b>
Municipal Tax levy as a % of revenue	46.0%	47.3%	46.4%	42.8%	45.9%

Tax levy per capita - Municipal (\$)	985	1014	1005	963	941
Tax levy per capita - School (\$)	476	498	492	474	472
Tax levy per capita - Seniors Lodge (\$)	21	22	22	22	21
<b>Total tax levy per capita (\$)</b>	<b>1,483</b>	<b>1,534</b>	<b>1,519</b>	<b>1,459</b>	<b>1,434</b>

Tax arrears, end of year (prior to allowance for doubtful accounts)	350	539	560	619	605
Arrears as a % of total tax levy	0.8%	1.2%	1.2%	1.4%	1.4%
Total taxes collected	46,711	45,349	44,755	43,216	41,834
<b>Total taxes receivable</b>	<b>1,596</b>	<b>2,344</b>	<b>2,373</b>	<b>2,239</b>	<b>2,321</b>
% taxes receivable	3.5%	5.2%	5.3%	5.2%	5.5%

## Tax Rate (per \$)

Municipal - Residential/Farmland	0.005554	0.005399	0.005331	0.005229	0.005263
Municipal - Non-Residential	0.008246	0.008018	0.007917	0.007764	0.007394
Education - Residential & Farmland	0.002606	0.002569	0.002560	0.002484	0.002591
Education - Non-Residential	0.003280	0.003772	0.003789	0.003789	0.003684
Seniors - Residential & Farmland	0.000124	0.000122	0.000122	0.000125	0.000121
Seniors - Non-Residential	0.000124	0.000122	0.000122	0.000125	0.000121

# TOWN OF OKOTOKS

INDICATORS OF FINANCIAL CONDITION  
For the year ended December 31, 2021

**Avail** CHARTERED  
PROFESSION  
ACCOUNTANT



# Introduction

A Key Performance Indicator (KPI) is a metric used to evaluate factors that are crucial to the success of an organization. The importance of each KPI may change with time depending on the goals and strategic plans of the organization.

When reviewing KPIs, it is important to not only compare to past performance and desired goals, but to consider industry standards and benchmarks.

The following information has been provided in order to provide you some insight into some important KPIs for your organization.

It is important to review the underlying information of your municipality in order to determine cause and create desired change.

*The underlying data for this report was taken from the financial data publicly available found on the Alberta Municipal Affairs website.*

*Comparable municipalities were determined based on a range of 50% to 150% of your population.*

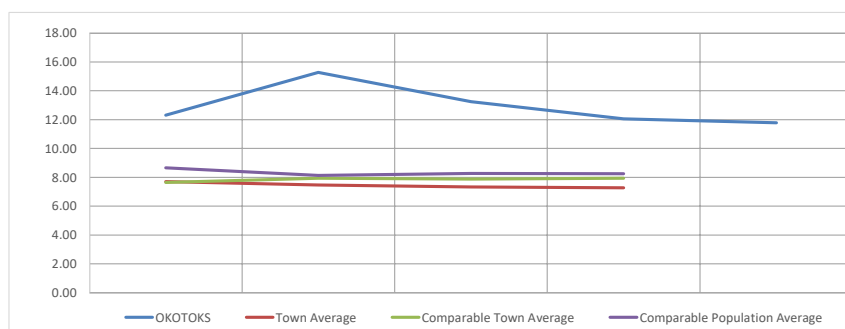
**TOWN OF OKOTOKS**  
**INDICATORS OF FINANCIAL CONDITION**  
For the year ended December 31, 2021

	2017	2018	2019	2020	2021
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### SUSTAINABILITY INDICATORS

#### Assets to Liabilities

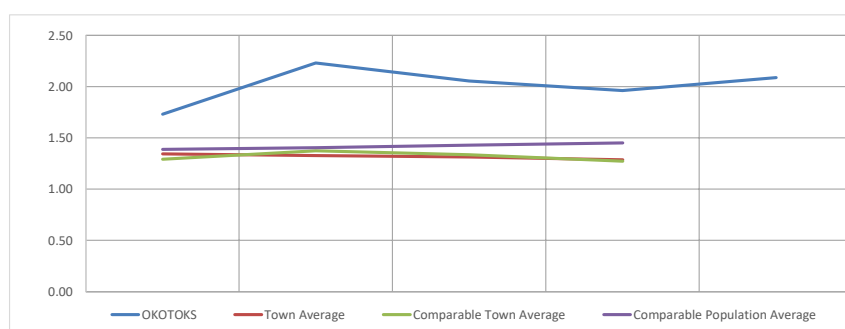
This indicator illustrates the extent a government finances its operations by issuing debt. A ratio higher than one indicates that a government has accumulated surplus and has assets greater than debt. A ratio of less than one indicates that debt is greater than assets and the government has been financing its operations by issuing debt.



Total assets	425,093,414	432,725,371	444,749,516	464,196,565	488,877,048
Total liabilities	34,548,330	28,337,466	33,584,390	38,528,083	41,451,215
Assets to liabilities	12.30	15.27	13.24	12.05	11.79
Town Average	7.70	7.47	7.33	7.28	
Comparable Town Average	7.66	7.94	7.88	7.94	
Comparable Population Average	8.66	8.13	8.27	8.24	

#### Financial assets to liabilities

This indicator illustrates the ratio of a government's financial assets to its liabilities. A result lower than one indicates a net debt position and future revenues will be required to pay for past transactions. A result higher than one indicates net financial assets and financial resources are on hand that can finance future operations. A trend showing increases in net debt or reductions in net financial assets may not be sustainable.



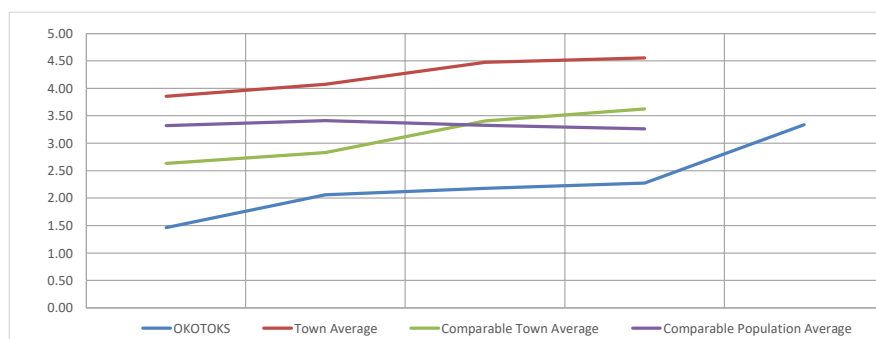
Total financial assets	59,827,155	63,232,498	68,956,144	75,489,969	86,545,048
Total liabilities	34,548,330	28,337,466	33,584,390	38,528,083	41,451,215
Financial assets to liabilities	1.73	2.23	2.05	1.96	2.09
Town Average	1.35	1.33	1.31	1.29	
Comparable Town Average	1.29	1.37	1.33	1.27	
Comparable Population Average	1.39	1.40	1.43	1.45	

**TOWN OF OKOTOKS**  
**INDICATORS OF FINANCIAL CONDITION**  
For the year ended December 31, 2021

	2017	2018	2019	2020	2021
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### Current Ratio

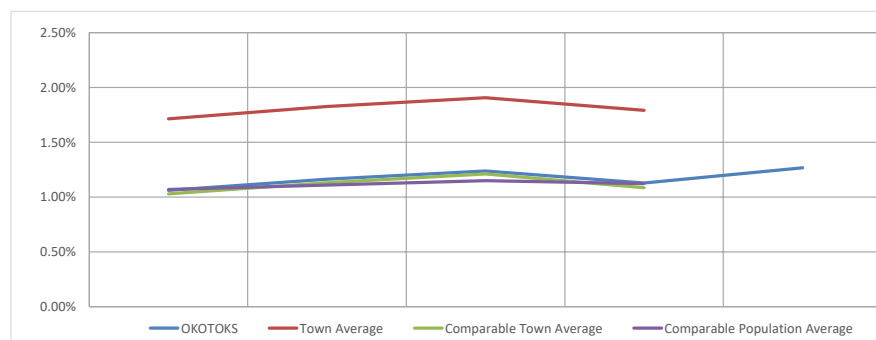
The ratio of current assets (cash, temporary investments, accounts receivable) to current liabilities (accounts payable, temporary borrowings, current repayment obligations on long-term borrowings). This ratio is an indication of the governments ability to meet short term obligations.



Current assets	20,955,754	23,324,398	28,392,224	33,389,857	43,071,532
Current liabilities	14,296,262	11,309,117	13,033,492	14,696,405	12,892,686
Assets to liabilities	1.47	2.06	2.18	2.27	3.34
Town Average	3.85	4.07	4.47	4.55	
Comparable Town Average	2.64	2.83	3.41	3.63	
Comparable Population Average	3.32	3.41	3.32	3.26	

### Operating expenses to taxable assessment

This indicator provides the trend of government spending over time in relation to the growth in the economy. A trend that shows total expense is growing at a faster rate than the growth in the economy may not be sustainable.



Operating expenses	55,039,792	58,375,926	64,647,752	59,770,573	67,052,866
Taxable assessment	5,186,464,503	5,027,058,520	5,226,159,205	5,303,987,882	5,294,826,598
Operating expenses to taxable assessment	1.06%	1.16%	1.24%	1.13%	1.27%
Town Average	1.71%	1.83%	1.91%	1.79%	
Comparable Town Average	1.03%	1.13%	1.21%	1.09%	
Comparable Population Average	1.07%	1.11%	1.15%	1.12%	

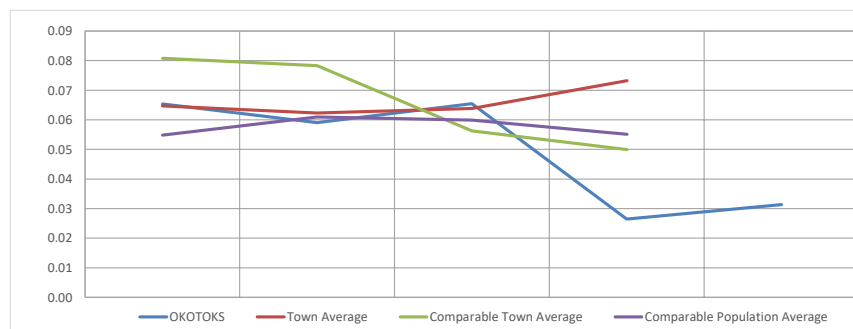


**TOWN OF OKOTOKS**  
**INDICATORS OF FINANCIAL CONDITION**  
For the year ended December 31, 2021

	2017	2018	2019	2020	2021
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**FLEXIBILITY INDICATORS****Public debt charges to revenues**

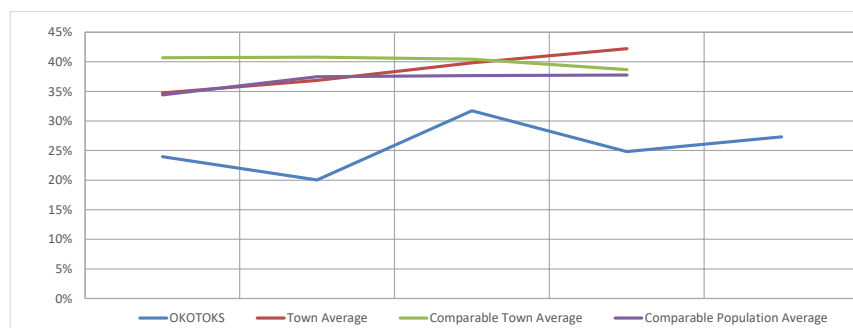
This indicator measures public debt charges as a percentage of revenues. It illustrates the extent to which past borrowing decisions present a constraint on the ability to meet financial and service commitments in the current period. Specifically, the more a government uses revenues to fund debt servicing, the less will be available for program spending.



Debt servicing	3,855,221	3,855,221	4,112,351	1,681,815	2,022,782
Operating revenue	59,004,948	65,262,822	62,780,733	63,426,539	64,595,737
Public debt charges to revenues	0.07	0.06	0.07	0.03	0.03
Town Average	0.06	0.06	0.06	0.07	
Comparable Town Average	0.08	0.08	0.06	0.05	
Comparable Population Average	0.05	0.06	0.06	0.06	

**Debt to Revenue Percentage**

The total amount of municipal borrowings, including long term capital leases, as a percentage of total municipal revenues. This indicator demonstrates the growth in revenue compared to changes in debt. An increasing trend would indicate the municipality is increasing its debt load faster than its revenue is growing, which may not be sustainable.



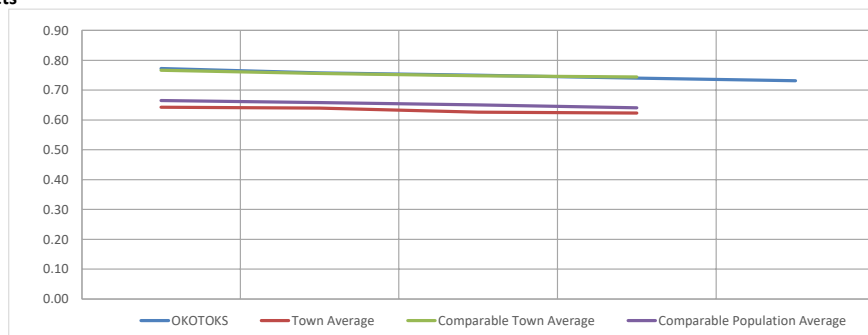
Total long term debt principal balance	17,448,867	14,259,107	21,923,582	18,444,115	24,271,722
Total revenue	72,775,976	71,190,804	69,078,356	74,273,929	88,810,217
Debt to revenue	24%	20%	32%	25%	27%
Town Average	35%	37%	40%	42%	
Comparable Town Average	41%	41%	40%	39%	
Comparable Population Average	34%	37%	38%	38%	

**TOWN OF OKOTOKS**  
**INDICATORS OF FINANCIAL CONDITION**  
For the year ended December 31, 2021

	2017	2018	2019	2020	2021
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#### Net book value to cost of tangible capital assets

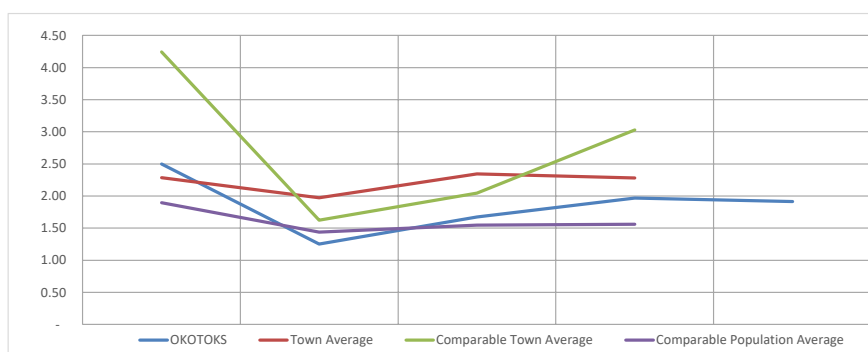
This indicator is important because it reports the extent that the estimated useful lives of tangible capital assets are available to provide its services. If a government's scale, scope and level of services remain unchanged or grow, its asset base could eventually impair flexibility because of the impending future costs of capital asset repair or replacement.



Net book value	364,814,854	368,998,036	375,501,675	388,273,270	402,060,852
Cost of tangible capital assets	471,996,876	486,991,022	500,534,339	524,422,431	549,373,845
Net book value to cost of tangible capital assets	0.77	0.76	0.75	0.74	0.73
Town Average	0.64	0.64	0.63	0.62	
Comparable Town Average	0.77	0.76	0.75	0.74	
Comparable Population Average	0.66	0.66	0.65	0.64	

#### Infrastructure Investment

The total cost of annual additions (through purchases or construction) to tangible capital assets (vehicles, equipment, buildings, roads, utility infrastructure, land) relative to the annual amortization (depreciation) on all tangible capital assets - measured as a five-year average.



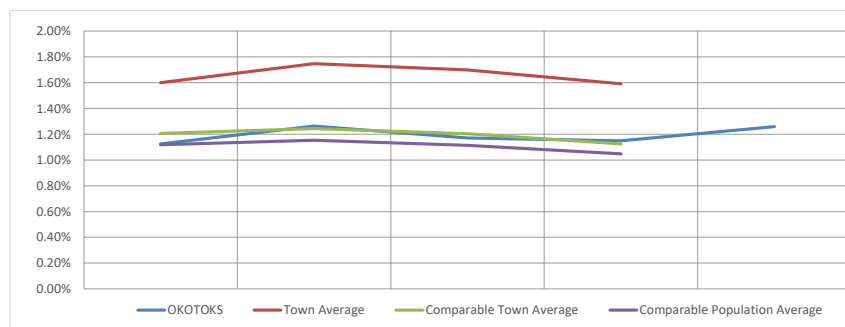
Tangible capital assets additions	22,719,629	12,214,781	17,244,162	22,153,762	24,219,459
Annual amortization expense	9,091,573	9,768,438	10,316,384	11,260,368	12,656,136
Additions to amortization expense	2.50	1.25	1.67	1.97	1.91
Town Average	2.28	1.97	2.35	2.28	
Comparable Town Average	4.24	1.62	2.05	3.03	
Comparable Population Average	1.89	1.44	1.55	1.56	

**TOWN OF OKOTOKS**  
**INDICATORS OF FINANCIAL CONDITION**  
For the year ended December 31, 2021

	2017	2018	2019	2020	2021
--	------	------	------	------	------

### Own source revenues to taxable assessment

This indicator is important because it shows the ratio of a local government's own source revenues to its tax base. A change in the size of a local government's taxable assessment or a change in the rate of growth in assessment in relation to changes in own source revenues could influence flexibility.

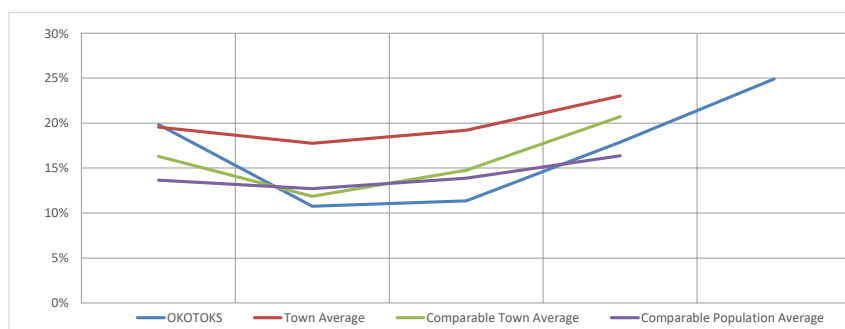


Own source revenues (net of government transfers)	58,337,181	63,542,145	61,242,189	60,983,045	66,677,958
Taxable assessment	5,186,464,503	5,027,058,520	5,226,159,205	5,303,987,882	5,294,826,598
Own source revenues to taxable assessment	1.12%	1.26%	1.17%	1.15%	1.26%
Town Average	1.60%	1.75%	1.70%	1.59%	
Comparable Town Average	1.21%	1.24%	1.20%	1.12%	
Comparable Population Average	1.12%	1.15%	1.11%	1.05%	

### VULNERABILITY INDICATORS

#### Government transfers to total revenues

The purpose of this ratio is to show the proportion of revenues that provincial or local governments receive from other governments. This indicator offers a perspective on the degree of vulnerability a government faces as a result of its dependence on another level of government for revenues.



Government transfers (including capital)	14,438,795	7,648,659	7,836,167	13,290,884	22,132,259
Total revenues (including capital)	72,775,976	71,190,804	69,078,356	74,273,929	88,810,217
Government transfers to total revenues	20%	11%	11%	18%	25%
Town Average	20%	18%	19%	23%	
Comparable Town Average	16%	12%	15%	21%	
Comparable Population Average	14%	13%	14%	16%	



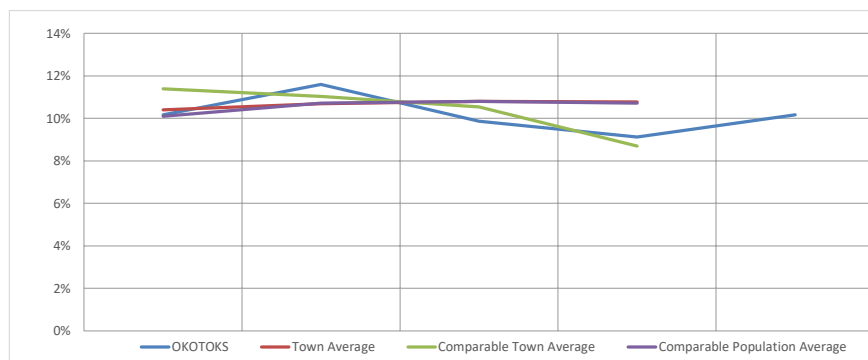
**TOWN OF OKOTOKS**  
**INDICATORS OF FINANCIAL CONDITION**  
For the year ended December 31, 2021

	2017	2018	2019	2020	2021
--	------	------	------	------	------

### OTHER INDICATORS

#### Reserves to total accumulated surplus

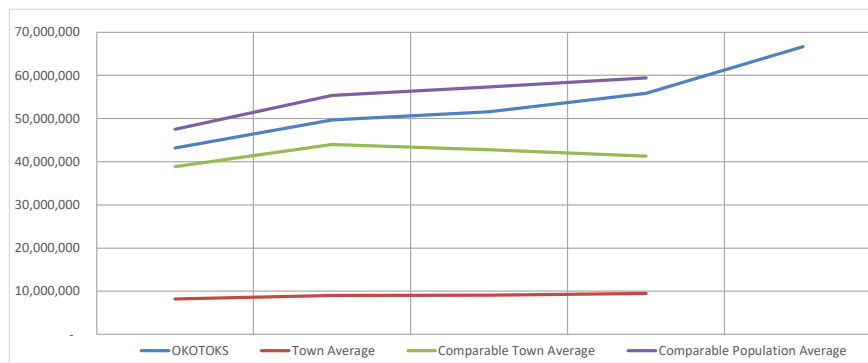
The purpose of this ratio is to show the proportion of total accumulated surplus that has been internally restricted. This indicator provides insight on the change in reserves in relation to overall accumulated surplus. A decrease would show that the government has drawn on past reserves to fund current operations.



Accumulated surplus - restricted	39,702,112	46,893,675	40,576,882	38,820,214	45,462,442
Overall accumulated surplus	390,545,084	404,387,905	411,165,126	425,668,482	447,425,833
Restricted surplus to accumulated surplus	10%	12%	10%	9%	10%
Town Average	10%	11%	11%	11%	
Comparable Town Average	11%	11%	11%	9%	
Comparable Population Average	10%	11%	11%	11%	

#### Accumulated surplus available for future use

Accumulated surplus, to the extent it has not been invested in Tangible Capital Assets, represents overall surplus that is available for future use. This consists of unrestricted surplus and reserves and shows trends in spending vs. saving. This indicator only shows total surplus; the overall size of the municipality is not taken into account.



Accumulated surplus - restricted	39,702,112	46,893,675	40,576,882	38,820,214	45,462,442
Accumulated surplus - unrestricted	3,476,985	2,755,301	10,979,193	17,019,113	21,174,261
Total accumulated surplus	43,179,097	49,648,976	51,556,075	55,839,327	66,636,703
Town Average	8,190,869	8,985,339	9,050,722	9,498,385	
Comparable Town Average	38,869,602	43,999,829	42,796,524	41,257,702	
Comparable Population Average	47,509,042	55,354,688	57,333,878	59,416,801	

## Comparable Listing

Comparables were determined on a range of 50% to 150% of your population

**Total Town Count: 105**

### Comparables - Same Type (5)

Town list with a comparable population

CANMORE  
COCHRANE  
OKOTOKS  
STONY PLAIN  
SYLVAN LAKE

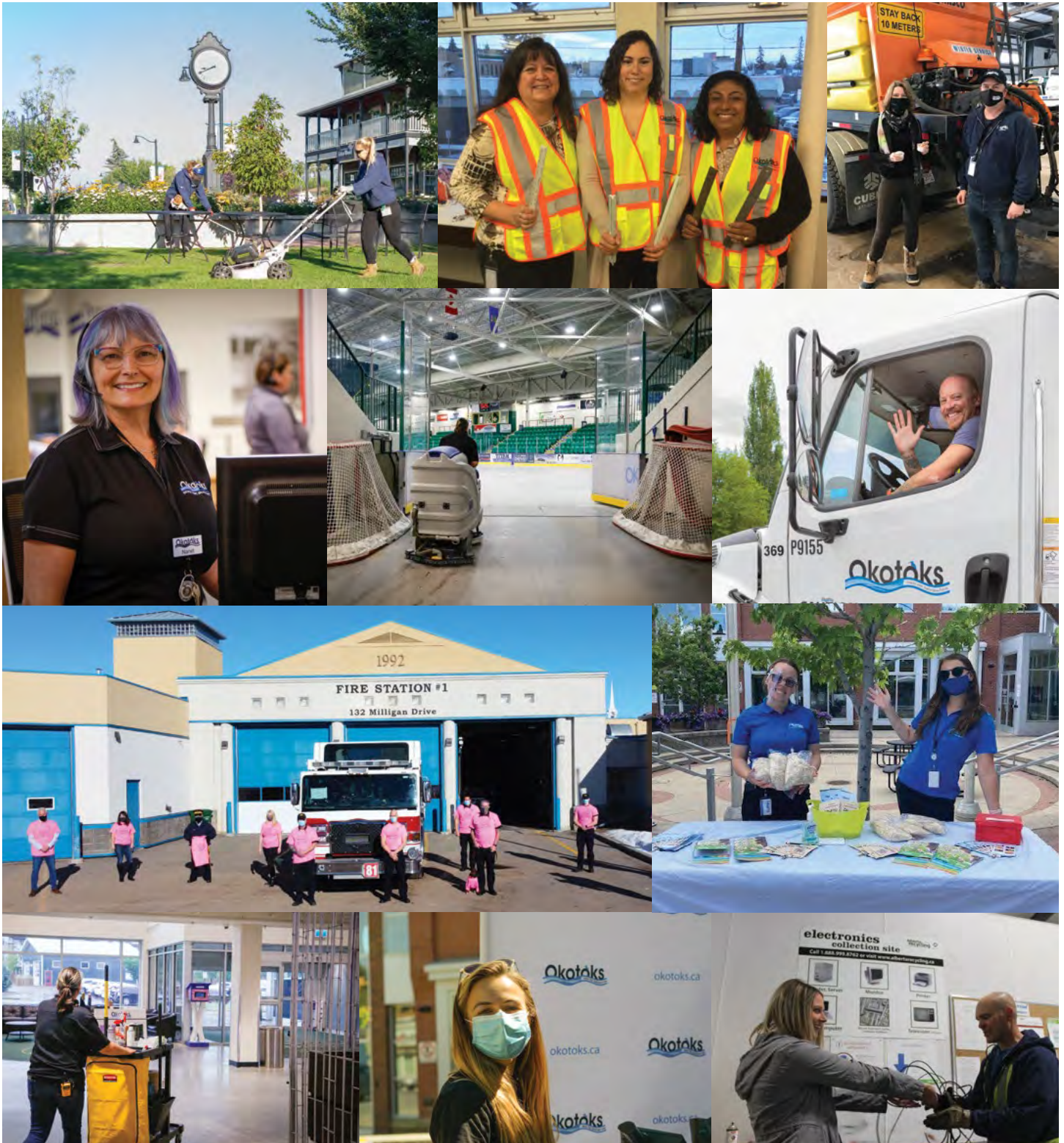
### Comparables - Any Type (19)

List used for comparable populations

BEAUMONT  
CAMROSE  
CANMORE  
CHESTERMERE  
COCHRANE  
COLD LAKE  
FOOTHILLS COUNTY  
FORT SASKATCHEWAN  
GRANDE PRAIRIE NO. 1, COUNTY OF  
LEDUC  
LLOYDMINSTER  
OKOTOKS  
PARKLAND COUNTY  
RED DEER COUNTY  
ROCKY VIEW COUNTY  
SPRUCE GROVE  
STONY PLAIN  
STURGEON COUNTY  
SYLVAN LAKE

# Community Connection

During 2021, staff continued working above and beyond their daily duties to continue providing services while navigating through the second year of the pandemic.





*"Difficult roads lead to beautiful destinations."*

**See you next year!**



The Town of Okotoks, PO Box 20, Station Main,  
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