

**Schedule A: Administrative Consolidation of Bylaw 02-21
(as amended by Bylaw 19-22)**

Uniquely Okotoks

MUNICIPAL DEVELOPMENT PLAN



INDIGENOUS ACKNOWLEDGEMENT

TREATY SEVEN AND INDIGENOUS PEOPLES

Okotoks acknowledges the traditional territories of the people of the Treaty 7 region in Southern Alberta, which includes Blackfoot Confederacy members Siksika, Piikani, and 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. Okotoks also acknowledges the traditional territories of the Ktunaxa Nation. Okotoks recognizes the historic achievements and contributions of Indigenous people and their key role in the development of the Calgary Metropolitan Region and Okotoks. The Town remains committed to respecting Indigenous culture and reconciliation, and promoting the awareness and recognition of Indigenous people.

ACKNOWLEDGEMENTS

Okotoks wishes to acknowledge the efforts of everyone who contributed to this plan. We are grateful for your participation, input, expertise, ideas and opinions. We look forward to implementing your feedback to enhance the Okotoks we all enjoy living, playing, doing business and thriving in. Thank you.

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Table of Contents



Contents

EXECUTIVE SUMMARY	VIII
PART A: INTRODUCTION	XVII
1. What is a Municipal Development Plan?	3
2. How to Use this Plan	4
3. Why this Plan is Being Updated	5
4. Context	6
5. Population and Employment Projections	18
6. Vision	19
7. Principles	20
PART B: GOALS FOR A UNIQUE OKOTOKS	23
1. Managing Growth	25
2. Health + Happiness	28
3. Equity + Local Economy	30
4. Culture + Community	32
5. Land + Nature	34
6. Sustainable Water	36
7. Local + Sustainable Food	38
8. Travel + Transport	40
9. Zero Waste	43
10. Net Zero Carbon Energy	46
PART C: POLICY	49
1. Managing Growth	51
2. Neighbourhood Planning + Design	73
3. Integrated Transportation	91
4. Climate Change, Community Resilience + Environment	99
5. Housing	111
6. Employment Lands	121

7. Parks, Recreation + Natural Areas	131
8. Downtown	149
9. Culture, Heritage + Arts	157
PART D: MAPS	165
Map D.1: Plan Area Boundary	168
Map D.2: Regional Context	169
Map D.3: Regional Corridors	170
Map D.4: Current Land Use	171
Map D.5: Significant Features	172
Map D.6: Transportation Network	173
Map D.7: Pathway Networks	174
Map D.8: Downtown	175
Map D.9: Future Land Use Concept Map	176
Map D.10: Area Structure Plan Sequence	177
Map D.11: Area Redevelopment Structure Plan Areas	178
APPENDICES	179
Appendix A: Interpretation	180
Appendix B: Relationship with Other Plans	194
Appendix C: Planning Process and Engagement	200
Appendix D: Measuring Success	204
Appendix E: Implementation	218
Appendix F: One Planet Living Framework	228

Executive Summary



ABOUT THE MDP

The Okotoks Municipal Development plan has a 60 year outlook. Over this time period, it is anticipated that Okotoks will grow to a population of approximately 75,000 people. To make sure everyone has equitable access to a good quality of life, to accommodate our anticipated growth, and to continue being a municipal leader in sustainability, we need to have a plan that considers climate change, equity, our economy, urban design and the natural systems in which we live. We also want to provide opportunities to continue to connect with each other as we grow, building social resilience so we can successfully tolerate, cope and adjust to different challenges and changes in meeting the needs of our health, environment, social networks and economy. Our success will be measured by our diverse mix of housing and employment opportunities, the vibrancy, design and character of our future neighbourhoods as well as the quality of our ecological systems, our ability to support a resilient food system, the health and wellbeing of our residents and viable choices in how we move around our Town.

Through consultation, key stakeholder groups, residents and business owners shared their views on their desires for a unique Okotoks. The consultation involved engaging a wide range of demographics from elementary school children through to senior citizens and all ages, socioeconomic backgrounds and life stages in between. The views expressed through this consultation, as well as workshops with staff and Council, informed this plan.

The Municipal Development Plan (MDP) is a statutory plan that is the overarching visioning and policy document outlining land-use planning and development for the Town of Okotoks. The primary function of the MDP is to provide guidance on the long-range planning and physical growth of the Town. It also addresses the social, economic, cultural, historical, physical and environmental health of the community. As per the Municipal Government Act (MGA), Okotoks is mandated to have a Municipal Development Plan in place to guide and direct growth.

Currently, Okotoks is prospering in many ways while planning for and working to address the challenges associated with economic changes to the region. Although not growing as rapidly in recent years, compared to the exceptional growth rates of the past few decades, the Town wants to ensure that future development is sustainable and provides a high quality of life for residents. The adoption of a Managed Growth philosophy and annexation of large areas around the town signals a new approach to creating a Sustainable Okotoks. This new approach to growth, supported by the Okotoks Community Vision,

recognizes the opportunity to harness the power of growth and development for improved livability, opportunity, sustainable development, and community resilience. It is within this evolving context that a new MDP is needed to guide Okotoks towards its community vision.

Today, Okotoks is a bustling and vibrant municipality with approximately 30,000 residents who live, work, play and learn in the Okotoks and Calgary region. It maintains a regional reputation as a municipality with a focus on environmental stewardship, sports and recreational excellence, arts and culture and as a hub of small business and entrepreneurship. Although the community includes a mix of residents who work in the Okotoks and Foothills region, a sizeable segment of the population commutes to Calgary. Despite this commuter base, the Town maintains a healthy civic society, well-attended community events and a strong sense of place and attachment for its residents.

Although the Town cannot predict what will happen in terms of technological advancements and economic cycles, it can ensure that our growth remains aligned with the core values and vision of Council and the community.

Okotoks' history is as storied and dramatic as the landscape - an innovative and diverse town in the foothills of the Rocky Mountains. As it moves forward into the next chapter of its history, it can be certain that there will be ups and downs, but that as long as it remains true to its vision, it will continue to excel as a great place to live, work, invest and recreate.

VISION, PRINCIPLES AND GOALS

VISION

The Town of Okotoks is resilient, 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.

PRINCIPLES

OKOTOKS IS A HEALTHY, SAFE, INCLUSIVE COMMUNITY

Policies, developments, and design prioritize the safety, wellbeing, connectedness and prosperity of our residents.

OKOTOKS IS A SUSTAINABLE, GREEN AND RESILIENT COMMUNITY

Okotoks is supported by infrastructure, buildings, ecological systems and community networks that can withstand and adapt to changes in climate and extreme weather, and contribute to community sustainability and resilience.

OKOTOKS HAS A VITAL, PROSPEROUS, INNOVATIVE ECONOMY

Okotoks has the means to attract, retain and support economic development that promotes health, well-being, learning, sustainability, and builds community resiliency.

OKOTOKS COUNCIL IS A FISCALLY RESPONSIBLE AND RESPONSIVE GOVERNMENT

The local government of Okotoks is fiscally stable, has well-managed assets and works in the best interests of its environment, residents and businesses.

GOALS

The goals for the MDP are adapted from the One Planet Living Framework. One Planet Living is a framework developed by Bioregional, an entrepreneurial charity which aims to invent and deliver practical solutions for sustainability that helps us articulate how we can live within the means of the Earth.

MANAGING GROWTH

Okotoks is a compact, complete and sustainable community that lives within its means so future generations can flourish and where everyone has access to all they need to live quality lives.



HEALTH AND HAPPINESS

Okotoks is a place where people live safe, happy, healthy and prosperous lives



EQUITY AND LOCAL ECONOMY

Okotoks is supported by a diverse and thriving economy, driven by equitable opportunities for all to live, work and thrive. Equitable economic development will allow us to unlock the full potential of the local economy by dismantling barriers and expanding opportunities for everyone.



CULTURE AND COMMUNITY

Okotoks recognizes the past, present, and future of our town, families and communities through learning, connection and celebration.



LAND AND NATURE

Okotoks prioritizes, protects, conserves and restores our land and water for the health of our people and wildlife.



SUSTAINABLE WATER

Okotoks uses an end-to-end, watershed lens to protect and conserve our water while preparing for weather and climate change impacts.



LOCAL AND SUSTAINABLE FOOD

Okotoks promotes access to healthy, local, organic food as part of a sustainable food and agriculture system that minimizes negative impacts to our community and environment and maximizes opportunities for food and agriculture entrepreneurs and innovators.



TRAVEL AND TRANSPORT

Okotoks is a community with integrated, connected, multi-modal, sustainable transportation options to better support those walking and rolling, people on bicycles and transit-riders, while still facilitating automobile access, for the benefit of our residents and the environment.



ZERO WASTE

Okotoks promotes a culture of rethinking, reducing, reusing, recycling, recovering and sharing at home, work and school and we strive to achieve a 90% reduction in waste and net zero pollution.



NET ZERO CARBON ENERGY

Okotoks is a leader in net zero carbon energy and encourages innovative solutions to carbon energy consumption in building design, energy sources. We develop partnerships to deliver renewable energy and all our energy comes from non-polluting, renewable sources. We eliminate fuel poverty while sharing information on energy education programs for individuals, companies, and institutions.



WHY THESE GOALS ARE IMPORTANT

Future generations are going to face a number of significant challenges in the next few decades. This includes the consequences of exceeding the carrying capacity of the earth, escalating environmental pollution, extreme weather events, economic uncertainties, social justice and wealth inequities, and high rates of lifestyle diseases (ie. diabetes, obesity, high blood pressure, etc.) that are rising year over year. The MDP is intended to address these challenges in ways that are visionary, bold, innovative, cost effective, flexible and sustainable. It strives to create a thriving community that anticipates and meets the challenges of the future with the ultimate goal of ensuring the future residents of Okotoks are able to live safe, healthy, socially connected, affordable, economically secure and vibrant lives.

OVERVIEW OF POLICY

MANAGING GROWTH

To manage growth, the MDP includes policies that will help us develop compactly and sustainably. We will sequence growth ensuring we have sufficient servicing capacity for new homes and businesses. Growth will be managed to make the Town more resilient to climate events and so we can deliver infrastructure needed that aligns with the Town's priorities.

NEIGHBOURHOOD PLANNING + DESIGN

New neighbourhoods will be livable and sustainable. Vibrant and attractive neighbourhoods will create a unique sense of place and provide mixed-use development opportunities so people can live, work, play and thrive in their community.

INTEGRATED TRANSPORTATION

Our multi-modal transportation network will be safe, equitable and sustainable. We will improve access to regional and local transit while providing efficient transportation alternatives by employing the transportation hierarchy to reduce dependency on the automobile.

CLIMATE CHANGE COMMUNITY RESILIENCE + ENVIRONMENT

We will foster resilience to climate change. We will enhance innovative water management measures and create resilient buildings, working with ecosystems to make Okotoks a leader in environmentally conscious design. To further this, we will encourage and support zero-carbon measures and technology.

HOUSING

An increase in the variety of housing options throughout the community will mean more and better housing options for individuals and families of all economic backgrounds and compositions. Our 'housing first' approach will create more diverse neighbourhoods where everyone can thrive.

EMPLOYMENT LANDS

Facilitating the development of employment-rich industrial lands will attract institutions and businesses to create a more sustainable economy. We will encourage the development of flexible and affordable commercial spaces and support vibrant, attractive mixed-use centres to meet daily needs.

PARKS, RECREATION + NATURAL AREAS

We will conserve, restore and protect local and regional ecosystems by utilizing natural asset management as a conservation tool. Through planning and design, we will minimize detrimental environmental impact in our

community. We will maintain and enhance the Town’s healthy urban forest and uphold our love of recreation by providing rich, accessible recreation and leisure opportunities.

DOWNTOWN

As a distinct district, our Downtown will continue to reflect our unique culture and history. We will create a mix of uses in the downtown core to support business success and a vibrant public realm for the enjoyment of all residents and visitors.

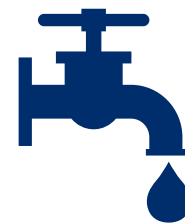
CULTURE, HERITAGE + ARTS

We will implement standards to conserve and protect heritage resources. Generating and encouraging heritage awareness and education will cultivate an understanding of the importance of knowing where we’ve come from. We will work to establish heritage conservation funding and celebrate Okotoks through cultural programming while supporting the local economy thereby championing the value of culture for Okotoks.

ALIGNMENT WITH MUNICIPAL INITIATIVES

QUALITY INFRASTRUCTURE

Okotoks strives to be a leader in sustainable infrastructure. Our MDP will encourage closed loop energy and economic systems, an active transportation network and working with ecosystems to create low-impact design for stormwater management.



ECONOMIC VITALITY

The MDP supports a diverse economy so people can live and work in Okotoks, helping them live quality, complete lives in our community.



COMMUNITY GROWTH

With our managed growth model, we look to create more complete, compact communities that offer a variety of housing and services so people can live, work, play and thrive in their neighbourhood.



ENVIRONMENTAL EXCELLENCE

We are known as leaders in environmental excellence. This plan furthers that reputation and commitment by respecting and protecting natural systems and working with them. We aim for a net zero carbon energy future and environmentally conscious design in our housing, neighbourhoods and parks and natural areas. Managing our demands on water resources so as to not over shoot our carrying capacity through development.



HEALTHY AND SAFE COMMUNITY

This plan is aimed at fostering a healthy, safe and happy community where we live in more cohesive communities, we are more tolerant of differences, we're more productive and we have more fulfilling lives.



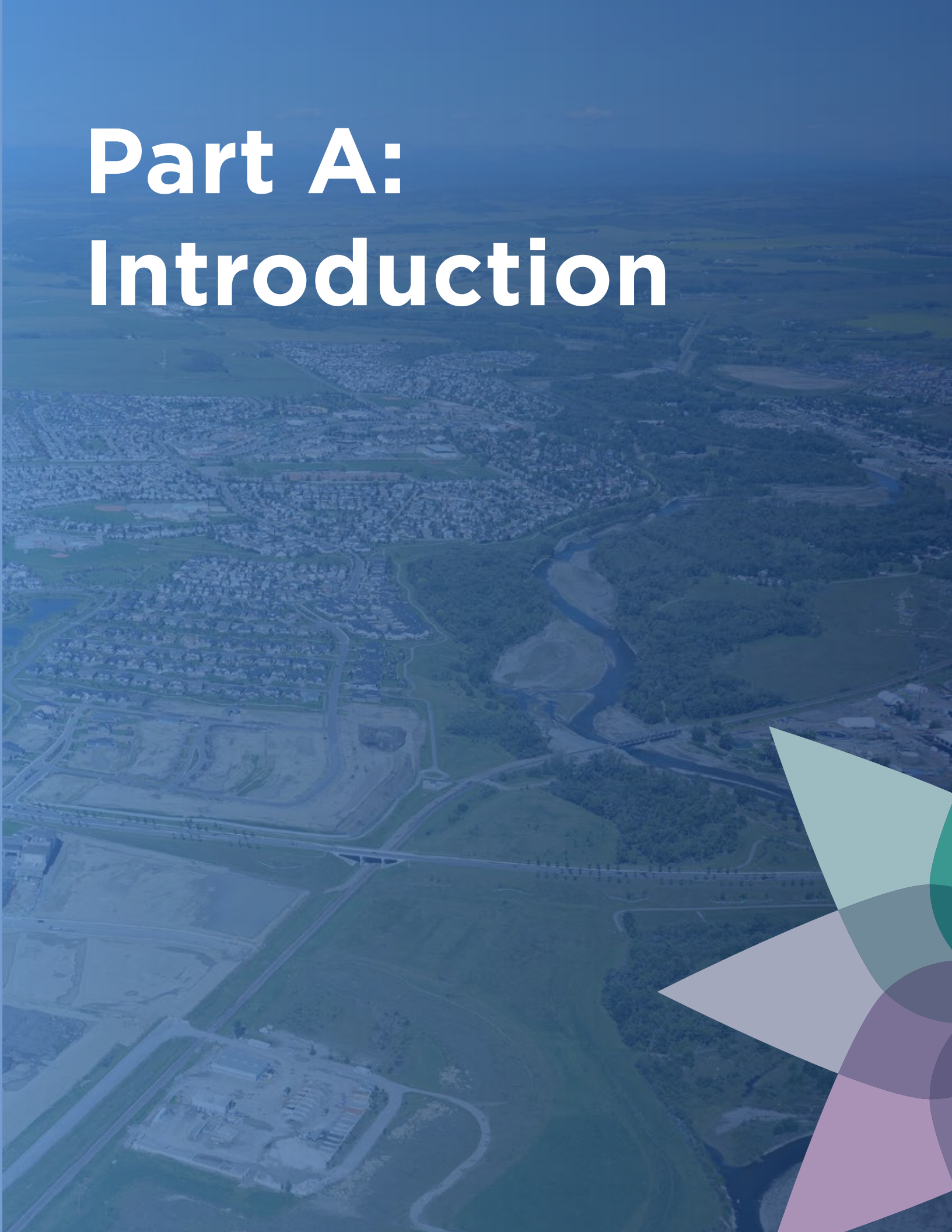
IMPLEMENTATION + MONITORING

The plan will be implemented through regional cooperation, Council's Strategic Plans and fiscal responsibility, while Area Structure Plans, Area Redevelopment Plans and Neighbourhood Area Structure Plans will provide the backbones through which we will further build our community.

Our plan will be monitored and reported on every two years and reviewed every five years. Our success will be measured against quantitative and qualitative metrics defined in the Plan.

In Uniquely Okotoks, we recognize the urgency to address climate change, issues of affordability and livability, and we are striving to diversify our economy to help create complete communities. The future Okotoks will be a place where environmental stewardship is central and where each one of us can lead happy, healthy lives.

Part A: Introduction





1. What is a Municipal Development Plan?

The Municipal Development Plan (MDP) is a statutory plan that is the overarching document guiding land-use planning and development for the Town of Okotoks. The primary function of the MDP is to guide the long-range planning and physical growth of the town while addressing the social, economic, cultural, historical and environmental health of the community. As per the Municipal Government Act (MGA), Okotoks is mandated to have a Municipal Development Plan in place to guide and direct growth.

The MDP outlines the kind of future the community wishes to achieve for Okotoks. It articulates policies to guide the Town's decisions on land use and development, including growth management, housing, transportation, parks and open space, employment lands, and environmental protection. Through this integrated approach, it looks to strengthen the town's economy while fostering cultural and social well-being.

The MDP uses a systems approach to identify the links between physical land use and the social, economic, and environmental health of the community. It looks 60 plus years into the future to accommodate the needs of a population anticipated to reach 75,000 residents so people may continue to live, work, learn and play in our beautiful town. The MDP is a living document that the Town will keep current by reviewing, updating, and amending regularly.

2. How to Use this Plan

The Municipal Development Plan (MDP) comprehensively addresses high-level land use policy in Okotoks. Specific regulations and direction to carry out the policy statements are contained in the Land Use Bylaw (LUB), master plans and Council policies. The MDP is intended to be used by everyone who is interested in the growth and development of Okotoks.

Town Council should use this plan to guide strategic decisions for the town and decisions about land use change such as proposed Area Structure Plans (ASPs).

Okotoks' residents and businesses should use this plan to understand the long-term vision for Okotoks, and to gain an understanding

of how the community will be expected to develop over the coming years.

Developers should use this plan to understand the Town's expectations for developments, including the vision for growth and change in the town, and requirements associated with the planning and development processes.

Town administration should use this plan through the lens of each business centre's responsibilities to guide their detailed policies, programs, business plans and projects.



3. Why this Plan is Being Updated

Okotoks' previous MDP, the Legacy Plan adopted in 1998, was ground-breaking in many respects, with its strong emphasis on holistic sustainability, recognition of the development community as a partner, and its flexible approach to achieving innovation.

The Sustainable Okotoks Vision articulated in the 1998 MDP, which called for a finite growth model, was originally driven by the recognition of the limited carrying capacity of the Sheep River to supply water. The Legacy Plan was later revised with the adoption of a Managed Growth philosophy, meant to accommodate a continued growth model.

Today, Okotoks is prospering. Although not growing rapidly in recent years, compared

to the exceptional growth rates of the past few decades, the Town wants to ensure that future development is sustainable and provides a high quality of life for residents. The adoption of a Managed Growth philosophy and annexation of large areas around the town signals a new approach to creating a Sustainable Okotoks. This new approach to growth, supported by the Okotoks Community Vision, recognizes the opportunity to harness the power of growth and development for improved livability, opportunity, sustainable development, and community resilience. It is within this evolving context that a new MDP is needed to guide Okotoks towards its community vision.



4. Context

Okotoks' Past

Okotoks is located approximately 20 kilometres south of Calgary in the foothills of the Rocky Mountains and surrounded by Foothills County. It is situated within the larger Calgary region and is a member municipality of the Calgary Metropolitan Region Board. Although Okotoks has expanded rapidly as a modern and diverse town in recent decades, the community's history begins with the First Nations people who were the original occupants of the land.

First Nations people led a nomadic existence in the Okotoks area for thousands of years prior to the arrival of Europeans. The name

Okotoks is derived from the Blackfoot word "Okatok", which means "rock". The Blackfoot may have referred to this area as "Okatok" because of the glacial erratic southwest of town, which they used as a reference marker in their journeys. Although this landmark is not within the Town's boundaries, its historical significance has played a key role in the town's name and aspects of its identity. In some respects, the glacial erratic ("big rock") functions today as a key marker of the impacts that changes to the global climate can have on the town and region as a whole.

David Thompson, a British-Canadian fur-trader, explorer and cartographer explored

Okotoks Erratic



the region in 1800, encouraging others to seek out an existence on the prairies where present-day Okotoks is situated. Trading posts sprang up, including one established in 1875 close to present day Okotoks. In many ways, the initial success of trading posts in the late 1800's served as a precursor to the Town's status as a commercial hub for the larger foothills region and importance that the overall region plays in the town's economic success.

The creation of regional trading posts in the late 1800's created conflict with the nomadic, bison-focused existence of the Blackfoot confederacy. Lieutenant Governor David Laird and Lieutenant-Colonel James Macleod, on behalf of the Canadian Crown, approached Blackfoot Chief Crowfoot in 1875 to sign a treaty (Treaty #7) in order to secure land to build a railroad. At the time, "Alberta" was geographically a part of the Northwest Territories and had not yet become its own province. Treaty #7 was concluded in 1877 and signed at Blackfoot Crossing, at present-day Siksika Nation reserve, by the Siksika (Blackfoot), Kainai (Blood), Piikani (Peigan), Stoney-Nakoda, Tsuut'ina (Sarcee) Nations and the Government of Canada.

The First Nations who signed the treaty understood it as a covenant (having a spiritual context), rather than a contract and suffered from this agreement when bison populations declined. The land they were given was unsuitable for the agricultural lifestyle they were promised, not sufficient enough for

their populations, and the Indigenous people suffered from poverty, food shortages and residential schools. The killing of the last bison in the Okotoks region occurred in 1879 and the beginning of a new era and legacy began. In considering this part of our history and how it matters to our future, it is clear that a process of reconciliation, inclusion and understanding should remain a key tenant of this plan's vision for the future. This includes implementing the Calls to Action from the Truth and Reconciliation Commission.¹

In 1882, a settler community began to take root where Okotoks stands today. In 1893, the community incorporated as a village and adopted its new name of Okotoks. The first hotel was constructed in 1892, and the first school was constructed in town in 1900. One of the first major community events that brought attention to the area was the Okotoks Fair, which spoke to the area's agricultural roots and focus.

The last stagecoach stopped in Okotoks in 1891 when rail service replaced horse drawn travel and a train station opened in 1892. Before roads arrived, the railway was a lifeline for the community as a key mode of supply management and transportation. At the time, the rail line and train station were also a key social and economic driver of the town; forming a central focus of community life.

The last passenger train stopped in 1971. After closing, "The Station" was purchased by the

¹ Truth and Reconciliation Commission of Canada. 2015. "Truth and Reconciliation Commission of Canada Calls to Action. Available online: <http://trc.ca/assets/pdf/Calls_to_Action_English2.pdf>. Last accessed: April 22, 2020.

Town in 1980, and currently serves as an art gallery and event space. Today, the rail line still transects Okotoks adjacent to the downtown core. This feature continues to present many challenges and opportunities from a planning and economic development standpoint. Much as it shaped the original growth of the town, this rail corridor still has a significant impact on the built form of the downtown and lands adjacent to the tracks.

The Lineham Lumber Company played a significant role in shaping the town into what it is today. Established in 1891, John Lineham's sawmill was an important component of the Town's local economy for 25 years. At one time, it employed a significant portion of town residents and was a leading industry for the region. Sheep Creek, or Sheep River as it is now known, provided transportation for the Lineham mill logs exemplifying its original role as an economic lifeline for the town.

Although trees around the river were abundant, they were scarce in Town. John Lineham was a force in the community, promoting the planting of trees in many of the town's original areas, which could be seen as the start of Okotoks' legacy of environment stewardship. The John Lineham legacy lives on in our street names and local park. This is the case for a number of the original residents of Okotoks. Through street names and other historical markers, the town has worked to preserve and build on its original identity in its design.

The first bridge across the river (1892) was

part of a dam built for the lumber mill. In 1912 the bridge was replaced with a steel bridge after being washed out. The steel bridge lasted until 1969 when part of the current concrete structure was built. In the early 2000s, a second traffic bridge was constructed across the Sheep River – a sign of the continued growth of the Town and the river valley's importance as the spine of the community. In the early 1900s, Okotoks' economy further diversified beyond agricultural and lumber with the opening of the first of several brick making plants just west of Town in the Sandstone Coulee.

In 1904 Okotoks officially became a "Town", in the Northwest Territories, one year before Alberta became a province. In 1906, with a population of 508, Okotoks was a bustling and vibrant town for the time period with a range of hotels, mills, institutional and religious buildings, a newspaper, bank and other businesses.

At this time, many modernizations such as telephone service, electricity and natural gas were introduced to the town. Although these were important technological shifts, one of the most significant impacts on the planning and design of Okotoks was the arrival of the automobile in 1909. Public water and sewer systems came to Okotoks in 1952.

Recreation has always been at the center of community life for residents. The town's first covered arena, located in the west end of town, was built in 1912. This original structure set the stage for the town to become a sports



Circa 1990-1993



Circa 1982-1988



Circa 1982-1988

hub with high-quality recreational facilities spanning winter and summer sports. The first phase of the Okotoks Recreation Centre, which stands today as the central hub of a range of athletic pursuits opened in 1982. Over the following decades, it has undergone major renovations and expansions to accommodate the growing town and differing demographic needs.

Okotoks' economy was boosted in 1913 due to the discovery of oil in Turner Valley. Okotoks quickly became a regional oil distribution centre and was known as the "Heart of Oilfields" because equipment stopped on the rail line in Okotoks before completing its road journey to Turner Valley. Okotoks' role as an oil equipment distribution centre lasted into the 1950's.

From 1925 to 1950 in Okotoks was a period of ups and downs. Many men who left to fight in World War II did not return, and the war impacted the psyche and economic vitality of the town. Through all this, modernization and changes continued. A coal mine opened briefly on South Railway Street in the



Okotoks Aerial, 1978



Circa 1982-1988



Circa 1990-1993



1999



Circa 1990-1993

1940's, and was joined by the Chinook Flour Mill that opened in the Mahon House (# 4 Elma Street). The mill closed at the end of the war, but the house still stands and was the first to have indoor plumbing in Okotoks.

From the 1950's to 1970's, Okotoks was relatively stable with modest growth from a population of approximately 700 to around 1100 people. The major industries of lumber and brick making were no longer in place and no significant economic engine filled this void, with the exception of the Texas Gulf Sulphur Plant which opened in 1959 on the east edge of Okotoks. It operated under various owners until 1991. The period of modest growth ended abruptly in the late 1970's when Okotoks

became a popular residential option for those migrating to the region in the wake of the first modern oil boom. The Town's population began to expand abruptly as commuters from Calgary found the geographic location, natural features, short commute and amenities to be an enticing option for them to call home.

From the late 1970's to the mid 2010's, the Town's growth can be largely attributed to the boom and bust cycle of the oil and gas industry and its proximity to Calgary. As oil boomed, the town's population grew dramatically (from 3,847 in 1981 to 28,881 in 2016) – sometimes placing it as one of the fastest growing municipalities in Canada. The Town's population multiplied significantly in



this time period due to the high price of oil and gas and the availability of jobs in this industry. This resulted in a need for the town to build new infrastructure and upgrade existing facilities at a rapid pace. Many new schools, parks, neighbourhoods and other community amenities were built over this time period to accommodate the rapidly growing population. Major recreation facilities such as Seaman Stadium and Pason Centennial Arena were built and large new communities with their own amenities were developed such as Crystal Shores, which offered the first artificial recreational lake in Okotoks. In addition to this, new commercial areas such as Westmount, Southbank and Cornerstone were developed.

Following this period of rapid growth, the town's population growth began to slow in 2014-2015 due to challenges for the oil and gas industry in the province. Despite the economic challenges of today, the Town continues to look forward to its future.

Okotoks' Today

Today, Okotoks is a bustling and vibrant municipality with approximately 30,000 residents who live, work, play and learn in the Okotoks and Calgary region. It maintains a regional reputation as a municipality with a focus on environmental stewardship, sports and recreational excellence, arts and culture and as a hub of small business and entrepreneurship. Although the community includes a mix of residents who work in the Okotoks and Foothills region, a sizeable segment of the population commutes to Calgary. Despite this commuter base, the Town maintains a healthy civic society, well-attended community events and a strong sense of place and attachment for its residents.

Downtown Okotoks is the economic and cultural heart of the Town with a strong mix of institutional, office, entertainment, retail and dining options. It is the location of a range of community events through all months of the year with a focus on four-season vibrancy - from a parade in the summer to festivals in the fall and Light Up Okotoks in the winter.

Binding the community together is the Sheep River valley, which runs west to east through the Town. The neighbourhoods surrounding the downtown and river valley are all connected through a strong multi-modal transportation network and recreational path

system that creates a cohesive community framework for the Town to function as a whole.

Although the community has grown significantly in recent decades, economic diversification is required for the Town to continue to grow and thrive into the future. In addition to this, the Town remains cognizant of the environmental limits to the community and strives to minimize water usage and grow in a manner that is conscious of these concerns. Okotoks is at a crucial turning point in its history as it moves forward in a province undergoing rapid change in terms of its role in the economy and in a region that faces many environmental challenges.

Looking Ahead

When looking at Okotoks' history and present as a whole, it is apparent that there has and always will be rapid change, technological progress, economic downturns and upswings – further exacerbated today by the connectedness of the global economy. At the same time, the Town has never been better positioned to shape its own future. We are participating in regional planning; advancing urban design and economic development; and we are focused on standing true to the characteristics and values that have shaped Okotoks' identity over its history. We are investing in a new Arts & Learning Campus. We are creating more complete, new communities, inviting new residents to call Okotoks home. And we are focusing on further developing in a sustainable and cohesive manner.

When considering the history in the context of this MDP, it is important to note the lessons of the past in the planning for the future. Although the Town cannot predict what will happen in terms of advancements and economic cycles, it can ensure that our growth remains aligned with the core values and vision of Council and the community. Okotoks' history is as storied and dramatic as the landscape – an innovative and diverse town in the foothills of the Rocky Mountains. If we remain true to this MDP vision, Okotoks will continue to excel as a great place to live, work, invest and recreate.

Key Challenges and Opportunities

The draft MDP represents a weaving together of ideas from the community and stakeholders, input from administration and direction from Council. Many people have shared their ideas for the future of Okotoks. The following key issues and challenges were identified during the process:



Growth management

The Calgary Region (including Okotoks) is expected to continue to grow rapidly. With that growth, there will be pressure on Okotoks as a regional service centre and an attractive place to live with an easy commute to Calgary. Okotoks is expected to reach a population of 70,000-93,000 people by 2076. Okotoks needs to carefully manage and focus future growth to plan for efficient and financially sustainable infrastructure, and create complete and connected neighbourhoods.



Limits of our water supply

Okotoks is reaching the limits of water supply within the Sheep River watershed. While Okotoks is exploring an additional long-term supply of water, water conservation and allocation remain critically important to the town's future.



Imbalance of homes to jobs

A lack of skilled jobs in Okotoks means that many residents (63% of the workforce) leave Okotoks every morning for work (2016 Census). With too few businesses, the Town is too reliant on residential taxes. It is important that Okotoks attracts new innovative and green businesses to support economic vitality.



Environmental leadership

While Okotoks has demonstrated environmental leadership through various innovative projects and programs, the community as a whole has a large carbon and ecological footprint. This is partly due to automobile reliance and non-renewable energy use. Okotoks' growth must be balanced with reducing its footprint through innovative sustainable development that fosters social and economic wellbeing while protecting

the environment for current and future residents.

Community livability and well-being



Okotoks is highly automobile dependent, which creates health, environmental and livability challenges. Creating access to quality outdoor space, leisure and recreational opportunities, and a connection to nature will be vital for creating a livable town that supports healthy lifestyles.

Lack of housing diversity and affordability



77% of the dwellings in Okotoks are single detached homes, with few choices for seniors wishing to downsize, those with low incomes, young people entering the housing market or those wanting smaller, more affordable choices that better fit their lifestyles and financial means.



Unique character and placemaking

While Okotoks has a distinct and charming downtown, not all neighbourhoods have a unique sense of place. Creating great places that strengthen community identity and bring people together is an important consideration as Okotoks continues to develop.



Fiscal management

Infrastructure costs to support growth are significant. Sustainable infrastructure financing to meet growth is important to maintain a healthy balance sheet for the Town.

5. Population and Employment Projections

As of 2018, Okotoks’ population was 29,002.² Based on regional trends and the town continuing to capture its share of regional growth, Okotoks is expected to reach a population of about 44,000 with employment between 14,590 and 20,190 by 2041, and a population of about 75,000 with employment between 22,400 and 29,410 by 2076.

Table 1: Current and Projected Population of Okotoks, 2018-2076 **Source: Town of Okotoks**

Period	Actual Population	Forecast Population	Projected People Per Year (ppy) Growth
2018	29,002	-	-
2041	-	44,366	668
2076	-	68,166	680

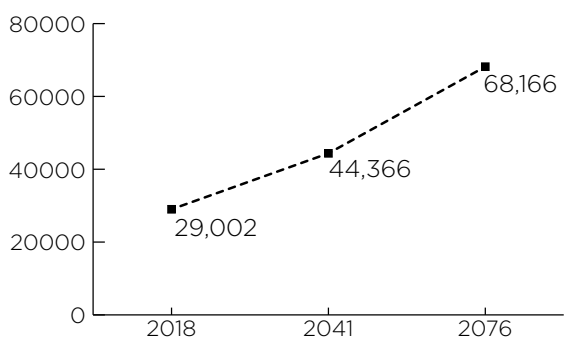


Figure 1: Current and Projected Population of Okotoks, 2018-2076 *Source: Town of Okotoks*

² Town of Okotoks Municipal Census (2018)

6. Vision

The vision for the Town was created for the Community Vision project in 2014.

The vision for the Town of Okotoks is: The Town of Okotoks is resilient, 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.



7. Principles

Okotoks is a healthy, safe, inclusive community

Policies, developments and design prioritize the safety, wellbeing, connectedness, prosperity and resiliency of our residents.

What this looks like:

- People are friendly and look out for each other.
- Our mobility emphasizes walking, cycling and transit use.
- All people have access to education, arts, recreation and culture.
- All people in the community have the housing, employment opportunities, and social supports they need to thrive.
- We use an equity-lens in all aspects of development.

Okotoks is a sustainable, green and resilient community

Okotoks is supported by infrastructure, buildings, ecological systems and community networks that can withstand and adapt to changes in climate and extreme weather, and contribute to community sustainability and resilience.

What this looks like:

- Respecting and conserving the natural environment.
- Reduced ecological footprint and net zero carbon energy.



- Planning uses a watershed-scale approach.
- Collaborating regionally.
- Okotoks becoming a leader in climate change adaption, energy conservation and renewable energy resources.
- Using a triple bottom line (economic, social, and environmental) decision making framework that includes a strong climate change lens.
- Designing our communities using high quality urban design.

Okotoks has a vital, prosperous, innovative economy

Okotoks has the means to attract, retain and support economic development that promotes prosperity, economic security and employment. Thereby improving health, wellbeing, learning, sustainability while building community resiliency.

What this looks like:

- Strong leadership within the community.

- Flourishing entrepreneurship.
- Striving for innovative and creative solutions.
- Proactively managing growth and development.
- Reflecting our principles in development proposals.
- Development is mixed use.
- Using a lifecycle analysis.

What this looks like:

- Using innovative approaches to manage growth and development.
- Calculated risks are supported to achieve MDP goals and show leadership.
- Offering equitable and affordable services.
- Supporting financially sustainable land use, development patterns, and infrastructure that consider lifecycle costs.
- A community adaptable to change.
- Public participation in civic processes.

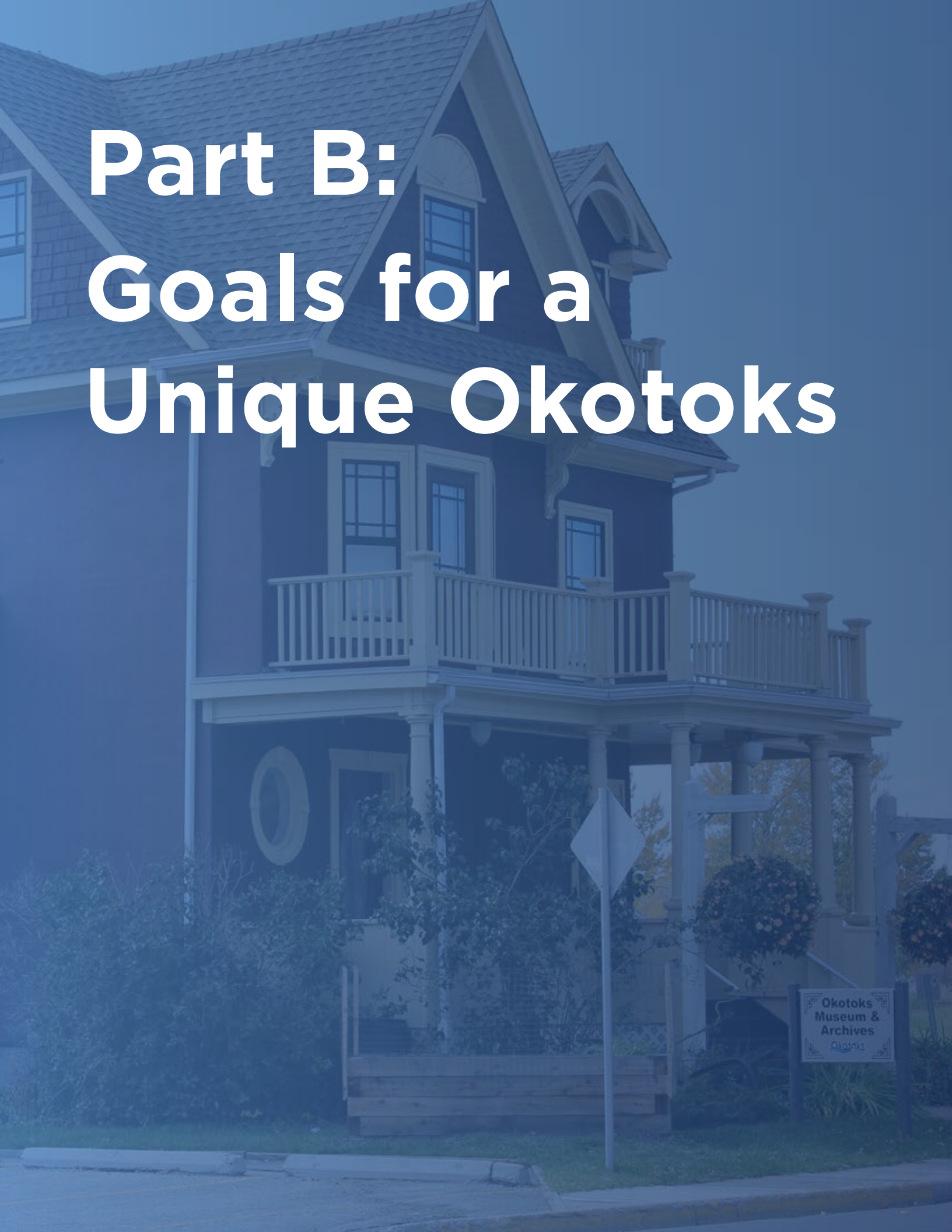
Okotoks Council is a fiscally responsible and responsive government

The local government of Okotoks is fiscally stable, has well-managed assets and works in the best interests of its environment, residents and businesses.





Part B: Goals for a Unique Okotoks





1. Managing Growth

Okotoks is a compact, complete and sustainable community that lives within its means so that everyone in both current and future generations has access to all they need to live quality lives.

Why Managing Growth is Important

Managing growth is one of the core purposes of a Municipal Development Plan. The term 'growth management' refers to how the Town manages land use change, density and development patterns to respond to the pressure of a growing population and desire for new and expanded businesses. Growth management tools include designating land for different purposes (including conservation), setting residential and employment density targets and determining how and when land can be serviced with roads and utilities.

The patterns of land use and the density of development across a community are two of the primary factors that govern many of the strategic outcomes the Town of Okotoks is most focused on including:

- Creating a healthier community with walkable neighbourhoods connected to natural green spaces;
- Reducing the community's development footprint (the amount of land consumed by development) allowing for conservation of ecosystems and biodiversity;



- Strengthening the local economy by providing opportunities for businesses to locate and expand;
- Shaping commuting patterns and transportation choices to reduce emissions and congestion and promote health;
- Designing more holistically integrated communities that create a sense of belonging and social integration;
- Reducing greenhouse gas emissions and air pollutants by reducing driving distances and shifting to less carbon intensive modes of travel and more attached forms of housing; and
- Introducing cost savings to taxpayers by creating more compact development, with reduced linear infrastructure and servicing expenses.

Benefits for Residents and Local Economy

Research is increasingly demonstrating strong links between health outcomes and development patterns. For example, the patterns of land use determine the proximity and access to residents' daily needs such as shopping, services, employment, education and access to nature and recreation. In turn, these factors influence choices to use more active forms of transportation, which affects physical health.

The Town's Role in Managing Growth

Land use patterns and density also play an important role in fiscal health. As servicing infrastructure is one of the Town's largest and most important assets, it needs to be carefully managed to protect public health, ensure reliable service, facilitate development, and ensure fiscal sustainability into the future. Not only are the initial capital costs of infrastructure significant but the cost of operating, maintaining and replacing assets over time is an increasing liability.

Efficient urban patterns of development, in combination with comprehensive asset management that integrates traditional hard infrastructure and municipal natural assets, can reduce overall servicing costs and enhance the resilience of the community.



2. Health + Happiness

Okotoks is a place where people live safe, happy, healthy, and prosperous lives.



Why Health and Happiness are Important

Being healthy and happy is directly related to people having a sustainable lifestyle. It is also about having our basic needs met: clothing, shelter, food, water, warmth, rest, security, safety, transportation, and employment. When we are healthy and happy, we live in more cohesive communities, we are more tolerant of differences, we're more productive and we have more fulfilling lives.

Benefits for Residents and Local Economy

We experience better health when we live in more cohesive communities, we know our neighbours better and have good relationships in our communities. We participate in civic life and we need ways to express ourselves, to feel safe and included, have supportive services, and to learn and grow to live to our full potential.

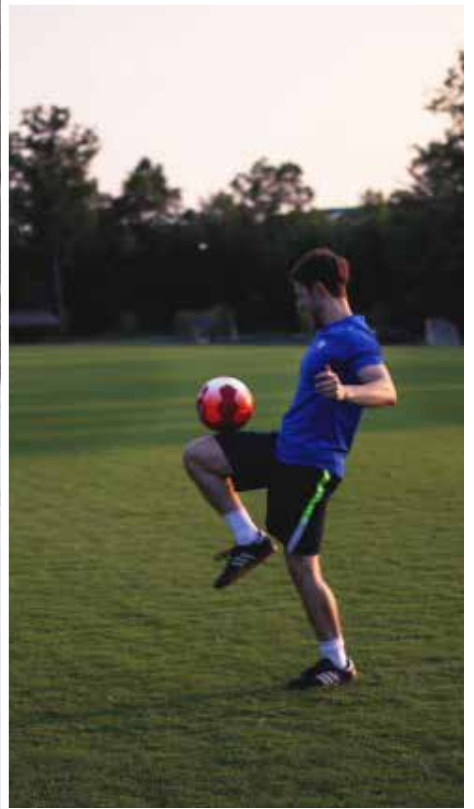
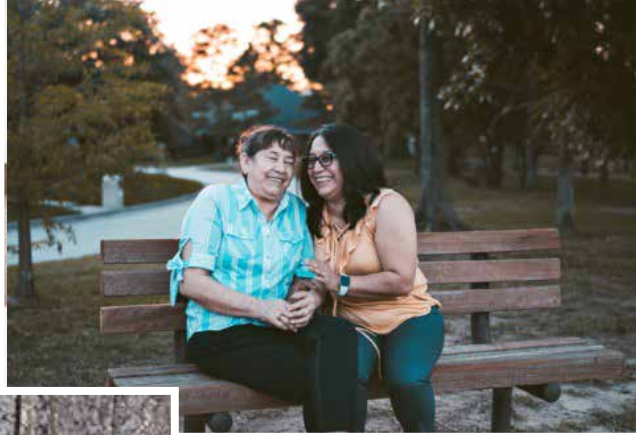
Leading healthy lives means we focus on health first and health care second. This means that our healthy lifestyles prevent illness, isolation and depression. We use fewer health care resources and we use health care resources wisely.

Leading healthy, happy lives means we have healthy eating habits, get more exercise, are out enjoying nature more often, we are more creative and more mindful of our

communities, neighbours and environment. Individuals, businesses, schools and local government can collaborate to create conditions where people, planet and prosperity come together.

The Town's Role in Health + Happiness

The Town plays a significant role in helping people lead healthy and happy lives and living within a fair share of the earth's resources. The Town provides educational resources about the benefits of active living, recreational opportunities, and sporting, cultural and other events where people come together and have shared, joyful experiences.



3. Equity + Local Economy

Okotoks is supported by a diverse and prosperous economy, driven by fair opportunities for all to live, work and thrive. Equitable economic development will allow us to unlock the full potential of the local economy by dismantling barriers and expanding opportunities for everyone.



Why Equity and Local Economy are Important

A diverse and resilient economy is important for communities to thrive. An equitable and healthy economy provides vital sustenance and opportunities to thrive that span age, ability, gender, sexual orientation, family structure, and cultural background.

Benefits for Residents and Local Economy

When social equity is seen as an economic driver, no one is left behind. An equitable economy is one in which safe housing options are affordable to all, where unemployment rates are low, and where standards of living, job opportunities, prosperity, voice and ownership all rise as access to wealth is more fair.

Access to economic opportunity comes in many different forms. It means providing sector-specific technical training and “soft skills” development. It can involve partnering with businesses and emerging industries to reevaluate hiring practices and strengthen employment opportunities for local job seekers and small businesses.

Housing, affordable childcare, and transportation are also essential to connecting potential workers to employment.

As the heartbeat of a community, a strong economy fuels itself first. This results in the creation of local jobs, support for community-based non-profits, and opportunities to make use of local spaces, assets and people-power through support for entrepreneurship and the shift to a sharing and circular economy.

The Town’s Role in Equity + Economy

A strong local economy that is rooted in equity helps protect even the most vulnerable members of our community against the impacts of an unpredictable global economy. Just as we must adapt and invest in our town to protect the environment, we must also invest and alter the landscape of opportunity toward equity and resiliency.

In embracing social and environmental responsibility, we are accountable for and create successful relationships with the broader community, including businesses.

Doing so mitigates any negative impacts that major decisions or activities may have on society and the environment.



4. Culture + Community

Okotoks recognizes the past, present, and future of our town, families and communities through learning, connection and celebration.



Why Culture and Community are Important

Culture and community show up in many ways. It's how and where we interact with our past, our identities, our neighborhoods and our local government. It happens in shared spaces where we can connect, play and socialize, where we can feel safe and involved with our community, such as parks and streets. It is also reflected in our cultural capital, a collection of places where we create and enjoy art, music, and heritage.

Benefits for Residents and Local Economy

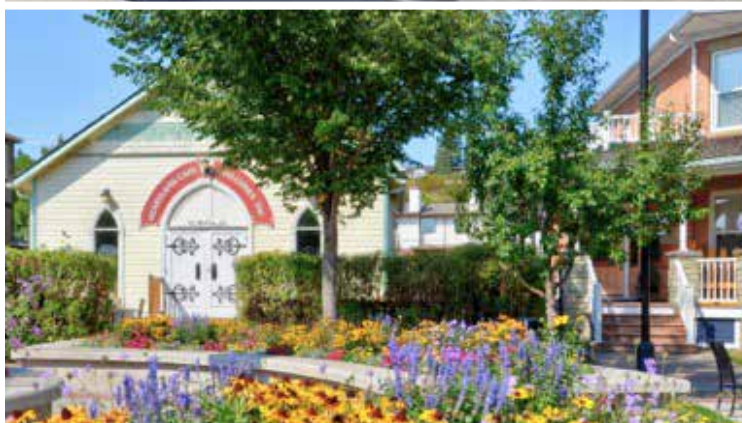
A strong and shared culture helps provide communities with a sense of belonging. When we nurture our local identity, celebrate our local heritage, and plan for our shared future together, we form community. A strong sense of culture and community simultaneously respects, honours and helps us learn from the past, while setting a new course for a happy, healthy and sustainable future.

The local economy benefits from local cultural events either directly by hosting or indirectly through participants' patronage of their businesses during events. Businesses with a tight tie to the community benefit from the trusting relationship as reliable sources for products and services.

The Town's Role in Culture + Community

The Town recognizes that each of these sites, spaces and stories support our sense of place, prevent social isolation, and are directly linked to our mental and emotional well-being. We also know that culture interacts with economic factors such as household income and property values in ways that impact us all. The Town has an essential role to play in ensuring that the development design and building of our neighbourhoods is carried out with a recognition of our heritage that provides for a healthy future and that is executed in ways that are inclusive and benefit us all.





5. Land + Nature

Okotoks prioritizes, protects, conserves and restores our land and water for the health of our people and wildlife.

Why Land and Nature are Important

Land and nature are critical to our future on this planet. As such, it is everyone's responsibility to preserve, protect, conserve and restore our natural systems to maintain human health as we face urgency to act on climate change.

Benefits for Residents, Local Economy and the Environment

Land and nature provides humans and wildlife with energy, food, water, and protection from environmental shocks and stressors.

Land and nature are also vital to our physical and emotional health. Research shows that time spent in nature reduces stress and lowers the risk of developing many serious health complications, including type II diabetes, cardiovascular disease, premature death, and high blood pressure. Studies also show that people with increased access to greenspace are more likely to report good overall health.

Many businesses have realized that going beyond environmental compliance makes good business sense and can help improve their long term success. Reducing energy consumption, minimizing waste, using raw materials more efficiently and preventing pollution can:

- cut costs and improve efficiency;

- reduce risks and ensure you are complying with the law;
- boost your reputation among customers, suppliers, investors and the local community;
- increase employee morale, making it easier to attract, keep and motivate staff; and
- increase business opportunities by meeting customer demand for sustainable business practice.¹

The Role of the Town in Land + Nature

Through innovative and sustainable land use the Town can protect ecologically valuable areas and wildlife from development, while making use of previously used and degraded land. Incorporating green materials and environmental initiatives such as community gardens, green roofs, urban farming, and planting trees in development requirements allows us to prioritize a net benefit to the environment.

Sustainable land and resource management enables us to meet our food, shelter and transportation needs while also maximizing opportunities for recreation, carbon

¹ Business Wales. Responsible Business. Available online: <<https://businesswales.gov.wales/zones/corporate-social-responsibility/environment/simple-ways-save-energy>>. Last accessed: February 8, 2020.



sequestration, and protecting the local ecosystem. Local natural resources, such as vital plant and wildlife species and the Sheep River valley should be seen as assets that

we all value, respect and care for because they benefit overall community health and wellbeing.



6. Sustainable Water

Okotoks uses a watershed lens to protect and conserve our water while preparing for weather and climate change impacts.



Why Sustainable Water is Important

Water is the vital link to human and ecosystem health. Our effective management of it improves resilience when faced with unpredictable weather and uncertain natural disaster risk amidst urgency to act on the effects of climate change. When we plan with a sustainable, watershed lens for the Sheep River valley, we invest in community resilience.

Benefits for Residents, Local Economy and the Environment

Land use, development, community design and resource management all have direct implications for our watershed. Planning for water sustainably allows us to keep our essential connection to our local waterways front and center at each stage of planning. This allows us to consider the cumulative impacts on the watershed for water quality and quantity. It also ensures we have a water supply that meets our biological and economic needs, allows for enjoyment of water and provides conditions for ecosystems to thrive.

The Role of the Town in Sustainable Water

Improved land stewardship, water conservation and improved storm and waste water management will help protect our natural resources and water supply, helping

to improve our environmental performance overall. Planning for water sustainability through green infrastructure, water reuse and reduced consumption will help the Town to identify opportunities for cost savings. Sustainable water planning is essential as the population grows and areas become more ‘water stressed’ through drought and increased incidents of flooding.

Educating residents and businesses supports a cultural shift at home, school and work to be more sustainably minded and to monitor water consumption, identifying opportunities to conserve and reuse, and to prepare for the impacts of climate change. Connection and collaboration is key to this shift, as an ‘end to end’ approach to water substantially means we all have a role to play in preserving our water, individually, locally and regionally.





7. Local + Sustainable Food

Okotoks promotes access to healthy, local, organic food as part of a sustainable food and agriculture system that minimizes negative impacts to our community and environment and maximizes opportunities for food and agriculture entrepreneurs and innovators. A food and agriculture system includes the various stages that food goes through, from primary production, processing, storage and distribution, to sales, celebration, consumption and waste recovery.

Why Local and Sustainable Food is Important

Food and agriculture are part of the economic backbone of Alberta and have been for many generations. Food systems planning with a local and sustainable focus works with the regional land base, economy, and natural ecosystems to encourage wildlife-friendly and environmentally sustainable agriculture. It also promotes access to locally grown food options at markets, grocers and restaurants.

Food production also has serious environmental impacts. Food and food growing represent about a third of our global ecological footprint and significantly contributes to: greenhouse gas emissions, via methane production; reduced forest carbon sinks due to conversion of forest to pasture; pesticide and fertilizer production and use; and food packaging and transport. In addition to this, every day unsold, imperfect, and unfinished food ends up in landfill as unnecessary food waste.



Benefits for Residents, Local Economy and the Environment

Local food and agriculture can create opportunities for social interaction (e.g., eating together, shopping together), ecological restoration, diversifying and strengthening the local economy, and increasing availability of healthy food sources. Food systems planning (or lack of) impacts the economic, social and cultural wellbeing of our community. Every day we interact with activities related to the food system through grocery shopping, farmer's markets, gardens and landfill waste.

Access to affordable, healthy food directly links to the physical, emotional and economic health of each of us, in a time when child and adult obesity and related negative health outcomes are rising.

The Role of the Town in Local and Sustainable Food

Local governments play an important role in creating conditions for sustainable and resilient food and agriculture systems. For example, land use planning, park design and programming, public education, and development approvals, are all ways that the Town can integrate food and agriculture

systems into the existing jurisdiction and activities of the Town.

To bridge the gap between the community and its own local and sustainable food sources, the Town can adopt a policy, planning, and community engagement approach that considers how food and agriculture activities can be leveraged to

improve placemaking, community and environmental health, and local economic development.



Simon Ducatel,
MountainView Today



Bruce Campbell/Western Wheel



Okotoks Farmer's Market

8. Travel + Transport

Okotoks is a community with integrated, connected, multi-modal, sustainable transportation options to better support those walking and rolling, people on bicycles and transit-riders, while still facilitating automobile access, for the benefit of our residents and the environment.

Why Travel and Transport are Important

Transportation is one of the single largest sources of air pollution and greenhouse gas emissions in Canada, accounting for an estimated 28% of total emissions.² In addition to the environmental consequences, neighbourhoods which are dominated by vehicles tend to make the public realm less safe and less attractive. Over-dependency on cars decreases physical activity putting us at increased risk of cancer, high blood pressure and obesity.

Sustainable transportation means opting for transportation modes with lower or no impact on the environment. For personal transportation, single passenger cars have the most environmental impact while pedestrians have the least, with cycling, public transit, commercial transportation, taxis, and carpooling in between.



Benefits to Residents, Local Economy and the Environment

There is research to suggest that people who drive as part of a long daily commute find their commute to be a significant cause of stress, and are susceptible to experiencing increased blood pressure, musculoskeletal problems, lower frustration tolerance, and higher levels of anxiety and hostility.

Active transportation benefits our: health, society, transportation system, environment and economy. It gives us an opportunity to be physically active on a regular basis, is accessible and increases social exchanges, reduces road congestion, contributes to reducing greenhouse gas emissions and saves money on gas and parking.³

People on bikes and pedestrians stop more often than drivers and are more likely to spend their money at local destinations. Wider sidewalks and other strategies can create pedestrian-friendly shopping experiences, benefiting shop owners. Active transportation can support social relations, improve neighbourhood livability, increase tourism, and attract new business.⁴

² Prairie Climate Centre. March 7, 2018. Available online: <<http://prairieclimatecentre.ca/2018/03/where-do-canadas-greenhouse-gas-emissions-come-from/>>. Last accessed: February 8, 2020.

³ Active Transportation Canada. Available online: <<https://www.canada.ca/en/public-health/services/being-active/active-transportation.html>>. Last accessed: February 8, 2020.

⁴ Alberta Centre for Active Living. Available online: <https://www.centre4activeliving.ca/media/filer_public/07/77/077713ef-e097-4bc5-8278-1fb455d26630/2017-active-transportation-factsheet.pdf>. Last accessed: February 8, 2020.



Okotoks Transit



Walking and cycling are “clean” modes of transportation they result in no greenhouse gas (GHG) or criteria air contaminant (CAC) emissions. Active transportation lowers energy consumption. For example: A bicycle requires 100 times less energy to manufacture than an automobile, with little waste produced during the bicycle’s life cycle. The ecological footprint of a person on a bike is 1/10th of a commuting driver. Based on the average Canadian household’s environmental impact, motorized transportation accounts for: almost 50% of toxic air pollution; over 1/3 of greenhouse gas emissions; and almost 20% of toxic water pollution.⁵

planning. By using integrative land use and transportation plans we can make way for the infrastructure required to shift to more sustainable modes of transportation in our community. We can support a transition to more sustainable transportation by making our neighbourhoods attractive, safe and accessible for pedestrians, those using mobility aids and people on bicycles.

We can ensure that our community supports all modes of transportation so all residents can easily access community amenities and events and not be socially isolated.

The Role of the Town in Travel and Transport

The Town has limited influence over personal vehicle use, but can foster a switch to more sustainable, active transportation through land use and transportation

⁵ Ibid.



9. Zero Waste

Okotoks promotes a culture of rethinking, reducing, reusing, recycling, recovering and sharing at home, work and school and we strive to achieve a 90% reduction in waste and net zero pollution.



Why Zero Waste is Important

Zero waste is the end goal of systemic changes to our patterns of production and consumption that result in the elimination of a high volume of toxins, waste and pollutants into our air, water, soil, and landfills.

Solid waste management or the disposal of garbage, compostable organic materials, recycling, and debris from construction and demolition has always been an essential service provided by municipalities. As populations and industry have grown, the current rate at which we produce consumer and industry waste is unsustainable to municipalities and the environment.

Zero waste goes beyond recycling and instead focuses on a community-based circular economy which designs products and processes that consist of components that can be reused or repaired, while also eliminating the volume and toxicity of waste and materials involved in production. Zero waste communities strive to create and utilize materials employing the waste hierarchy:

1. Rethink to prevent waste
2. Reduce consumption
3. Reuse materials and products
4. Recycle and compost
5. Recover energy from waste
6. Residuals (dispose to landfill)



Benefits to Residents, Local Economy and the Environment

Implementing Zero Waste will eliminate all discharges to land, water or air that are a threat to planetary, human, animal or plant health.⁶ A zero waste economy presents an opportunity for innovation and job creation within the community, as we shift from viewing waste as something to be managed, to a valuable resource.

Zero waste can represent an economical alternative to waste systems, where new resources are continually required to replenish wasted raw materials. It can also represent an environmental alternative to waste since waste represents a significant amount of pollution in the world.⁷

Other key benefits include:

- Saving money. Since waste is a sign of inefficiency, the reduction of waste can reduce costs.
- Faster Progress. A zero waste strategy improves upon production processes and environmental prevention strategies, which can lead to more innovation.
- Supports sustainability. A zero waste strategy supports all three of the generally accepted goals of sustainability - economic well-being, environmental protection, and social

well-being.

- Improved material flows. A zero waste strategy would use far fewer new raw materials and send no waste materials to landfills. Any material waste would either return as reusable or recycled materials or would be suitable for use as compost.⁸

The Town's Role in Zero Waste

Shifting to a circular economy requires both individual behaviour changes and greater industry and governmental leadership to help communities meet a target of zero waste. The Town has a role to play in linking households, businesses and industries with appropriate infrastructure so that it is easy as possible for discarded materials to be reused and become another person's or sector's supplies or feedstock.

⁸ Ibid.

⁶ ReThink Red Deer. Available online: < <https://rethinkredder.ca/node/18>>. Last accessed: February 8, 2020.
⁷ Ibid.



WRAP (Waste and Resources Action Programme)



Lim Yaohui,
Straits Times



Brent Calver,
Okotoks Today

10. Net Zero Carbon Energy

Okotoks is a leader in net zero carbon energy and encourages innovative solutions.

energy consumption in building design and energy sources. We develop partnerships to deliver renewable energy and all our energy comes from non-polluting, renewable sources. We eliminate fuel poverty while sharing information on energy education programs for individuals, companies, and institutions.



Why Net Zero Carbon Energy is Important

The energy we use has a big impact on the carbon emissions of buildings, manufacturing and agriculture. Over half of our global ecological footprint comes from carbon emissions. The bulk of greenhouse gas emissions comes from burning coal, oil and gas for energy, and some forms of farming. These emissions are expelled into the atmosphere and trap heat as their concentrations build up. Satellite measurements confirm that the total amount of heat in the atmosphere is increasing: less energy is escaping to space. And global temperatures are rising as a result: the Greenhouse Gas Effect.⁹

Scientists agree that we have to radically reduce our output of these gases if we are to limit the risks of dangerous changes in the climate.

Benefits to Residents, Local Economy and the Environment

The energy sector's impact on climate change

⁹ Climate Atlas of Canada. "Greenhouse Gases". Available online: <<https://climateatlas.ca/greenhouse-gases>>. Last accessed: February 8, 2020.

is almost exclusively from the burning of fossil fuels and bioenergy. The sector is one of the major sources of air pollutant emissions, and air pollution is a major threat to human health. In 2010, the power sector accounted for around 40% for global SO₂ emissions, and 20% of NO_x. These substances are important originators for particulate matter formation, which can affect the health of our lungs and heart. Photochemical oxidant formation (i.e., tropospheric ozone or smog) is also enhanced by these and other atmospheric chemicals and are important health threats (e.g., bronchitis and emphysema, triggers asthma, and permanently damage lung tissue).¹⁰

All energy technologies cause human harm due to toxic chemical emissions in their supply chains. Emissions are particularly

¹⁰ Luderer, G., Pehl, M., Arvesen, A. et al. "Environmental co-benefits and adverse side-effects of alternative power sector decarbonization strategies". Nature Communications. 10, 5229 (2019). Available online: <<https://www.nature.com/articles/s41467-019-13067-8>>. Last accessed: February 8, 2020.



Richard Pedranti Architect
Localimpactdesign.ca/passive-house



high for coal (leaching of toxicants from mine dumps), bioenergy (agrochemicals use in agriculture), and still significant for gas (emissions during natural gas extraction), nuclear (tailings from uranium mining and milling) and photovoltaics (emissions from copper processing and silicon refinement).¹¹ However, human toxicity and threat to environmental health is strongly reduced under the implementation of climate policies, while local economies benefit from new opportunities in the clean, renewable energy sector.

Role of the Town in Net Zero Carbon Energy

Cities, towns and regions have an important role to play in increasing the efficiency of buildings and operations and promoting renewables, helping residents, institutions and business owners reduce their carbon footprint.

We have great opportunities at the municipal level to reduce our carbon footprint. We can:

- Introduce energy education programs for individuals, companies and schools;
- Ensure all municipal buildings are designed or retrofitted to be energy efficient;
- Understand and promote local best practice standards for different types of buildings (e.g., for homes, offices, schools and hospitals); and
- Promote passive methods, such as

natural ventilation to cool buildings and tree planting to alleviate the ‘heat island effect’.

We can also aim to provide all the energy from renewable sources such as solar and wind (net zero carbon energy) and prioritize onsite renewable energy (e.g., Drake Landing) whenever it is easy to install and maintain. And we can develop a long-term strategy to create a resilient local electricity grid.

¹¹ Ibid.

Part C: Policy





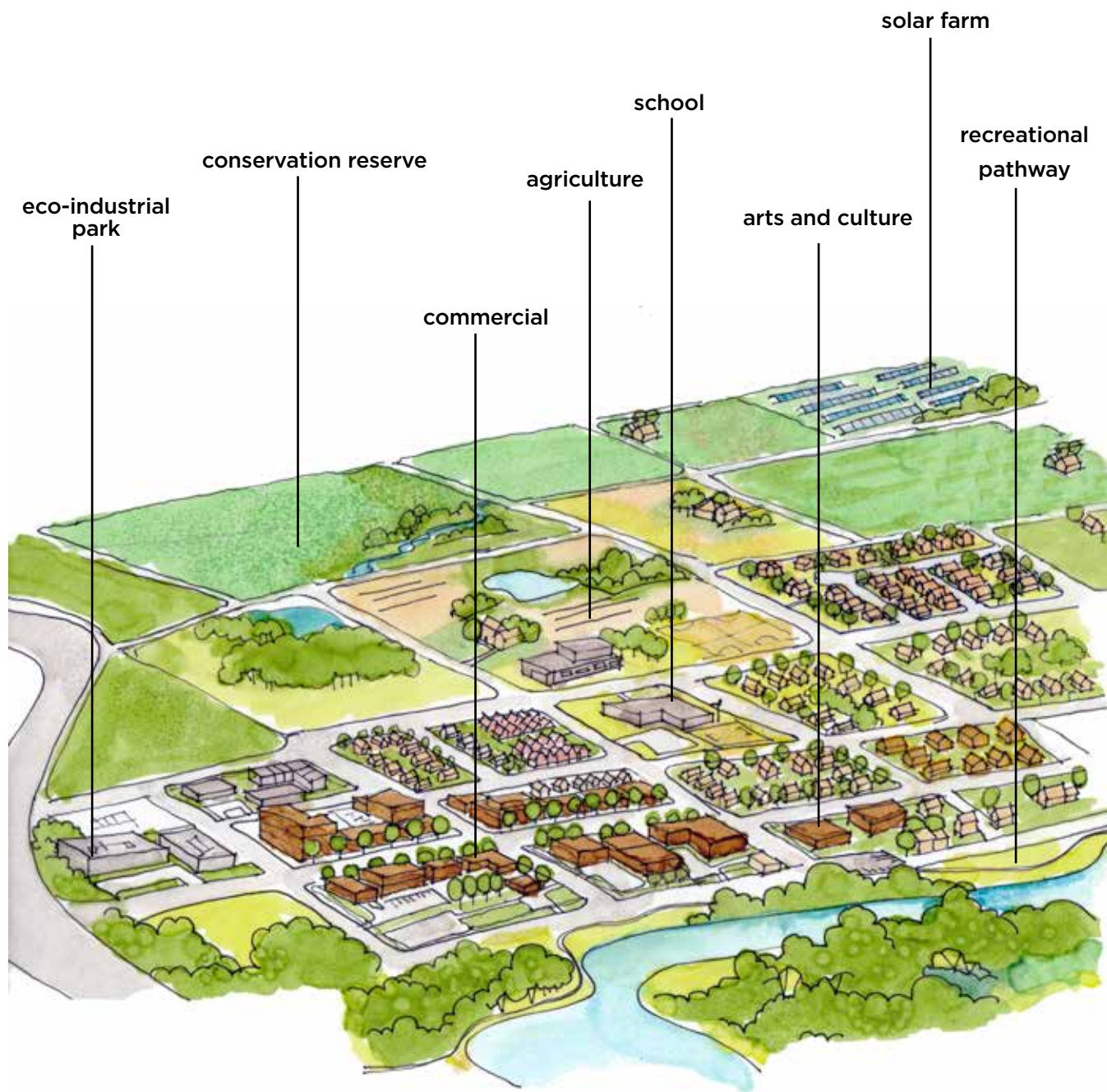
1. Managing Growth

1.1 Manage growth to create a complete, compact and sustainable community



1.1.1 Manage growth to protect natural assets and support sustainable development

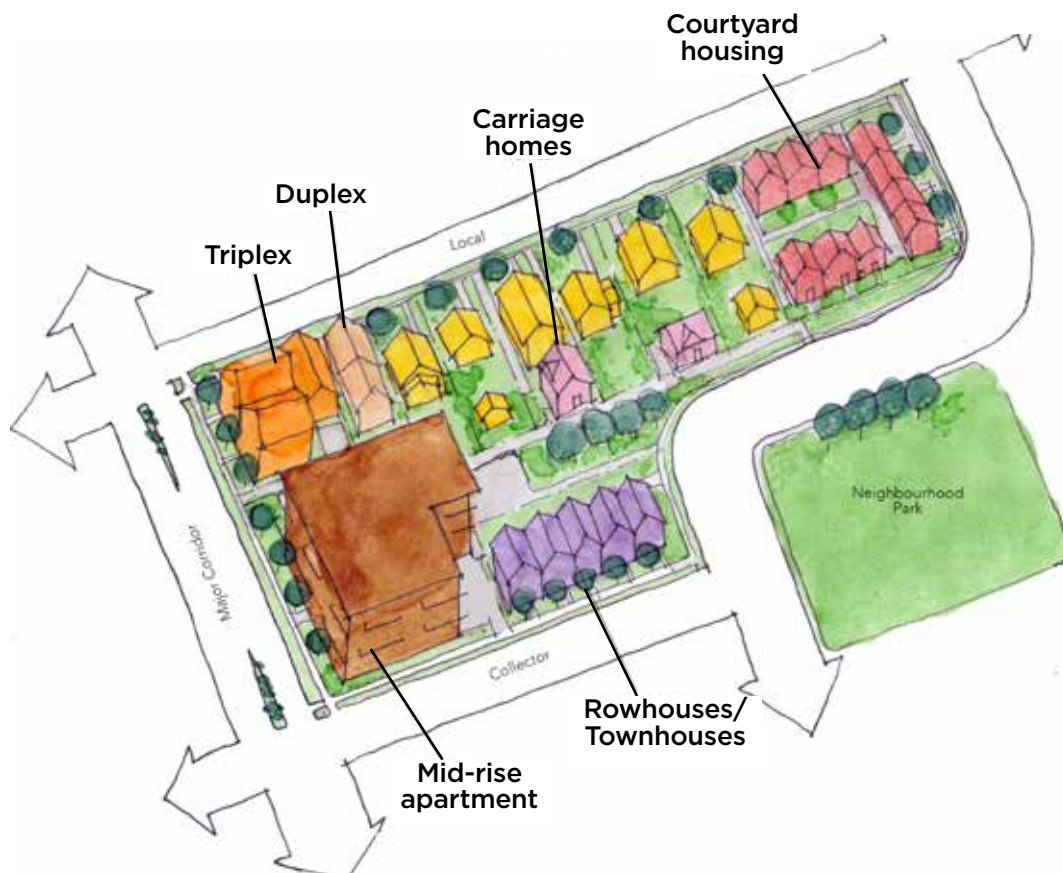
- a) When considering new areas for growth, use the tools and authority available to the Town to identify and conserve environmentally sensitive and valuable areas including the Sheep River valley, wetlands, riparian areas and buffers, wildlife corridors, ridges and escarpments, and large patches of natural vegetation.
- b) Focus growth to create a network of medium density, mixed-use urban nodes connected by active transportation routes, pathways, and support future transit.
- c) Proposals for new growth areas must demonstrate that they support the goals and principles of this MDP and must not unduly impact natural ecosystems or create conventional patterns of car-dependent development.
- d) Guide future growth according to the preferred growth scenario as shown in the Future Land Use Concept Map (D-9).



- e) Land shown as Defensive Areas on Map D-9 requires further study prior to development. These areas may require mitigation in order for development to occur and in some cases may not be developable.

1.1.2 Meet minimum density thresholds

- a) New residential and mixed-use neighbourhoods will be required to achieve a minimum overall (gross) density of 30 units per hectare (12 units per acre) over time. Proponents of new growth areas must demonstrate how the plan will increase from 8 units per acre to 12 units per acre by build out of the ASP in order to create more sustainable and compact neighbourhoods that support active transportation, local retail and public transit. These densities should be achieved by integrating a variety of housing types and densities throughout neighbourhoods including within mixed-use nodes.





1.1.3 Encourage infill and redevelopment

- a) Encourage urban infill and redevelopment to create more complete, walkable communities by:
 - i. Identifying areas suitable for infill development and redevelopment in the downtown core, older neighbourhoods and low density areas where redevelopment at higher densities may be appropriate, feasible and beneficial to achieving the goals of this Plan;
 - ii. Supporting infill and redevelopment applications to increase population and employment density in areas identified as suitable. The goal is to optimize existing infrastructure and services, and contribute to the creation of strong sustainable communities;
 - iii. Considering the use of incentives (such as reduced fees, expedited approvals and offsite levies) in alignment with Council's economic development priorities to encourage infill and redevelopment that can tap into existing infrastructure capacity and further support the goals of this Plan;

- v.** Amending the Land Use Bylaw, either proactively or in response to proposals, to allow additional density in identified infill areas.
- b)** Be flexible on front, side, and rear yard requirements and parking requirements for infill development around mature trees being retained and encourage this type of development where possible.

1.2 Plan for and sequence growth to meet the Town's goals



1.2.1 Maintain a supply of land for balanced growth

- a) Work with landowners to maintain a supply of land to ensure capacity for growth, consumer choice and competitive markets. This should include both infill (redevelopment) and opening up new unserviced lands (greenfield).
- b) Ensure that the Town has a minimum of five years of planned, serviced and subdivided residential land supply that meets a diverse range of housing needs.
- c) Maintain a planned land inventory of a minimum of 25 years of planned (approved ASP in place) land supply that accommodates a diverse mix of land use types.
- d) Prepare or authorize the preparation of new ASPs only when the Town deems additional land is needed to accommodate projected growth. Exceptions may be made for proposed ASPs that are comprised of primarily employment generating land uses and contain a quarter section or more.

1.2.2 Prioritize and sequence growth

- a) Prioritize growth for redeveloping and developing community areas according to criteria that considers the Town's strategic priorities, the logical, efficient and economic provision of services, the ability to accommodate and adapt to change over time, as well as community and landowner interests.
- b) Prioritize growth in areas already serviced.
- c) Ensure the sequence of development of new areas in the town provides long-term financial, social and environmental benefit.
- d) Prioritize and encourage employment-generating land uses and mixed-use development that can contribute to a more equal ratio of jobs to housing when considering proposals for new greenfield development areas.

1.2.3 Provision of infrastructure and services

- a) Ensure growth is supported through the provision of hard infrastructure including, but not limited to wastewater, stormwater, transportation, energy and telecommunications.
- b) Ensure growth is supported through the provision of soft services including schools, fire stations, emergency response, waste collection and recreation facilities.



1.3 Allocate water to support Okotoks' vision



1.3.1 Align development approvals with the Town's water license capacity

- a) Ensure that approvals for development are granted in a fair and equitable manner in accordance with the Town's water allocation policy.
- b) Prioritize water allocation for industrial, commercial, institutional or mixed-use developments.



1.4 Manage growth to improve resilience



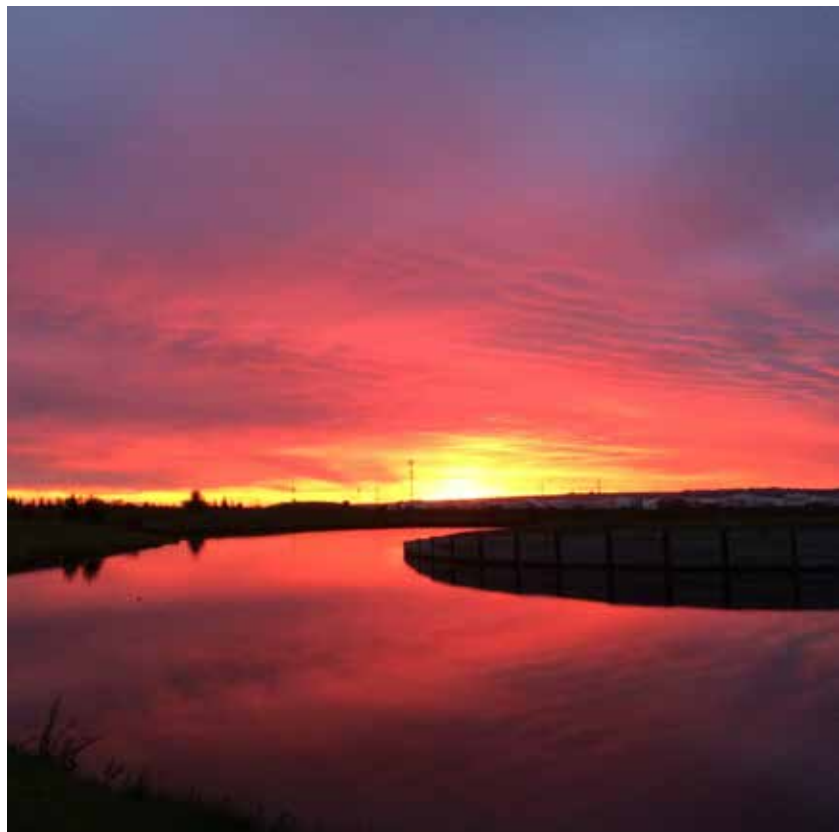
1.4.1 Restrict and manage development in the flood hazard area

- a) Update the MDP to reflect the most current Provincial Flood Hazard Mapping for the whole of the Sheep River Sub-Basin.
- b) Protect and enhance the health of natural assets that buffer the impacts of river flooding and overland urban stormwater flooding.
- c) Mitigate the impact of flooding on community assets and infrastructure.
- d) Limit permanent development of previously undeveloped sites in the entire flood hazard area including the floodway and flood-fringe of the Sheep River as defined by the Province's current Flood Hazard Mapping.
- e) No new subdivisions, for non-public land use, will be permitted in the flood hazard area other than to consolidate two or more parcels or alter the boundaries of existing lots. Single parcel subdivisions may be considered on lands north of the rail right of way, which are protected by a berm.
- f) No alteration of land levels will be permitted within undisturbed parcels of the flood hazard areas of the Sheep River.
- g) Within the 1:200 flood fringe:
 - i. Approved lots/parcels within the flood fringe may be developed according to the pertinent designated Land Use Bylaw district, provided they are flood-proofed according to provincial and municipal requirements.
 - ii. Prohibit subdivision of all previously undeveloped areas unless an applicant is able to demonstrate by analysis that a proposed development is safe or that provincial requirements enables development to take place. Exceptions include uses such as natural parks and pathways and essential utilities and infrastructure (as determined by administration). In no case will subdivision be allowed to occur within the 1:100 flood fringe.
 - iii. Notwithstanding policy 1.4.1 g) i, any residential development, and industrial or commercial uses involving the storage and handling of hazardous products shall not be permitted within the flood fringe.

- h)** Within the 1:200 floodway:
 - i.** Prohibit all new subdivision, development and redevelopment within the 1:200 floodway, unless an applicant is able to demonstrate by analysis that a proposed development is safe or that provincial requirements enable the development to take place. Development will not be allowed to occur within the 1:100 year flood way. Exceptions include uses such as natural parks, pathways that do not materially impede the natural function of the floodway, and essential infrastructure and utilities.
 - ii.** Over time, convert existing development within the 1:200 floodway to naturalized municipal or provincial lands.
- b)** In exceptional circumstances where premature fragmentation is supported by administration, any subdivision or development must be planned in a way that does not inhibit or detrimentally impact the contiguous nature of future planning in that area.
- c)** Development of new country residential subdivisions is prohibited.

1.4.2 Protect agricultural lands

- a)** Prevent premature fragmentation of agricultural lands prior to urban expansion except in exceptional circumstances as determined by administration. Any proposed fragmentation that is deemed to be an exceptional circumstance would need to be in general alignment with the overall vision and principles of the MDP.



1.4.3 Locate utilities underground

- a) Utilities in all new greenfield development areas shall be located underground. Utilities in this context include transmission lines, power cables, cable service lines, phone service lines and fibre optic cable. This includes residential, commercial, industrial, recreational and institutional developments.
- b) Utilities within redevelopment areas shall be located underground at the discretion of the Town and feasibility based on the site context, cost and proposed development form. Utilities in this context include transmission lines, power cables, cable service lines and phone service lines. This includes residential, commercial, industrial, recreational and institutional developments.



1.4.4 Require community access and egress

- a) All new neighbourhoods should provide two or more separate access and egress connections at different locations in the neighbourhood, to adjacent neighbourhoods and major transportation routes. These access and egress connections should incorporate opportunities for pedestrians, people on bikes, those using mobility devices, transit and people driving vehicles to connect to adjacent areas of Okotoks.
- b) Access and egress connections to adjacent communities or transportation corridors should be located within at least 800 metres of all dwelling units in a community to ensure efficient and timely opportunity for relocation of a community population in the event of an emergency.
- c) Community access and egress roadways should be designed to a higher standard than other community roadways with multi-modal transportation options and high-quality lighting for both vehicles and pedestrians.

1.5 Plan growth to deliver infrastructure to meet the Town's goals



1.5.1 Establish fair and strategic financing and funding

- a) Developers consider life-cycle costs for neighbourhood development. Plan for infrastructure that is cost-efficient to build, operate, maintain and renew over the life cycle of the neighbourhood. Use a natural asset approach, and determine whether existing natural assets can be preserved, maintained or enhanced before proposing new assets.
- b) Developments must pay for all on-site servicing capital costs.
- c) Developments must pay their proportional share of off-site servicing capital costs, in accordance with the Off-Site Levy Bylaw.

- d) The Town will conduct a fiscal impact analysis that evaluates the capital and operating costs of new development compared to revenues generated by new development when considering growth related applications.

1.5.2 Clearly define service delivery standards

- a) The Town will clearly define level of service standards in master plans, the resources necessary to achieve these standards, and the overall impact that provision of services has on the Town.

1.5.3 Coordinate budgeting

- a) Ensure the coordination of capital and operating budgets with planning decisions to align budgets across Town administration for informed, transparent decision-making. Plan growth and deliver infrastructure to meet the Town's goals.



1.6 Align infrastructure funding with the Town's principles and priorities



1.6.1 Infrastructure is paid for by development

- a) Infrastructure required in order to open up previously undeveloped lands for development must:
 - i. Be paid for by development.
 - ii. Align with Council's principles and priorities on fiscal responsibility, sustainable land use, and economic development.
- b) Exceptions to the above may be granted for project types that the Town especially wants to attract such as an Innovation Precinct described in the Employment-Lands section of the document.



1.6.2 Use off-site levies to shape growth

- a) As legislation allows, consider varying off-site levies to incentivize infill and redevelopment of existing areas, encourage efficient, compact patterns of development, and incentivize development of employment lands.
- b) Complete and maintain an Asset Management Plan to inform Town and growth investments, operation, maintenance and life-cycle management.

1.7 Use Area Structure Plans to define and shape growth



1.7.1 Require Area Structure Plans (ASPs)

- a) An ASP must be formally adopted by Council prior to subdivision and development of currently unserviced land, except where, in the opinion of administration, the subdivision and/or development aligns with the overall vision and principles of the MDP and will not unduly impact the future planning of subsequent statutory plans.
- b) Area Structure Plans will be prepared for future growth areas as defined on Map D-10. The ASP will be prepared by the Town, or will be a result of a partnership between the Town and the landowner or in some cases the Town may authorize the landowner to proceed independently with the preparation of an ASP. (Note: The requirements for ASPs are included in Appendix E – Implementation).

1.7.2 Require a Neighbourhood Area Structure Plan (NASP) prior to Subdivision

- a) In order to generate a high level of urban design quality and sustainability in new and redeveloping neighbourhoods, a NASP must be developed and formally adopted by Council for any predominantly residential, commercial, industrial or mixed-use area prior to subdivision and development of currently unserviced land. Proponents will be responsible for creating NASPs. (Note: The requirements for NASPs are included in Appendix E – Implementation).

1.8 Requiring Area Redevelopment Plans



1.8.1 Development that proposes a change in land use may require an ARP

- a) Development that proposes a change in land use or includes more than five residential dwelling units or 1000 m² of commercial and/or industrial development within existing urban areas may require an Area Redevelopment Plan (ARP). At Council's discretion, an ARP may not be required if Council determines that the intended redevelopment will not change or adversely affect the character or off-site impacts of the existing area in which that redevelopment is proposed.

1.9 Adapt growth management to reflect changing local conditions



1.9.1 Monitor and analyze growth

- a) Make strategic growth decisions and, where necessary, adapt the growth management approach through the monitoring and analysis of growth trends, costs, benefits and external forces.

1.10 Manage constraints



1.10.1 Okotoks Air Ranch Airport

- a) All development must adhere to the height restrictions, or Obstacle Limitation Surfaces (OLS), in place for the Okotoks Air Ranch Airport. Development proponents may be required to submit obstacle clearance forms to Transport Canada to verify compliance with the OLS in accordance with the Canadian Aviation Regulations, as amended.
- b) New development within proximity to the Okotoks Air Ranch Airport should consider the Transport Canada Land Use in the Vicinity of Aerodromes (TP1247E), as amended, in terms of impact of aircraft noise and incompatible uses with airport operations.

1.10.2 Railway

- a) Development within 75 metres of the railway right-of-way must consider the impact of vibration, noise, and safety from railway operations.
- b) For residential development within 75 metres of the railway right-of-way, a development proponent is required to prepare a:
 - i. Vibration study for proposed land use redesignations and developments within 75 metres of the railway right-of-way;
 - ii. Noise mitigation analysis for development within 30 metres of the railway right-of-way.
- c) Adhere to the guidelines for new development in proximity to railway operations when considering development proposals adjacent to, or in close proximity to, railways.



1.10.3 Highway/arterial roads

- a) Residential development within 30 metres of an arterial road right-of-way should be designed and oriented to minimize the impact of noise. The development proponent is required to prepare a noise mitigation analysis for development within 30 metres of the arterial road.
- b) When sound fencing is required, it should be visually attractive, build upon the character of a community, and strive to avoid creating barriers between adjacent development areas where possible. Connection points through the fence should be located to connect to pedestrian trails, sidewalks and to provide access to neighbourhoods.

1.10.4 Sour gas facilities

- a) Development compatibility adjacent to sour gas facilities shall be through the application of Provincial legislation, regulations and guidelines. The Town of Okotoks will ensure appropriate development setbacks from these facilities through the subdivision approval process and note any planning considerations in the ASP and NASP.



1.10.5 Non-operating landfill

- a)** All development proposals within 300 metres of the non-operating landfill within the Town of Okotoks (Map D-5) shall be required to meet all provincial legislation, regulations and guidelines.
- b)** Continuous monitoring and consideration of the impacts of the non-operating landfill shall be completed to ensure the safety of those in proximity to the non-operating landfill.

1.10.6 Previously contaminated lands

- a)** All lands that were previously contaminated by industrial activity and have now been repurposed for alternative uses must consider any development restrictions that are a result of historic uses.
- b)** Development within these lands should consider any restrictions that previous industrial activity created for the parcels of lands impacted by historical uses.

1.10.7 Wastewater treatment plant

- a)** All development proposed within 300 metres of the Town's Wastewater Treatment Plant are required to meet all provincial legislation, regulations and guidelines.

1.10.8 High pressure gas pipeline

- a)** All habitable buildings or structures shall be setback a minimum distance of 15 metres from the center line of a high pressure pipeline operating in excess of 690 KPA, that runs through the municipal boundaries.
- b)** Any development proposals adjacent or in proximity of a high pressure gas pipeline shall adhere to Provincial legislation, regulations and guidelines.

1.10.9 Escarpments

- a)** Development proposed within 30 metres of the top or toe of slope of escarpments will be required to align with all of the policies of the MDP. See 7.2.5 for policy regarding development in proximity to slopes.

1.10.10 Implement development standards in the flood hazard area

- a) Continue implementing flood-proofing standards in the Land Use Bylaw for developments in the 1:200-year flood hazard area. This could include requirements such as minimum floor levels for habitable spaces and ensuring new buildings are designed so that key equipment (e.g., furnaces, boilers, electrical panels) are flood-proofed, or else located on a higher level of the building.









2. Neighbourhood Planning + Design

2.1 Create new neighbourhoods that are livable and sustainable



2.1.1 Implement requirements for development proponents

- a) ASPs, ARPs and NASPs must demonstrate alignment with this MDP, including the vision, goals, objectives and policies.
- b) Proponents for ASPs, NASPs and ARPs must demonstrate how they will achieve the following outcomes for Designing Great Neighbourhoods in Okotoks:
 - i. **Neighbourhoods are compact and mixed-use:**

A mix of land uses and a compact urban form are essential to meeting the Town's vision and aspirations. Mix land uses to create a variety of jobs, shopping, education, recreation, leisure, and other amenities within 800 metres walking distance of a variety of homes. Strive for a compact form to support walking, cycling, and public transit use. Vary density across the neighbourhood to create distinct neighbourhood hubs and unique places.

ii. Neighbourhoods are inclusive:

Integrate a wide variety of housing across the housing spectrum throughout the neighbourhood to meet the diversity of needs within the community (Part C, Section 5 - Housing). Design neighbourhoods and public spaces to be accessible, safe and welcoming for a diversity of users, ages, abilities, and cultural backgrounds. Plan for a mix of community amenities and local services within walking distance of all residences.

iii. Neighbourhood amenities and facilities support the social, cultural, and recreational needs of residents:

Integrate flexible, visible, accessible, and functional parks, naturalized areas, community gathering places and focal points, cultural facilities, and recreation and leisure facilities throughout the neighbourhood. Look for opportunities to integrate natural ecosystems with park and recreational spaces in existing parks and naturalized areas.

iv. Neighbourhoods are connected:

Prioritize walking, rolling, cycling, and public transit, making these modes safe and more convenient than vehicle use, while providing for vehicle movement. Ensure the neighbourhood contributes to, and is part of, a larger integrated mobility network. Connect streets and pathways with those in adjacent neighbourhoods and enhance linkages to destinations within and outside the neighbourhood.

v. Neighbourhoods embrace all

seasons: Design neighbourhoods for year-round use, enjoyment, comfort, safety, fun, and interest. Incorporate amenities that can be utilized in both the summer and winter months (i.e., passive and active recreational and community uses that can be utilized across different seasons, such as toboggan hills, skating rinks, community fire pits, splash parks, community gardens, sports fields, etc.).



vi. Neighbourhood Health Equity:

Draw from recent research and best practices that recognize that differences in health outcomes may be influenced by variations in neighbourhood density, availability of public spaces and facilities, and the integration of different functions within the same neighbourhood (i.e., complete communities).

vii. Neighbourhoods are innovative, flexible and adaptable:

Neighbourhoods are evolutionary and change over time. Plan for neighbourhoods that are adaptable to shifts in public priorities and needs and flexible to redevelopment in the future.

2.1.2 Employ equity in Neighbourhood Design

- a)** Neighbourhoods are designed to meet the needs of residents: engage with residents to listen to what they feel they need when developing and designing new neighbourhoods.
- b)** Neighbourhoods are designed so that natural assets are enjoyed by many: Escarpments, waterfronts and other natural and naturalized amenities will not be reserved for detached housing. These areas should either be open to the public or utilized for multi-residential housing or neighbourhood hubs.

- c) Neighbourhoods are designed for health and safety: Design neighbourhoods and public spaces to foster health and well-being, to be socially connected, and to promote safety and security.
- d) Neighbourhoods are unique and inviting: Design the neighbourhood to be at a human scale, reflect the local landscape, and incorporate elements of heritage, public art, and local culture that create beauty, a unique identity, and a context sensitive neighbourhood.



2.1.3 Employ Universal Design principles in neighbourhood design

- a) To ensure an environment that can be understood, accessed, and used to the greatest extent possible by all people regardless of their age, identity or ability, employ the following principles in neighbourhood design:
 - i. **Principle 1: Equitable Use.** The design is useful and marketable to people with diverse abilities.
 - ii. **Principle 2: Flexibility in Use.** The design accommodates a wide range of individual preferences and abilities.
 - iii. **Principle 3: Simple and Intuitive Use.** Use of the design is easy to understand, regardless of the user's experience, knowledge, language skills, or current concentration level.
 - iv. **Principle 4: Perceptible Information.** The design communicates necessary information effectively to the user, regardless of ambient conditions or the user's sensory abilities.
 - v. **Principle 5: Tolerance for Error.** The design minimizes hazards and the adverse consequences of accidental or unintended actions.

- vi. **Principle 6: Low Physical Effort.** The design can be used efficiently and comfortably and with a minimum of fatigue.

- vii. **Principle 7: Size and Space for Approach and Use.** Appropriate size and space is provided for approach, reach, manipulation, and use regardless of user's body size, posture, or mobility.

- b) Seek out opportunity for environmental public health professionals to work with the Town to promote health equity through neighbourhood and community design by: examining recent evidence of how built environments can affect health equity; and, identifying opportunities for public health professionals to apply an equity lens when working with the Town to promote healthy public policy and planning processes.

2.1.4 Employ a Sustainable Development Scorecard

- a) The Town will create and implement a "Sustainable Development Scorecard" within one year of adoption of the MDP to assist developers, Council and administration in making decisions on proposed neighbourhood plans and development projects.

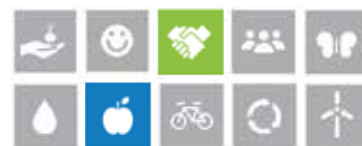
- b) The “Sustainable Development Scorecard” should be completed by administration upon submission of an NASP from a developer to confirm the level of alignment that the proposed plan has with the MDP.
- c) Council decision-making and recommended amendments or changes on a statutory plan will consider a completed “Sustainable Development Scorecard.”

2.1.5 Consider adjacent natural and agricultural uses

- a) Where proposed new development will abut existing agricultural or natural lands, development proponents must provide a plan to avoid or mitigate impact or potential impacts to agricultural operations or ecosystem services that is acceptable to the Town and the adjacent municipality (if applicable). Development proponents must inform future residents of expected impacts from existing agricultural lands, including noise, dust, and smell impacts. Adjacent agricultural landowners will be consulted as part of the approvals process.



2.2 Include food and agriculture in the Town's design and management of parks



- a) Develop and implement food and urban agriculture design guidelines and management strategies for the public realm.
- b) Consider including edible plants in Town-managed landscapes.
- c) Allow shared and allotment gardens in appropriate parks.
- d) Consider walkable access to healthy food sources as a requirement for Area Structure Plans and MDP amendments.



2.3 Create vibrant, attractive neighbourhoods with a unique sense of place



2.3.1 Define unique neighbourhoods

- a) Establish boundaries for new neighbourhoods that create distinct places large enough to have a unique identity and support a neighbourhood hub. Considerations will include:
 - i. Public participation processes to gather input and identify opportunities to create unique neighbourhoods;
 - ii. Physical features, including natural features, road network, public art and neighbourhood hubs and services; and
 - iii. Walking distance across the neighbourhood and to neighbourhood hubs.

2.3.2 Foster unique neighbourhood characteristics

- a) Identify unique characteristics for each neighbourhood and require developers to demonstrate how their proposals build upon those characteristics in the public realm, buildings, and overall neighbourhood design.

- b) Neighbourhoods must incorporate the history of the particular parcel and its historical inhabitants when significant and appropriate. This could include naming, design, and other placemaking elements.

2.3.3 Identify and protect views and heritage

- a) Work with developers, stakeholders, area residents and internal departments to identify and protect public views, for example:
 - i. Important views of natural features from specific points in the public realm. Mountain vistas should be considered, protected and incorporated into public spaces and street view lines in new neighbourhood design.
 - ii. Distinct sightlines to key local built features (i.e., civic, architectural or historically significant buildings).
 - iii. Elements and sites of significant historical or cultural heritage.
- b) Views from private properties, both residential and commercial, are not protected.

2.3.4 Identify and celebrate gateways

- a) Identify and celebrate entranceways and gateways at major entry points to the Town and neighbourhoods through the use of distinctive urban design features, lighting, enhanced vegetation, landscaping and public art.
- b) Entrance streets to new communities should be framed by elements in the viewscape policies noted in Section 2.3.3.

2.3.5 Create a variety of public spaces

- a) Create a variety of public spaces within each neighbourhood and across the town.
- b) Design public spaces, including streets and plazas, to be human scaled, have a sense of place, be flexible and ready for community use, and be welcoming, programmed and low maintenance during winter months.
- c) Program public spaces for a diversity of users, ages, abilities, and cultures.
- d) Use public art to enhance placemaking in public space.
- e) Develop a Public Art Policy and associated programs that enable the creation of public art for display in the community.

2.3.6 Use civic buildings and spaces to enhance placemaking

- a) Design and construct new civic buildings and spaces to feature Okotoks' natural beauty and to meet high standards of environmental stewardship, urban design, architecture, landscape architecture, and public art.
- b) Civic buildings and spaces should be centrally located within neighbourhood hubs to build upon these areas as significant community gathering spaces.

2.4 Create mixed-use neighbourhoods and centres



2.4.1 Create neighbourhood hubs

- a) All new neighbourhoods must include a neighbourhood hub that allows most residents to access many of their daily needs within walking distance. Neighbourhood hubs must include a mix of uses, which may, at the Town's discretion, include residential, commercial, institutional, recreational, and other amenities.
- b) 90% of residences within a new neighbourhood should be no more than 800 metres from a neighbourhood hub, representing a comfortable 10-minute walk.
- c) Neighbourhood hubs must:
 - i. Include a mix of uses;
 - ii. Generate and prioritize pedestrian activity;
 - iii. Include outdoor public amenity space and integrate public spaces and residential developments within and adjacent to these areas;
 - iv. Support future public transit, including potential fixed route transit service;
 - v. Provide clear on-site and off-site pedestrian connections, including strong visual connections; minimize conflicts between vehicles and people walking, cycling, and rolling;



- vi. Provide an attractive interface to adjacent streets;
- vii. Orient buildings towards adjacent collector roads;
- viii. Discourage large surface, on-site parking lots. If deemed necessary by the Town, they should be located at the rear of the site and not adjacent to any arterial or collector roadway;
- ix. Provide on-street parking at the front of buildings and design sites in a way that locates parking lots on the interior of building groupings with significant screening and vegetation that provide visual interest;
- x. Provide design guidelines to the Town with the Neighbourhood Area Structure Plan; and
- xi. Encourage a variety of amenities, services and uses for neighbourhood residents to meet daily needs (e.g., food retail, community serving retail, civic facilities, office space, etc.).

2.4.2 Cluster complementary land uses

- a) Support neighbourhood commercial centres as community focal points by encouraging small-scale mixed-use redevelopment that includes public spaces.
- b) Cluster complementary facilities, including cultural facilities, schools, parks, libraries, and recreation facilities.
- c) Cluster recreation facilities together into major recreation centres that include facilities for different types of recreation and leisure.

2.4.3 Discourage large-format commercial in mixed-use neighbourhoods

- a) Discourage development of large format retail commercial developments in neighbourhood hubs.

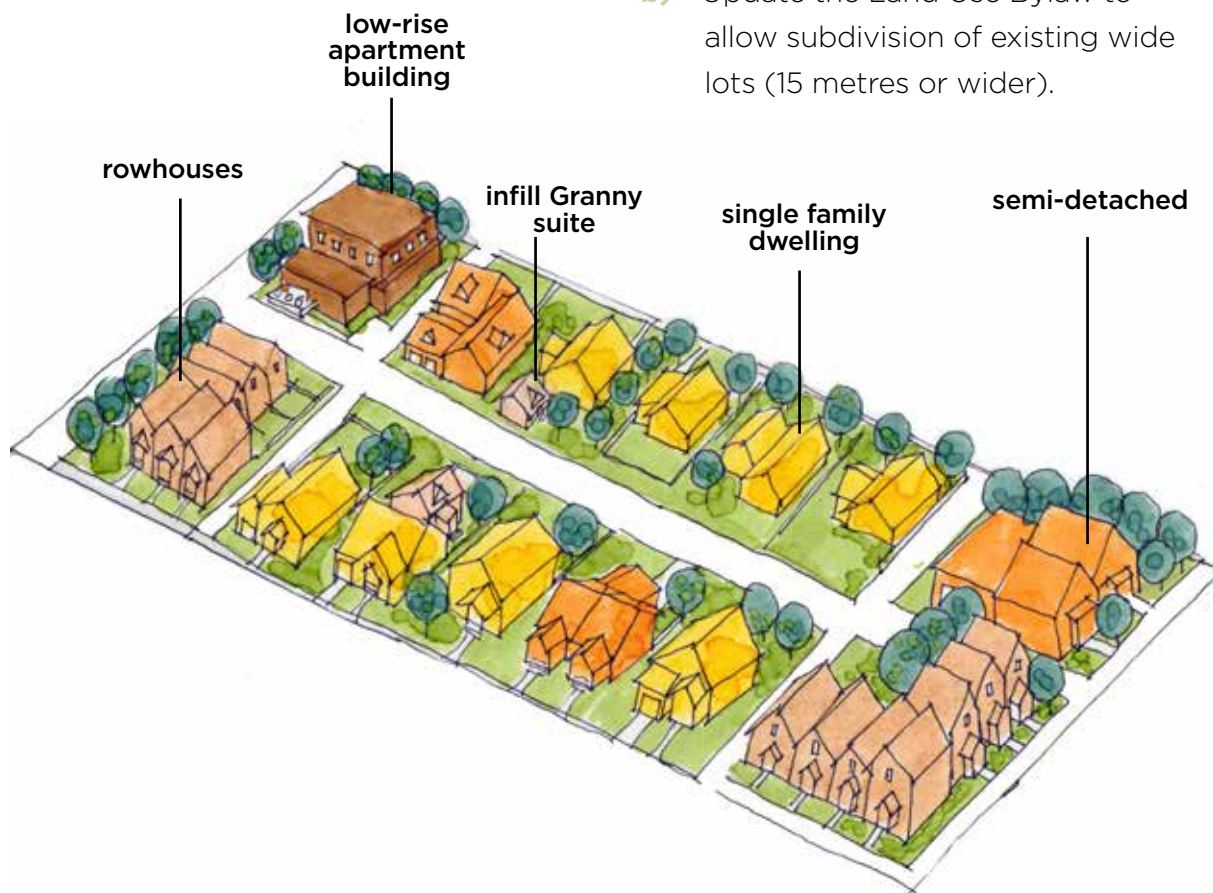


2.5 Encourage appropriate infill in existing neighbourhoods



2.5.1 Ensure appropriate infill

- a) Ensure that infill supports and strengthens neighbourhood livability and adaptability by:
- i. Creating an appropriate transition of height and scale from existing development;
 - ii. Creatively integrating parking while not unduly burdening development with parking requirements;
 - iii. Designing building form and character to fit with the existing context;
 - iv. Applying setbacks and siting in a flexible manner to retain mature trees;
 - v. Providing appropriate landscaping; and
 - vi. Other elements to address the Content of Area Structure and Redevelopment Plans in the Implementation section.
- b) Update the Land Use Bylaw to allow subdivision of existing wide lots (15 metres or wider).



2.5.2 Develop schools as the heart of complete neighbourhoods

- a) Collaborate with school divisions. Engage in collaborative discussions with school authorities when creating ASPs or ARP. Collaborative discussions should begin at the onset of creating ASPs or ARPs and include ongoing discussions throughout the ASP or ARP process. These discussions should include:
 - i. Assessing the land needs for future schools, parks and community facilities;
 - ii. Locating schools, parks, and community facilities; and
 - iii. Planning for safe and accessible routes to schools by walking, cycling, rolling, and taking transit (including school buses).

2.5.3 Co-locate community facilities with school sites and ensure their shared use

- a) Explore partnership and cost-sharing opportunities to co-locate appropriate community facilities with schools or to expand school facilities (e.g., gymnasiums, meeting rooms, libraries, etc.).
- b) Coordinate with school authorities to ensure school sites and appropriate facilities can be used by the community outside of school hours.



2.5.4 Design schools and school sites to integrate with the neighbourhood

- a) Optimize the use of limited Municipal Reserve lands in a manner that balances the programming needs of the school authorities with the needs of the community for access to parks and recreation facilities.
- b) Integrate the design of school sites with public parks and natural areas, enhancing opportunities for outdoor play and connections with nature.
- c) Locate new schools on collector roads and minimize hazards associated with students crossing arterial roads.
- d) New schools should utilize a mix of materials on the exterior elevations that integrate with the surrounding neighbourhoods.
- e) New schools should consider the local character, neighbourhood design and geographic elements in playground design.
- f) New schools should consider integration with community amenities, such as community gardens, to encourage a collaboration of these uses and educational opportunities.

- g) Schools must have a strong street façade presence with parking located to the rear or side of the building. Schools must be primarily oriented towards public roads, pathways, and open spaces.
- h) Schools should be located adjacent to neighbourhood hubs.
- i) Use Universal Design principles when designing school sites, buildings and pick-up and drop-off areas.

2.5.5 Consider acquiring schools that are no longer needed

- a) When a school authority declares a school as “surplus”, the Town should consider acquiring it. The Town should designate the school building footprint as community services reserve and the remaining land as municipal reserve.







3. Integrated Transportation

3.1 Create a safe, equitable, sustainable and multi-modal transportation network



3.1.1 Prioritize sustainable modes of transportation

- a) Prioritize sustainable modes, as per the hierarchy shown in Section 3.1.2, in all transportation decisions, including transportation investment, planning and space allocation, and improvement projects wherever practical.
- b) Developments, which create or impact transportation networks, must design for sustainable modes, as per the following hierarchy:
 - i. Walking and mobility aids
 - ii. Cycling and scooters
 - iii. Transit
 - iv. Goods and services movement
 - v. Multiple occupant vehicles
 - vi. Single occupant vehicles
- c) Support community-based education programs focused on pedestrian and bicycle safety and bicycle tune up and offer these programs free of charge to low-income households.

3.1.2 Rethink and redesign streets to prioritize people

- a) Design neighbourhood and downtown streets as “complete streets” that support a range of transportation modes as well as comfortable, beautiful public spaces.
- b) Prioritize generous, unobstructed sidewalks. For local streets, sidewalks should be on at least one side of the street. All other streets should have sidewalks on both sides of the street over additional vehicle capacity and on-
- c) Make streets accessible and comfortable to use for all people. Apply an equity lens during the design and maintenance of transportation facilities to ensure that safety for the most vulnerable users is given priority. For example, prioritize protected bike lanes over painted bike lanes or shared-lane markings (“sharrows”), and equally prioritize clearing of debris and snow off primary pathways, sidewalks adjoining public land, and bike paths.



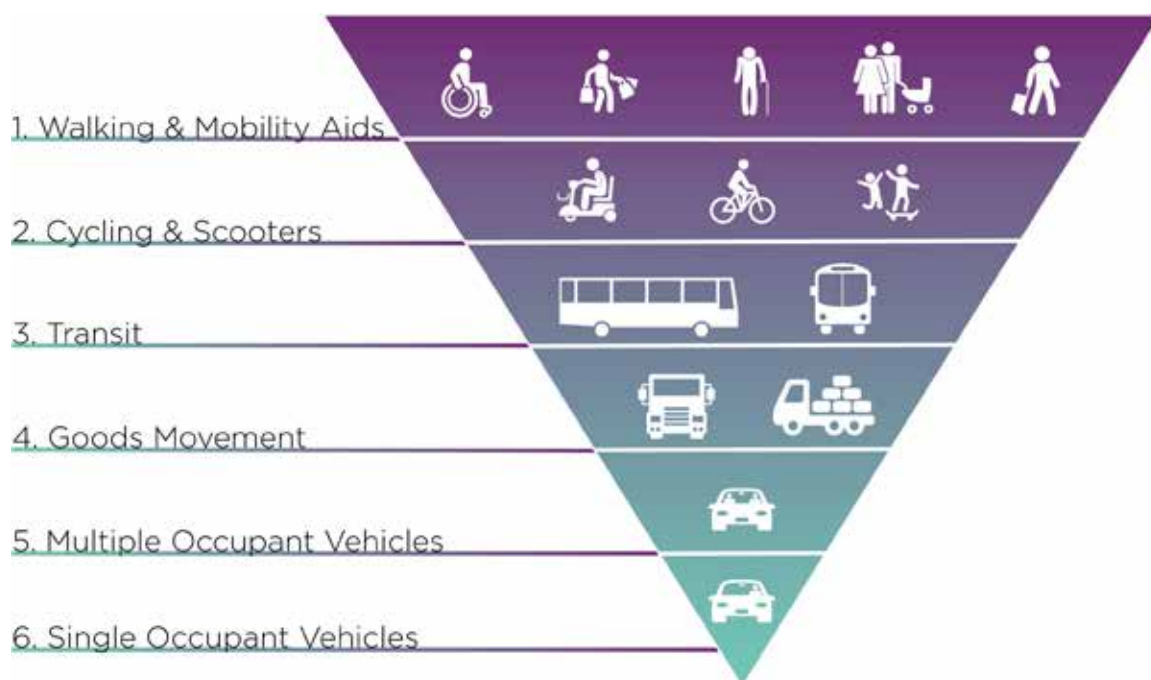


Figure 2: Transportation Hierarchy

- d) Address gaps and accessibility obstacles in the walking and cycling networks. Upgrade and expand the active transportation network to efficiently connect people to destinations. The walking and cycling networks should be continuous, connected, and direct.

3.1.3 Embrace winter in street design

- a) Make streets and public spaces snow and winter-friendly. When designing new sidewalks and cycling infrastructure, keep winter maintenance and snow storage in mind.
- b) Identify pathways for winter active transportation uses (e.g., cross country skiing, fat tire bike riding, snowshoeing, etc.).

3.1.4 Employ Universal Design principles when designing active transportation infrastructure

3.1.5 Ensure integration of transportation modes

- a) Provide opportunities to integrate multiple modes of transportation in a single trip. Pay particular attention to establishing connections to possible future locations of fixed route public transit stops

3.1.6 Establish safe and accessible routes to school

- a) Working with school authorities, designate priority school routes for walking, cycling, rolling and taking transit (including school buses) from residential areas. Each time these routes are designed or an existing one developed, design these routes with a focus on safety and accessibility.



3.2 Improve access to regional and local transit to provide efficient transportation alternatives



3.2.1 Assess the transit needs of the community

- a) Continue to assess the public transit needs of the community and consider future transit options that meet these needs. This may include: a fixed route transit system that aligns with land use and density, expansion of the on-demand transit service, or other leading edge systems for providing public transit.

3.2.2 Design transit-ready neighbourhoods

- a) Require new neighbourhoods to be transit-ready, including:
 - i. Planning for conveniently-located, safe, and comfortable future transit pick-up and drop-off locations.
 - ii. Encouraging transit-supportive densities along anticipated future transit routes.

3.2.3 Collaborate for a regional transit

route

- a) Collaborate with potential partners to provide an effective sub-regional transit system that connects Okotoks with Calgary.
- b) Consider partnering to create a public regional transit service linking underserved neighbouring communities that include times outside of a strictly commuter schedule (i.e., daytime and weekends).

3.2.4 Improve accessibility

- a) Ensure accessibility for all ages and abilities on local and regional transit systems as they are developed.

3.3 Reduce car dependency



3.3.1 Support car and ride-sharing

3.3.2 Reduce parking standards

- a) Review and update parking standards every five years in the Land Use Bylaw as car ownership, vehicle design and vehicle trip rates change.
- b) Parking requirements for individual developments may be adjusted to reflect the limitations of the site, desired design characteristics and to reflect factors such as the provision, safety, and comfort of infrastructure for people walking, cycling, rolling, and taking public transit.
- c) Consider removing parking minimums in mixed-use areas with active transportation infrastructure and access to transit.
- d) Consider reducing parking standards for multi-residential developments, especially those with transit accessibility or that contain smaller units.
- e) Consider dedicating parking spaces for ride-sharing vehicles and allow ride-sharing vehicles to park in certain restricted parking spots.







4. Climate Change, Community Resilience + Environment

4.1 Foster resilience to climate change



4.1.1 Utilize a climate lens for all infrastructure projects

- a) Developers are to undertake an assessment of how all new major infrastructure projects will contribute to or reduce carbon pollution. Consider climate change risks to location, design and planned operation of the project as part of the “Sustainable Development Score Card.”
- b) Update all infrastructure standards, based on projections that account for the impacts of climate change.
- c) Collaborate with providers to evaluate the resilience of utilities and conduct a vulnerability and impact assessment of community energy, water supplies and communication networks. Identify and develop corporate and community resilience and adaptation measures.
- d) Identify and upgrade existing infrastructure that may be affected by climate change impacts including potential impacts on emergency and disaster management and response.

4.1.2 Enhance and protect existing natural assets that have an impact on, and are vulnerable to climate change

- a)** Identify natural and naturalized assets that provide buffering from climatic events, such as carbon sequestration, reduction of heat islands, flood mitigation, etc.
- b)** Identify and protect natural infrastructure that will be impacted by climate change.

4.1.3 Improve food security and resilience

- a)** Incorporate food growing areas, community gardens and related assets into new neighbourhood design.
- b)** Provide education and support for local and regional sustainable food choices and practices

4.1.4 Eliminate barriers and support urban agriculture¹ activities on private and public lands

- a)** Review current policies and bylaws to identify any barriers to growing/raising food within the boundaries of Okotoks.
- b)** Consider allowing small farmgate stands in appropriate zones and locations.

- c)** Consider developing new or amending existing bylaws to limit residential and commercial cosmetic pesticide use.
- d)** Advocate for shared food and urban agriculture assets to be considered as an allowable use within Municipal Reserve (e.g., edible landscapes, community gardens, farmers markets and food celebration plazas, food truck zones).
- e)** Provide information to the public on benefits and opportunities for urban agriculture as well as education on preventing potential conflicts with neighbours.
- f)** Consider providing water and soil to shared learning and production gardens.

4.1.5 Work with the development community to establish agricultural urbanist or agrihood guidelines for integrating food and agriculture into new neighbourhood developments

- a)** Encourage backyard composting of organic waste through education programs and providing at-cost compost bins.
- b)** Encourage increased participation in the curbside organics collection program.

¹ Growing and raising food within Town boundaries

- c) Encourage the recycling of plastics from bags of soil, single-use plant containers, and other garden waste.
- d) Support the reduction of food waste by encouraging b-grade produce markets for product that is 'ugly' and not desired by food retailers.

4.1.6 Establish resilience in the energy distribution system

- a) Work with land developers and the regulated electricity distribution company to ensure the implementation of a robust and resilient electricity supply to new neighbourhoods.
- b) Work with land developers and the regulated electricity distribution company to enhance the resilience and responsiveness of the electrical distribution system to respond to the future impacts of renewable energy generation, electrical vehicle energy demands, battery technology and advances in new energy technologies.

4.1.7 Improve waste reduction strategies

- a) Provide continuous education to reduce waste production and improve waste diversion rates.

- b) Enhance the scale and efficiency of regional waste collection, processing and product delivery. Work with regional partners to encourage responsible waste reduction practices in business and manufacturing. Further waste diversion practices and services in the residential sector.
- c) Advance waste diversion practices in the industrial, commercial and institutional (ICI) sector.
- d) Dramatically improve the diversion of construction and demolition waste from the landfill.
- e) Implement a community-wide public space and event waste diversion program.



4.2 Enhance innovative water management measures



4.2.1 Strengthen water conservation standards

- a) Increase water conservation strategies, requirements and incentives.
- b) Continue to strengthen water conservation standards and embed these into design guidelines, zoning, and bylaws for new developments.
- c) Require low-water landscaping.
- d) Continue to apply drought-tolerant landscaping standards in all new community public spaces.
- e) Work with developers to require drought-tolerant landscaping standards in all new commercial, industrial, multi-residential, institutional developments.
- f) Continue to design for non-irrigated landscapes and convert irrigated spaces to non-irrigated over time. Move to water re-use, non-potable water and stormwater use for irrigation of Town-owned public spaces.
- g) Develop an aggressive peak water demand reduction program.

4.2.2 Encourage a 'one water' management approach

- a) Develop guidelines for integrated water management plans.
- b) Require developments at the Area Structure Plan stage to prepare and implement an Integrated Water Management Plan that examines all aspects of water use including aquatic habitat resources, water conservation, water re-use, water quality management and stormwater management.

4.2.3 Demonstrate leadership in stormwater management

- a) Collaborate regionally on source water enhancement, watershed protection and water conservation.
- b) Encourage and promote the creation of regional storm pond solutions to improve land use efficiency.
- c) Continue to require new development projects to apply best management practices in stormwater management.
- d) Look for opportunities to work with developers, other levels of government and educational institutions to develop and test innovative stormwater management practices.



- e) Look for opportunities to apply green infrastructure (approaches that utilize or mimic natural systems such as constructed wetlands, bioswales and rain gardens, etc.).
- f) Require new development to meet or exceed requirements in current environmental legislation and design specifications and to effectively manage surface runoff during construction.
- g) Consider, and work with landowners to manage, the impact of land uses that are known to cause groundwater and surface water contamination in order to protect the town and region's drinking water source.
- h) Implement an advanced water reuse strategy
- i) Increase information and education on water use and opportunities for conservation

4.2.4 Explore innovative approaches to water management and re-use

- a) Work with other partners, including regional partners, the provincial government, and post-secondary institutions, to develop and apply standards for reclaimed water use for new development.

4.2.5 Require best practices for water conservation and usage for institutional, commercial and industrial uses

- a) Require owners and operators of institutional, commercial and industrial facilities to demonstrate how they are incorporating best practices in water conservation and use in their buildings and operations.



4.3 Create resilient buildings

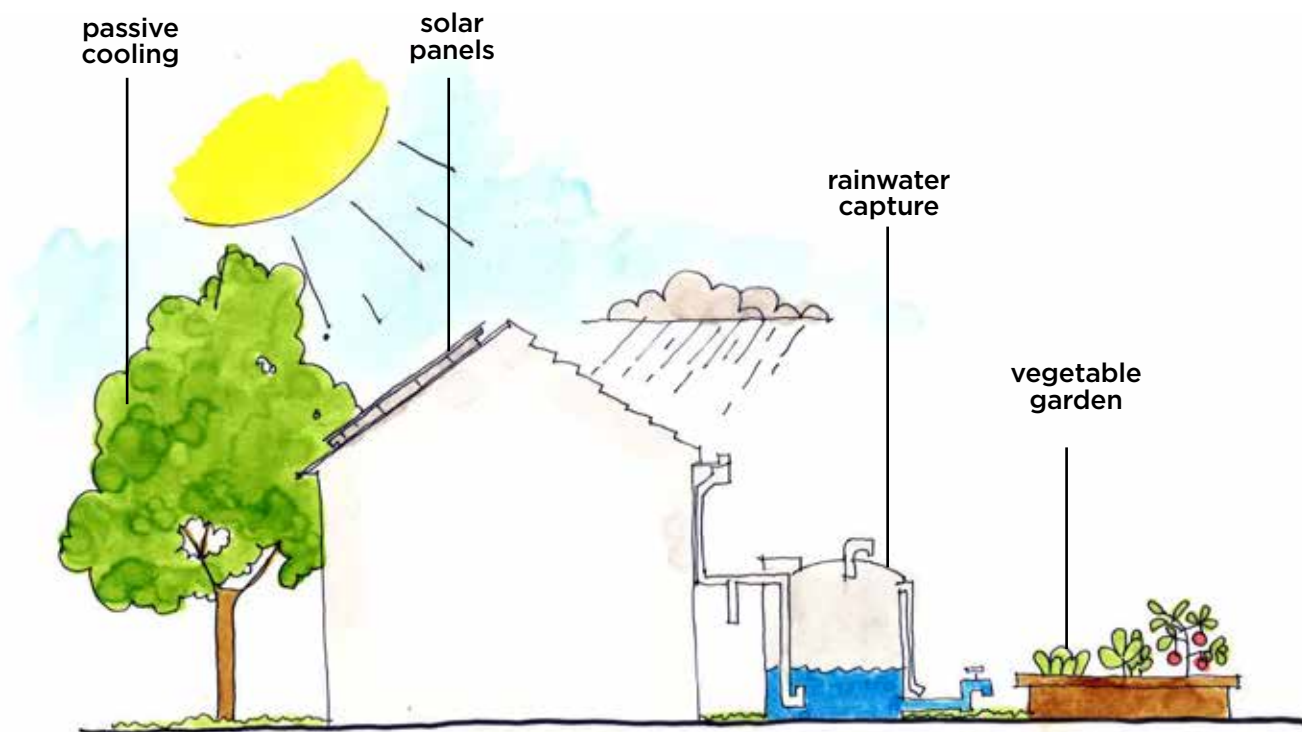


4.3.1 Develop design guidelines for hotter summer weather

- a) Develop design guidelines to prevent buildings overheating with less reliance on mechanical air-conditioning. This could include passive heating and cooling best management practices, such as: enhanced insulation, natural ventilation, wider roof overhangs, vegetation, etc.
- b) Require developers and builders to demonstrate how their buildings are designed to prevent overheating using better insulation, natural ventilation, shading and other approaches.

- c) Assist and incentivize the building industry and homeowners in meeting higher energy performance levels in new and existing buildings.

4.3.2 Encourage passive house construction to reclaim heat from the house for heating



4.4 Make Okotoks a leader in environmentally conscious design



4.4.1 Encourage developers to achieve certified 'green' development standards

- a) Require developers to clearly articulate their approach and make commitments to building and site design using certified 'green' development standards during the Area Structure Plan and Neighbourhood Area Structure Plan processes.
- b) Strongly encourage developers to adopt and commit to meeting the highest levels of current certified 'green' development standards.
- c) Encourage developers to consider natural assets into neighbourhood designs.

4.4.2 Encourage developers to demonstrate significant innovation

- a) Consider financial or other incentives for new private developments and redevelopments that go beyond basic certified 'green' industry standard approaches and demonstrate significant innovation.
- b) Promote certified 'green' industry standards in Okotoks by encouraging developers and real estate marketing companies to complete an energy audit and energy labelling at point of sale.

4.4.3 Demonstrate municipal leadership in sustainable design

- a) Demonstrate municipal leadership in sustainable design by constructing any new regularly occupied municipal buildings to current, third-party green building or passive house certification standards.
- b) Look for opportunities to power and/or heat new and existing municipal buildings and outdoor lighting infrastructure using renewable energy.



4.5 Encourage and support low-carbon measures and technology



4.5.1 Encourage renewable energy generation

- a) Encourage the generation and use of renewable energy in new and existing development by providing incentives, for the development applicant.
- b) Develop and implement a comprehensive Renewable Energy Strategy to encourage, support and implement new forms of renewable energy generation.
- c) Update the Land Use Bylaw to encourage requirements for all new commercial, institutional, multi-residential and detached residential developments to be “solar ready.”
- d) Update the Land Use Bylaw and revise development permit processes to increase the ease of renewable energy installation in existing buildings.

- e) Encourage land developers, builders and individuals to adopt low carbon energy systems for space heating.
- f) Work with partners to identify appropriate alternative space heating fuels and technologies.

4.5.2 Encourage district energy heating in new developments

- a) Encourage developers to install district energy systems in new, greenfield development prior to building construction.
- b) Explore options for deriving energy from waste.





4.5.3 Support the uptake of low-carbon emission vehicles

- a) Install electric vehicle chargers in public places.
- b) Update the Land Use Bylaw to require electric vehicle chargers in new multi-unit residential developments.
- c) Update the Land Use Bylaw to require electric vehicle charger stations in mixed-use and commercial districts.



5. Housing

5.1 Increase the variety of housing options throughout the community



5.1.1 Require housing variety in new neighbourhoods

- a) Developers of new neighbourhoods must demonstrate how their proposal addresses the diversity of housing need in the community with reference to the most recent Housing Needs Assessment completed by the Town.
- b) Developers of new neighbourhoods must provide at least 40% of the total proposed housing as units other than single detached housing stock to meet the need for housing choice and affordability.
- c) Integrate housing diversity and ensure it is dispersed throughout an entire ASP Plan area.

5.1.2 Update regulations to facilitate housing diversity

- a) Review and update the Land Use Bylaw to facilitate housing diversity in new and existing communities. This may include:
 - i. Allowing duplexes, triplexes, and townhouses as permitted or discretionary uses in all residential districts;
 - ii. Developing alternative parking standards reflective of demand;
 - iii. Expanding options for accessory dwelling units;
 - iv. Reducing minimum lot dimensions and setback requirements for ground-oriented housing;
 - v. Allowing subdivision of wide lots with a width of 15 metres or more; and
 - vi. Reducing or changing other requirements in order to address housing needs.

- b) Incentivize the development of legal accessory dwelling units across most residential areas. This may include:
 - i. Working with landowners to resolve issues of non-compliance, while ensuring that Alberta Safety Codes are met;
 - ii. Supporting building code upgrades to existing secondary suites through a grant program; and
 - iii. Reviewing other regulatory requirements and incentives.

5.1.3 Facilitate housing diversity in existing neighbourhoods

- a) Support sensitive infill and increase the proportion of multi-residential housing stock within existing neighbourhoods.



- b)** For projects seeking rezoning for residential development, require residential unit mix to meet needs in the community as per the current Town's Housing Needs Assessment.
- c)** Encourage residential units in combination with compatible nonresidential uses, live-work units, and housing above shops.
- d)** Support the creation of additional secondary suites and accessory dwelling units.
- e)** The Town may deem that an Area Redevelopment Plan (ARP) (Map D-11) is required prior to the approval of new development within an existing neighbourhood. In this case, the Town will lead the creation of the ARP (requirements for ARPs are contained in the Implementation chapter).

5.1.4 Incentivize innovative housing forms

- a)** Encourage and incentivize innovative housing forms, co-housing and co-op housing. Consider pilot projects to test and address design and implications for livability.

5.1.5 Facilitate purpose-built rental housing

- a)** Encourage and incentivize purpose-built rental housing and explore measures to ensure housing is maintained for rental purposes.
- b)** Monitor the amount of purpose-built rental housing (and other trackable rental accommodations such as registered secondary suites) to assess supply and set targets to meet projected demand.
- c)** Support and work with local agencies, developers, senior governments and other partners to facilitate the provision of a range of purpose-built rental housing.
- d)** Focus purpose-built rental projects to locate in areas close to amenities and services.

5.1.6 Create a tenant displacement and relocation policy to provide housing security for those in non-market rental housing

- a) Developers shall be required to adhere to a Town-created tenant displacement and relocation policy and develop a plan for relocating rental tenants when developers are redeveloping non-market housing. The relocation plan needs to be acceptable to the Town.



5.2 Increase non-market affordable housing for low-income households



5.2.1 Prepare for and implement inclusionary zoning

- a) Develop policy and regulation for inclusionary housing once provincial regulations are in force. Policy should consider:
 - i. The number of units in a development before inclusionary housing requirements should be applied;
 - ii. Standards for inclusionary housing (such as being indistinguishable from market housing);
 - iii. Measures to offset or compensate developers providing units (such as increased density or reduced parking allowances);
 - iv. The conditions, collection, and use of cash-in-lieu if developers and the Town determine affordable housing isn't the best option for a project.
 - v. The responsibility for ongoing operations to manage inclusionary housing dwelling units; and
 - vi. Other matters as required.

5.2.2 Create a Housing Reserve Fund

- a) Explore the possibility of creating a Housing Reserve Fund to support the construction and operation of affordable housing projects in collaboration with partners.

5.2.3 Support and encourage the development of non-market affordable housing

- a) Identify municipal land assets and assess the potential of acquiring and using surplus lands for future affordable or special needs housing projects.

5.2.4 Seek out housing partnerships

- a) Continue to seek out partnerships with third-party housing operators to manage, develop, and operate market and non-market affordable housing targeting Okotoks' residents earning less than median income.

5.2.5 Integrate non-market housing across the community

- a) Support and encourage the development of non-market affordable housing across each neighbourhood and the whole community, avoiding an overconcentration in any one area.
- b) Require developers to integrate and design affordable non-market housing within each new neighbourhood so it fits with other housing forms and does not unduly stigmatize affordable housing. Consider a variety of means to achieve affordability such as modest unit sizes and on-site common amenities, interior level of finishing and other design considerations while ensuring that non-market housing is visually indistinguishable from market housing.
- c) Consider opportunities for infill of non-market housing in existing neighbourhoods with consideration of the proximity of other non-market housing developments, services and amenities in the community.



5.2.6 Develop an Affordable Housing Strategy and advocate for funding

- a) Periodically conduct or update a Community Housing Needs Assessment and Affordable Housing Strategy to assess and prioritize housing needs, establish targets across the housing spectrum and develop strategies to deliver such housing.
- b) Lobby senior governments to provide additional funding for affordable and special needs housing and leverage this capital funding to create non-market and special needs housing within the community.



5.3 Provide housing to meet the community's diverse needs



5.3.1 Endorse a 'Housing First' approach

- a) Endorse a Housing First approach to support vulnerable populations with housing and associated services and work with local agencies, developers, senior governments, and other partners to secure potential buildings and sites for emergency and transitional housing.

5.3.2 Partner to support special needs housing and create options for aging-in-place

- a) Work with local agencies, developers, senior governments, and other partners to secure potential buildings and sites for emergency and transitional housing on an as needed basis.
- b) Support and work with housing operators, local agencies, developers, senior governments, and other partners to facilitate the provision of a range of seniors and special needs housing in close proximity to amenities and services. This includes a diverse range of housing options to support 'aging in place,' including a range of independent living, assisted living, residential care, special needs housing with associated supportive services, and accessible units that meet the Government of Alberta Barrier-Free Design Guidelines.

- c) Encourage new multi-unit developments to meet or exceed minimums identified in the Alberta Municipal Affairs Building Code's Adaptable Dwelling Units Standards.

5.3.3 Support special needs housing across the community

- a) Review and update the Land Use Bylaw to include seniors' housing, special needs housing, transitional housing, and group homes as permitted or discretionary uses in all residential and mixed-use land use districts.
- b) Review and update the Land Use Bylaw to allow emergency shelters proximate to relevant amenities and services.
- c) Support the integration and distribution of seniors' housing, special needs housing, emergency shelters, transitional housing, and group homes throughout new and existing neighbourhoods to help people integrate into communities and reduce stigma of supportive housing. Prioritize locations in close proximity to relevant amenities and services.





6. Employment Lands

6.1 Facilitate the development of employment-rich industrial lands



6.1.1 Designate lands for industrially-focused uses

- a) Designate an adequate supply of industrially-focused lands in accordance with the Future Land Use Concept Map (Map D-9).
- b) Work with landowners to maintain an approximate 5-year supply of serviced, industrially-focused lands to create a competitive land market and encourage businesses to relocate to and expand in Okotoks.
- c) Encourage light industrial uses to be integrated with commercial and other compatible uses while separating them from adjacent uses and conditions that could undermine successful business operations.
- d) Heavy industrial uses are not permitted within the Town's boundary.
- e) Explore flexible land use categories in the Land Use Bylaw so as to permit a wide range of light industrial, service, limited retail, and recreational land uses to locate on industrial lands.

- f) Industrial park developments must have unified design controls. Architectural design guidelines shall be established by the developer, in consultation with the Town, and implemented by the developer, to encourage a high standard of building quality and compatibility between buildings in industrial developments.
- g) Development adjacent to residential or other non-industrial land uses shall be to a high standard in terms of building finish, landscaping and access control.

6.1.2 Support innovation and synergies

- a) Investigate the establishment of a Light Industrial Cultural Precinct that would support and promote craft and artisan manufacturing and cultural industries.
- b) Foster the creation of an eco-industrial park that co-locates synergistic industrial businesses and related services and encourages collaboration to manage environmental and resource issues.

6.1.3 Explore the role of Okotoks Air Ranch Airport

- a) Support Okotoks Air Ranch Airport and facilitate modest expansion of the breadth of industries associated with it while considering and mitigating impacts on adjacent residential communities.



6.2 Facilitate the development of vibrant and attractive mixed-use centres



6.2.1 Designate lands for commercially-focused uses

- a) Designate commercially-focused lands in accordance with Okotoks' Future Growth Strategy.
- b) Work with landowners to maintain an approximate 5-year supply of serviced, commercially-focused lands to create a competitive land market and encourage businesses to relocate and expand in Okotoks.

6.2.2 Encourage attractive mixed-use centres and neighbourhoods

- a) Encourage attractive mixed-use centres that integrate residential, institutional, artisanal-industrial and cultural uses with commercial uses, recreational and natural/naturalized areas. Support and require developers to create complete neighbourhoods that integrate residential uses with small to medium scale commercial uses for daily needs including local employment, education, services and local-serving retail.
- b) Incentivize and facilitate private sector redevelopment and revitalization of existing commercial shopping areas with supportive, high-density residential infill and other complementary uses.



- c) Encourage development of mixed-use commercial areas with a high-quality pedestrian realm.

6.2.3 Rethink large-scale commercial centres

- a) Encourage redevelopment, over time, of existing large-scale commercial centres and commercial strips into vibrant, mixed-use, transit-supportive and walkable urban areas.
- b) Prohibit development of drive-thru commercial in neighbourhood hubs and neighbourhood commercial developments.
- c) Incorporate place-making and active transportation considerations including, landscape requirements and a focus on the pedestrian realm, cycling and transit use in commercial centres.
- d) Minimize the visual impacts of large format commercial through architectural form and massing considerations to break up long facades and facilitate a more human-scale environment.

- e) Require large-format commercial to develop in alignment and style with surrounding developments and ensure place-making aspects are incorporated that tie the development to its geographic location.
- f) Incorporate pedestrian-scale lighting, raised crosswalks, public art, street furniture, parklets, naturalized features, urban trees and gardens and other human-scale aspects into the design of larger-scale commercial centres to ensure a more attractive and user-friendly public realm.

6.3 Encourage the development of flexible, affordable commercial spaces

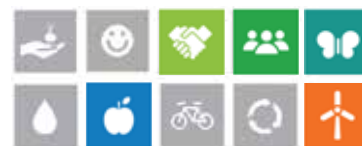


6.3.1 Create diverse, flexible business spaces

- a) During the approval process for new employment hubs and neighbourhoods, developers must create a variety of parcel sizes for business including some smaller parcels that are appropriately scaled for small businesses.
- b) Encourage the development of flexible and affordable commercial spaces to support more opportunities for local businesses and jobs, including niche businesses that can support tourism.
- c) Allow flexibility in height regulations within the Land Use Bylaw to encourage mixed-use buildings. Explore form-based zoning to allow a wider range of businesses and other uses to co-locate
- d) Develop and encourage others to develop business incubators and shared workspaces including Town-developed assets to support smaller businesses, start-ups and creative industries.
- e) Provide greater flexibility for home-based businesses (including live/work districts) to create flexible, low-cost, small-scale business opportunities and allow modest, appropriately-scaled expansion.
- f) Explore opportunities for flexible live/work housing options in or near neighbourhood commercial and light industrial areas.



6.4 Attract institutions and businesses to create a more sustainable economy



6.4.1 Encourage anchor institutions

- a) Encourage and facilitate development of anchor institutions such as postsecondary satellite campuses, research facilities, senior government offices and health care providers to support a more resilient economy.

6.4.2 Facilitate an innovation precinct

- a) Establish an area for, and facilitate development of, an Okotoks Innovation Precinct or Campus that could attract post-secondary satellite campuses, research facilities, high tech offices, outdoor recreation and sports, tourism-focused businesses, and a range of services and housing geared towards employees. The precinct would encourage business and design innovation and explore shared resource use, bi-product synergies and shared programming. It should be planned to the highest standards of environmental excellence and allow for a creative mix of office, light industrial, commercial and complementary residential uses. The Town could play a lead or partnership role in its development.

6.4.3 Incentivize green innovation

- a) Incentivize and support the attraction, retention and expansion of businesses that can showcase green innovation and that can reliably demonstrate a commitment to high levels of performance in terms of water conservation, energy efficiency and renewable energy generation, waste reduction, natural environmental enhancement, and health protection.
- b) Explore incentives to attract environmental businesses (e.g., energy, construction, renovation).
- c) Develop partnerships to improve sustainability of existing businesses.



6.4.4 Encourage food and agriculture enterprise development

- a) Test the feasibility of establishing a community learning and processing kitchen and storage area within existing or new community facilities.
- b) Support the establishment of seasonal farmers markets in public places such as parks and community centres. Consider construction of new, or allow use of existing, multi-purpose open-air structures to provide shelter from the elements.
- c) Consider links to, and networks with, provincial food and agriculture assets.

6.5 Ensure culture is a contributing force in the Okotoks economy



6.5.1 Identify arts economic development opportunities

- a) Identify arts economic development opportunities by working with key stakeholders, such as the Okotoks arts community, arts businesses, investors, developers, and the Chamber of Commerce.
- b) Explore and identify key opportunities for economic growth and develop a strategy for incubating development in an arts economy.
- c) Work with community to establish studio collectives and artist-run centres.





7. Parks, Recreation + Natural Areas

7.1 Conserve, restore and protect local ecosystems and work together with regional partners to identify opportunities to conserve, restore and protect regional ecosystems



7.1.1 Recognize biodiversity as the foundation of human wellbeing

- a) Encourage developers to use native plant species in natural/naturalized areas and parks.
- b) Require developers to increase naturalized areas in new developments.

7.1.2 Strengthen the connection between residents and nature

- a) Recognize that local ecosystems and natural areas provide a unique sense of place and are vital in residents' sense of connection to Okotoks. Require development proponents to conserve, reflect and integrate the local landscape and ecology to create a unique identity and context sensitive neighbourhood.
- b) Look for opportunities to sensitively integrate natural and naturalized ecosystems within public parks and recreational spaces through the neighbourhood design and development process.

7.1.3 Use an ecological network approach

- a) Adopt an ecological network approach and watershed lens to land use planning and design, incorporating natural assets, green infrastructure, agricultural lands, and other open spaces across the town and beyond.

7.1.4 Partner regionally on conservation initiatives

- a) Partner on watershed and regional-scale conservation and biodiversity initiatives that enhance the environment. Partners include other municipalities and organizations within the Sheep River watershed and greater regional Bow River Basin.
- b) Decrease sources of contamination in the Sheep River.

7.1.5 Support dark sky initiatives

- a) Support dark sky initiatives and incorporate dark sky lighting requirements in the Land Use Bylaw to reduce light pollution and preserve nocturnal habitat and behaviours.



7.2 Utilize natural asset management as a conservation tool



7.2.1 Use natural asset management

- a) Recognize and value the contribution of municipal natural and naturalized assets to provide valuable core, measurable, and non-market services to the community.
- b) Evaluate natural and naturalized assets within the same asset management system as engineered infrastructure to recognize the quantifiable value they provide to the community. Integrate natural and naturalized assets into the Town's framework for operating budgets, maintenance, and regular support.
- c) During planning and development processes, determine whether existing natural and naturalized assets can be preserved, maintained or enhanced before proposing new assets and allowing developers to clear land.
- d) Require compensation for the unauthorized clearing or destruction of any natural assets.
- e) Consider the role of nature as valued infrastructure when updating the off-site levies bylaw.
- f) When making capital decisions, compare the lifecycle costs of natural, naturalized and engineered assets to assist Council and administration in making a decision on what type of infrastructure to invest in.





7.2.2 Continue to protect and enhance natural assets and their associated ecosystem services

- a) Continue to protect and enhance natural assets, biodiversity, habitats, and ecosystem connectivity. Be proactive about natural spaces planning, and managing and regulating development to conserve and enhance natural spaces.
- b) Create a comprehensive ecological inventory and biodiversity assessment by identifying and mapping existing natural assets within the town. Include an assessment of the ecosystem services provided by natural assets. This should include:
 - i. Existing parks and green spaces;
 - ii. Lands that provide valuable provisioning, regulating, supporting, and cultural ecosystem services;
 - iii. Habitat that supports species-at-risk and pollinator species;
 - iv. Rare and unique ecosystems;
 - v. Wetlands;
 - vi. Riparian zones; and
 - vii. Critical natural linkages and buffer zones.
 - viii. Identification of potential Environmentally Sensitive Areas based on the criteria in established by the Calgary Metropolitan Region Board and outlined in Section 7.2.6 b).

- c) Develop a comprehensive Ecosystems and Biodiversity Strategy, working to protect, preserve and strengthen both terrestrial and aquatic habitats in existing natural areas and Town naturalized areas. Increase the system connectivity between these areas, and reduce the threat of invasive species.
- d) Work to connect all new and existing green spaces with existing functional natural ecosystems. Ensure that proposed new ASPs, NASPs, subdivision plans and other developments carefully consider natural assets and connections.

7.2.3 Acquire and protect natural assets using the following tools:

- a) Environmental Reserve dedication and easements;
- b) Conservation Reserve dedication;
- c) Municipal Reserve dedication;
- d) Donations and bequests;
- e) Acquisition through purchase or land trades; or
- f) Transfer of development rights.

7.2.4 Identify priority Conservation Reserve areas

- a) Identify priority Conservation Reserve areas based on the inventory of natural and naturalized assets.
- b) During the ASP, NASP or subdivision process, the Town will work with landowners to identify and conserve lands that have conservation value but are not subject to the regulations for Environmental Reserves.
- c) The Town will consider the designation of parcels as Conservation Reserve, in accordance with the Municipal Government Act, and through the subdivision process and may consider establishing a Conservation Reserve Fund.



7.2.5 Utilize Environmental Reserves

- a) Use the full legislative entitlements of the Environmental Reserve designation, in accordance with the Municipal Government Act, during Area Structure Plan and subdivision processes.
- b) Use of lands designated as Environmental Reserve must be restricted to recreational uses, linear parks, natural open space areas, and pathway systems. This includes all required setbacks from these areas.
- c) For slopes, the following setbacks shall apply unless a reduced distance can be justified and accepted through a slope stability analysis that indicates development will not impair the stability of the slope or integrity of the open space system:
 - i. A development setback of 30 metres from the “top of slope” as determined by a qualified geotechnical professional, in consultation with Alberta Environment and Parks and any other agency.
 - ii. A development setback of 15 metres from the “toe of slope” as determined by a qualified geotechnical professional, in consultation with Alberta Environment and Parks and any other agency.
 - iii. A subdivision property line setback of 24 metres from the “toe or top of slope” as designated by Council, in consultation with Alberta Environment and Parks and any other agency.
 - iv. In no case may subdivision property lines or development occur within 15 metres of the “top or toe of slope”.
- d) For waterbodies and/or riparian systems, the following setbacks shall apply unless a reduced distance can be justified through an analysis that indicates development will not impair the health of the waterbody or integrity of the open space system:
 - i. A development setback of 6 metres for 1st order streams.
 - ii. A development setback of 30 metres for 2nd order streams.
 - iii. A development setback of 50 metres for 3rd-4th order streams.
 - iv. A development setback of 30 metres for other permanent streams.
 - v. A development setback of 30 metres for Class III-VI wetlands and isolated wetlands.
 - vi. All setbacks from waterbodies shall increase by 1.5 meters per percentage slope over 5%.

- vii. Removal of vegetation is not permitted within the above setbacks.
- e) All areas where there is demonstrated connectivity between groundwater and surface water (i.e., alluvial aquifer, groundwater recharge areas) are protected as Environmental Reserve. Where the surface cover within the setback is manicured or disturbed habitat, the setback shall be doubled or the riparian lands shall be restored to provide for proper riparian function.
- iv. Areas contributing to other important ecosystem functions or services at regional or local scales.
- b) Cooperate across the region to support responsible development planning and stewardship of the region's environmental resources.
 - i. During the development of ASPs, potential Environmentally Sensitive Areas should be identified through a desktop-based process as part of the Biophysical Overview for the proposed development area.
 - ii. During the development of finer scale statutory or non-statutory plans, or prior to subdivision, potential Environmentally Sensitive Areas should be confirmed and/or refined through a fieldwork-based process.
 - iii. Create and update a spatial map of potential and confirmed Environmentally Sensitive Areas and provide this map, and any updates, to the Calgary Metropolitan Region Board to support the creation of a regional database of Environmentally Sensitive Areas.

7.2.6 Identify Environmentally Sensitive Areas

- a) Adopt the following criteria and use it for identifying and assessing Environmentally Sensitive Areas:
 - i. Areas maintaining the provision of water quality and quantity throughout the Region and providing protection against drought and flooding events.
 - ii. Areas providing habitat for identified local species of interest, designated species of conservation concern (SCC), or identified focal species groups.
 - iii. Areas providing rare, unique, or biologically diverse ecosystems or unique landforms.

7.3 Minimize detrimental environmental impact through planning and design



7.3.1 Require new developments to address natural systems

- a) Require developments to show how they conserve and enhance natural and naturalized assets and ecological connections. This will include how they contribute to the Town's Ecosystems and Biodiversity Strategy (once completed). This shall include:
 - i. identifying natural and naturalized assets and measures to conserve and enhance the assets;
 - ii. integrating natural features into the design;
 - iii. integrating green infrastructure; and
 - iv. low-impact development approaches.
- b) Require a Biophysical Overview from a qualified environmental professional for proposed Area Structure Plans, and a Biophysical Impact Analysis from a qualified environmental professional for proposed Neighbourhood Area Structure Plans. These will assess the ecological features and functions of the land before development, the potential impact of the development, and recommend how to mitigate the impacts and create enhancements.

7.3.2 Create a green spaces network

- a) Identify a green spaces network to connect green spaces throughout town. Add and enhance green spaces to create this network and to contribute to the integrity and biodiversity of local ecosystems.

7.3.3 Integrate water management systems with parks and neighbourhood development

- a) Integrate stormwater management systems with parks and recreation infrastructure development. Any land used for stormwater management systems will be designated as a Public Utility Lot and not considered as part of a Municipal Reserve dedication.



7.4 Maintain a healthy urban forest



7.4.1 Protect and enhance the existing urban forest as our urban forest is our most vital carbon sink

- a) Continue implementing the Urban Forest Management Plan to improve the extent, diversity and health of the urban forest, using adaptive management plans for flexibility.
 - b) Continue to revise and update the existing urban forest database.
 - c) Require a tree valuation to be completed by a certified arborist and require replacement with trees of an equivalent value for any trees removed on Town land or provide compensation equal to the value of the assessed trees. Do not allow Town trees to be removed unless:
 - i. Tree removal is unavoidable for redevelopment, as determined by Town administration; or
 - ii. A certified arborist with Tree Risk Assessment Qualification determines that the tree is diseased, is interfering with infrastructure, or is ranked an extreme risk.
 - d) Require a tree protection plan for any development.
- 
- e) Require a minimum number of trees to be planted at the time of development for residential land use districts that align with canopy cover targets for the long term. Trees should be selected for a combination of aesthetics, biodiversity, drought-resistance, disease resistance and suitability to the landscape.
 - f) Encourage and incentivize the retention of mature trees on private lands where practical. Allow new development to count mature trees towards their landscaping requirements in the Land Use Bylaw.

7.5 Provide rich, accessible recreation and leisure opportunities



7.5.1 Employ the following principles for park and recreation facilities through all phases of development and maintenance:

- a) Be innovative, flexible, and adaptable. Innovative approaches are encouraged; calculated risks are supported to address challenges and show leadership.
- b) Be inclusive. Use an equity-based analysis on all decisions, including design and maintenance decisions. Design for a diversity of users of all ages, abilities, genders, and cultural backgrounds. Locate parks and recreation facilities within walking distance of all residents. Plan for future demographic needs.
- c) Be healthy and safe. Design parks and recreation facilities to foster health and well-being, to be socially connected, and to promote safety, access and security using Universal Design principles.



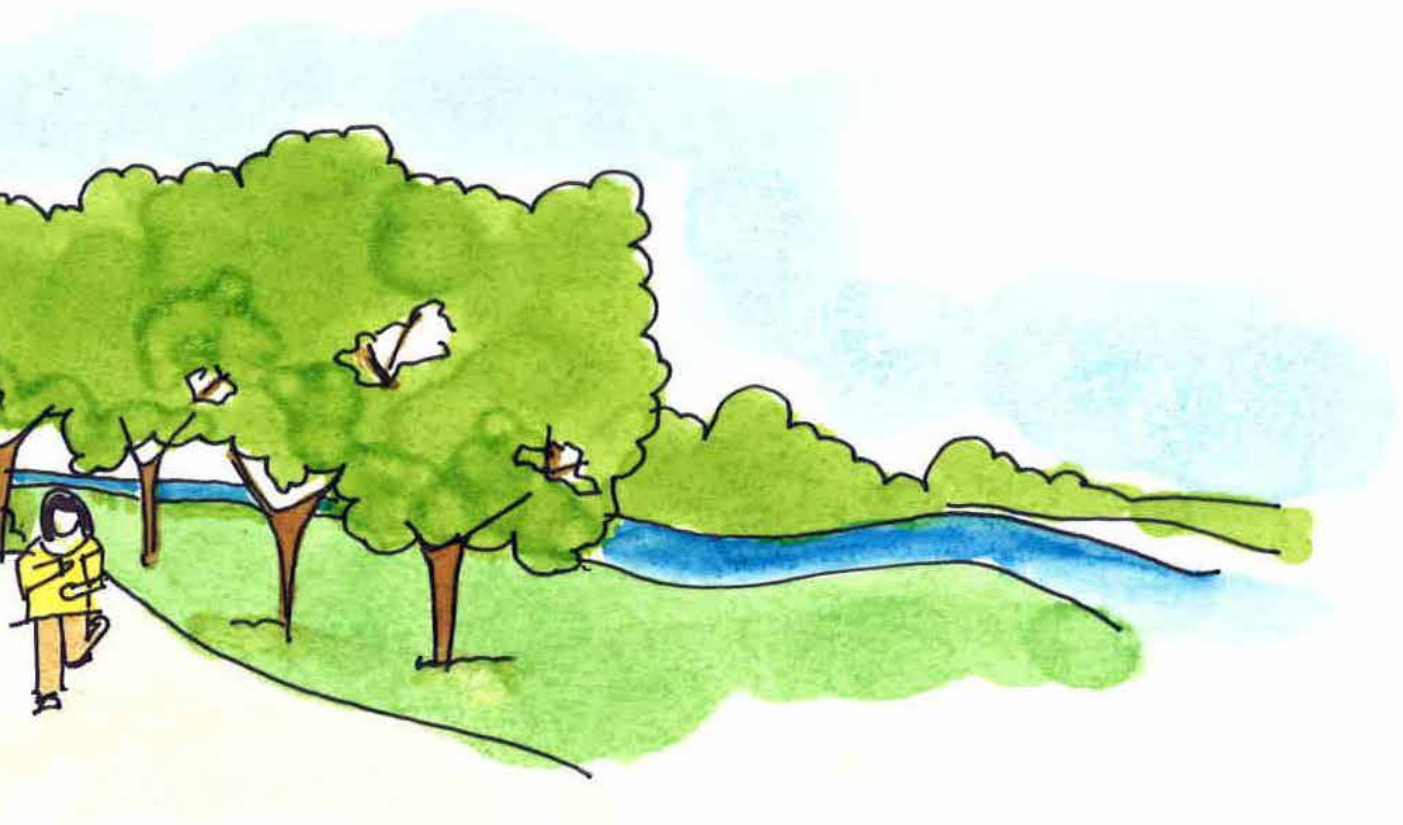
- d) Integrate facilities. Integrate flexible, visible, accessible, and functional facilities throughout the neighbourhood. This includes parks, naturalized areas, community gathering places, cultural facilities, and recreation facilities.
- e) Enhance linkages. Connect pathways with those in adjacent neighbourhoods to commercial hubs and enhance linkages to parks and recreation facilities within and outside the neighbourhood.
- f) Be unique and inviting. Utilize human scale design that reflects the local landscape, and incorporates public art and local culture and heritage to create beauty and a unique identity.
- g) Embrace all seasons. Embrace winter, and design for year round use, enjoyment, comfort, safety, fun, and interest.
- h) Consider lifecycle costs. Plan for ease of maintenance, operation, access, and use.



- i) Plan for a variety of open spaces, with consideration for the Preliminary Outdoor Infrastructure Priorities in the Recreation, Parks and Leisure Master Plan (2017). Include a range of functions and aesthetics in Okotoks' open space system to offer residents more choice and variety when selecting their open space experience.

7.5.2 Enhance access to and equity in recreation participation

- a) The Town should sustain and enhance existing financial support programs and identify opportunities to expand awareness of these, and similar programs, available to residents.



- b) Town recreation, parks, and leisure services should prioritize social inclusiveness to meet the needs of growing, evolving and diversifying community.
- c) The Town should enhance the use of data and consultation findings, as well as social inclusion considerations, in program design, costing, and scheduling.
- d) The Town should continue to support community organizations with a focus on: Organizational capacity building, sustainability planning, event hosting.

7.5.3 Implement a parks and open space classification system

- a) Use the parks and open space classification system and hierarchy, from the Recreation, Parks, and Leisure Master Plan, to organize the Town's asset base of these amenities.

7.5.4 Protect existing parks and natural areas

- a) Adopt a one-for-one replacement policy for parks, recreational facilities and natural area owned by the Town. If any park, recreation facility, or natural area must be removed, the new park, recreation facility, or natural area allocation should consider overall distribution of park and natural area across the town. If the replacement does not occur concurrently, funds are to be allocated to a reserve fund for this purpose.

7.5.5 Inventory current and projected parks, open space, recreation and cultural facilities

- a) Large recreation facilities should include clustering of facilities for several types of recreation (e.g., ice rink, swimming pool, gymnasium, arts facilities, etc.).
- b) Recreation facilities should be located within residential neighbourhoods to foster the ability to walk or cycle to facilities. Ideally, recreation facilities should be adjacent to schools or high-density residential areas to promote high usage of the facilities.

7.5.6 Require parks, open spaces, recreation facilities and cultural facilities in all developments

- a) The Town should continue to utilize a spectrum of delivery approaches in the provision of recreation and leisure opportunities.
- b) The Town should acquire land beyond Municipal Reserve dedication for recreation, parks, and leisure infrastructure purposes.
- c) Require all developments to provide the maximum Municipal Reserve and School Reserve dedication as outlined in the Municipal Government Act or equivalent cash-in-lieu. Cash-in-lieu of land will be considered only when the acquisition of land is deemed to not further Town goals to increase opportunities for park development and expansion.
- d) The following lands may be considered as non-credit reserve or a Public Utility Lot unless they are part of a larger reserve parcel:
 - i. Reserve encumbered by a right-of-way containing utilities;
 - ii. Reserve containing community entrance signage;

- iii. Pathways deemed necessary to provide for a comprehensive walking environment within town; and

- iv. Buffer strips.

- e) Ensure that ASPs and NASPs consider, and are aligned with, the parameters and intent for parks and open spaces outlined in the Recreation, Parks, and Leisure Master Plan.

7.5.7 Plan for a linked pathway system

- a) The pathway system should provide linkages between playgrounds, schools, open space areas, the Sheep River valley, park facilities, employment and retail centres, and residential areas.
- b) Require pathways that connect to the primary pathway network to be classified as primary pathways.
- c) Link natural areas and features with the open space and pathways system.
- d) The Town will work with regional partners to promote the long-range development of pathways that extend beyond town boundaries to link to a regional open space and pathway system.



8. Downtown

8.1 Downtown is distinct and identifiable and reflects the unique culture and history of Okotoks



8.1.1 Complete an Area Redevelopment Plan

- a) Town administration will draft an ARP for the downtown for Council consideration and approval.

8.1.2 Strengthen the gateways to downtown

- a) Strengthen the gateways to downtown through public realm improvements and encourage the private sector to develop landmark buildings at key locations.
- b) Encourage the introduction of public art or other visually stimulating elements for redevelopment applications located at gateway entrances to the downtown.

8.1.3 Develop a downtown civic plaza

- a) Explore potential sites for a civic plaza in the downtown designed to accommodate large and small events, concerts, and public markets, as well as providing intimate social spaces and outdoor cafes to animate the space on a daily basis.

- b) Refer to the Downtown Urban Design Master Plan (DUDMP) for general guidelines regarding the design of a future plaza once a site is secured.

8.1.4 Conserve and showcase Okotoks' heritage in the downtown area

- a) Conserve the unique heritage qualities of Elma Street within the downtown area while allowing for sensitive residential infill as a discretionary use.
- b) Conserve, celebrate and integrate heritage buildings and other historical elements, including natural heritage elements, into downtown development.
- c) Downtown development proposals will be required to demonstrate how they have addressed any onsite heritage components.

8.1.5 Create green streets

- a) Create green streets that signal Okotoks' sustainability focus. Green streets could include infrastructure that incorporates elements such as enhanced stormwater management, biodiversity, renewable energy, water reuse or other sustainable features. Encourage private landowners and developers to contribute to the Town's green street goals.
- b) Enhance the urban forest downtown by adding tree coverage along Riverside Drive, Northridge Drive and the main commercial streets, where practical.



8.2 Create a mix of uses downtown that support business success and a vibrant public realm



8.2.1 Invest in downtown

- a) Prioritize downtown for municipal investments in civic arts and installations, culture and learning facilities.
- b) The Town will work closely with the Okotoks Downtown Business Association to develop plans and programs that support Okotoks Downtown as the heart of the Town.
- c) Encourage new private commercial and office development to consider downtown as a preferred location.
- d) Create common design standards for street furniture in the public realm that includes light poles, benches, garbage receptacles, bike racks, bike shelters, information kiosks and banner poles to ensure a unified, low maintenance and pedestrian-oriented environment.

8.2.2 Animate downtown

- a) Redevelopment in the downtown will be pedestrian-focused and designed using pedestrian-scale site planning and building design with street activating uses on the main level (i.e., retail stores, cafes, restaurants and other uses that attract pedestrians).



- b) Support and incentivize 'pop- up' uses on vacant or underutilized lots and storefronts in the downtown.
- c) Commercial and mixed-use developments in the downtown shall, unless deemed an exceptional circumstance by the Development Authority:
 - i. Have visually transparent facades along the ground level;
 - ii. Reduce front setbacks;
 - iii. Incorporate lighting that builds on the street character and is dark-sky compliant;
 - iv. Be developed to have a building façade with design elements, materials, and variations that align with the Downtown Urban Design Master Plan (DUDMP); and
 - v. Provide street furniture that facilitates a comfortable and vibrant pedestrian realm.
- d) Office uses should be located above or behind ground floor pedestrian-oriented commercial uses.
- e) Residential uses in the downtown should only be considered above or behind ground floor pedestrian-oriented commercial uses with the exception of Elma Street.
- f) Development in the downtown shall be required to provide a high level of design and aesthetics. Development shall include:
 - i. Use of high quality building materials, finishes, detail and design;
 - ii. Installation of enhanced landscaping, where appropriate;
 - iii. Public art, where appropriate;
 - iv. Four-season design;
 - v. Transit and active transportation infrastructure; and
 - vi. A variation of form and massing for developments which include more than one building or a single building with frontage of 10 meters or more.
- g) Consider impacts on views and shadowing from adjacent buildings and streets and the overall compatibility with surrounding buildings and the landscape.
- h)

8.2.3 Encourage residential infill and redevelopment

- a) Amend the Land Use Bylaw to include single-detached to multi-residential housing forms as a discretionary use in the heritage part of Elma Street, east of Northridge Drive and west of Veterans Way to ensure homes and secondary uses in buildings fit the unique character and charm of the area.
- b) In downtown residential areas east of Veterans Way, encourage increased density residential development that can provide diverse forms of housing that put residents in close proximity to daily needs and support downtown businesses.
- c) Encourage redevelopment in the form of mixed-use buildings (with residential, office and institutional uses above ground-level commercial uses) along the downtown's main shopping streets.
- d) Encourage infill and redevelopment to retain mature trees, where practical.

- e) Encourage redevelopment to incorporate rooftop patios and other urban elements as a way of providing future residents and businesses with livable spaces on their property.

8.2.4 Strengthen arts, learning and culture in the downtown area

- a) Strengthen downtown's offering of arts, learning and culture including:
 - i. Create an Arts and Learning Campus downtown.
 - ii. Maintain and expand the library presence downtown.
 - iii. Encourage the attraction, retention and expansion of educational uses (such as colleges or training centres) in the downtown area.
 - iv. Provide and program performance/exhibition space(s) downtown.



8.3 Create a safe and comfortable pedestrian realm downtown



8.3.1 Enhance pedestrian and cycling connections

- b) Complete the pedestrian network to create a fully connected system of sidewalks, pathways and crossings that facilitate easy, safe, and comfortable movement for those walking and rolling.
- c) Prioritize pedestrian and cycling connections to downtown and from downtown's main shopping area to the riverfront.

8.3.2 Create safe, pedestrian streets

- a) Improve safety, comfort, and accessibility for all people walking, cycling, and rolling throughout downtown, regardless of age or mobility. This could include:
 - i. Redesigning some streets to be pedestrian-only or "car-light" zones;
 - ii. Designing some streets to be shared streets that encourage pedestrians and vehicles to mix in a very slow-moving environment; and

- iii. improving the number and safety of pedestrian crosswalks, employing Universal Design principles and installing traffic calming or pedestrian controls, making them more visible and being considerate of longer crossing times needed for those with mobility aids, restricted mobility, people with strollers, etc.

- b) Consider the adoption of policies to support Complete Streets—streets designed to be safe and comfortable for all users, including pedestrians, bicyclists, transit riders, motorists and individuals of all ages and capabilities.

8.3.3 Activate lanes and side streets

- a) Allow businesses the opportunity to activate back lanes and underused streets like Daggett Street with storefronts, spill-out cafes and patios. This would encourage more pedestrians on the side streets, creating activity and providing eyes-on-the-street.

8.3.4 Manage Parking

- a) Carefully manage parking to provide enough parking supply to entice people to shop in the area and support local businesses while avoiding onerous parking standards that dominate the public realm and discourage new development.
- b) Continue to allow on-street parking in most parts of downtown.
- c) Parking on private lands should be provided at the rear, underneath or at the side of buildings. Private parking lots at the front of the building are prohibited in future developments and redevelopments in the downtown.

8.3.5 Prohibit auto-oriented businesses

- a) No new drive-thrus or auto-oriented uses will be permitted in the downtown.

8.3.6 Follow downtown guidelines

- a) Require development applicants to adhere to the DUDMP guidelines when making applications for development in the downtown area in order to create:
 - i. An accessible downtown for all ages and abilities;

- ii. A fine-grained pattern of transparent storefronts;
- iii. Attractive buildings that frame and address the street; and
- iv. Parking that does not dominate the streetscape.





9. Culture, Heritage + Arts

9.1 Consider and Conserve Heritage



9.1.1 Ensure that heritage resources are considered in planning processes

- a) Ensure that heritage resources are preserved and protected.
- b) Ensure that culturally significant landscapes are acquired, preserved and protected.
- c) Heritage must be considered and, where possible, conserved during planning and development in order to enrich the sense of place in our municipality.
- d) A Heritage Resource Impact Assessment must be completed prior to the adoption of an Area Structure Plan where heritage resources are identified.

9.1.2 Adopt the Standards and Guidelines for the Conservation of Historic Places in Canada

- a) Adopt the Standards and Guidelines for the Conservation of Historic Places in Canada as the basis to review interventions to Municipal Historic Resources and heritage resources on the Inventory.

9.1.3 Consider heritage resources in the Land Use Bylaw

- a) Include a Heritage District Overlay within the Land Use Bylaw to expand or revise the current Heritage Mixed Use District.
- b) Cultivate arts, culture, and public art within any heritage overlay district.

9.1.4 Establish a demolition permit process

- a) Establish a demolition permit process to provide a review timeframe for any heritage resources on the Heritage Resource Inventory.

9.1.5 Align administrative service areas regarding the heritage designation

- a) Ensure that Administration coordinates response to development proposals impacting heritage resources.



Okotoks train station, 1909

9.2 Generate and encourage heritage awareness and education



9.2.1 Support the designation of heritage resources

- a) Council recognizes that heritage resources benefits the social, economic and environmental well-being of the community.
- b) Explore education programs to support heritage evaluation, designation and development processes for building owners.
- c) Provide clarity to community regarding the designation process, preservation, rehabilitation and/or restoration of heritage resources.

9.2.2 Encourage awareness of heritage resources in the community

- a) Continue to incorporate and encourage signage identifying heritage sites in Okotoks.
- b) Incorporate signage into natural spaces to expand community knowledge of natural heritage.
- c) Engage with local First Nations about how to respect and reflect their culture and heritage in the community.



Okotoks Post Office, 1921

9.3 Establish and facilitate heritage conservation incentives and funding



9.3.1 Encourage heritage conservation

- a) Consider establishing an incentive program to encourage heritage conservation. This program may include density transfers, tax abatement, or other innovations.

9.3.2 Support heritage conservation

- a) Collaborate to support the identification, protection and management of heritage resources.
- b) Promote heritage incentive opportunities including the value of designation to access incentives, grants and other funding with Alberta Historical Resources Foundation and other organizations.
- c) Create synergies to reinforce the benefits of heritage conservation.

9.4 Grow the capacity and leadership of the community to contribute to culture



9.4.1 Invest in existing cultural facilities

- a) Invest in existing cultural facilities to ensure programs and services are accessible.

9.4.2 Plan for a new cultural facility

- a) Continue to work towards the development of a new Arts and Learning Campus.

9.4.3 Facilitate arts and heritage in Okotoks

- a) Facilitate appropriate arts and heritage programs, services and facilities using an evidence-based approach and focusing on the triple bottom line.

9.4.4 Invest in youth in Okotoks

- a) Invest in youth, developing creative skills and fostering talent to encourage and support an appreciation for arts, culture and heritage.

9.5 Broker opportunities for all Okotokians to come together through culture



9.5.1 Formalize a process for community members to host events

- a) Develop user-friendly guides and resources to enable people to develop and deliver community events.

9.5.2 Collaborate to deliver diverse cultural events

- a) Work with local First Nations and Indigenous people to deliver events that highlight Indigenous culture, heritage and arts in the Okotoks area.
- b) Work with diverse cultural groups to deliver events that highlight their culture, heritage and arts.

9.5.3 Prioritize social inclusion

- a) Prioritize social inclusion in programming and facility development planning.
- b) Plan facility development to remove systemic barriers to participation in cultural activities in Okotoks.

9.5.4 Facilitate cultural activities occurring in natural spaces

- a) Ensure cultural activities – performances, exhibits, gatherings – can occur in natural spaces.
- b) Ensure cultural activities leave no negative impact on natural areas.

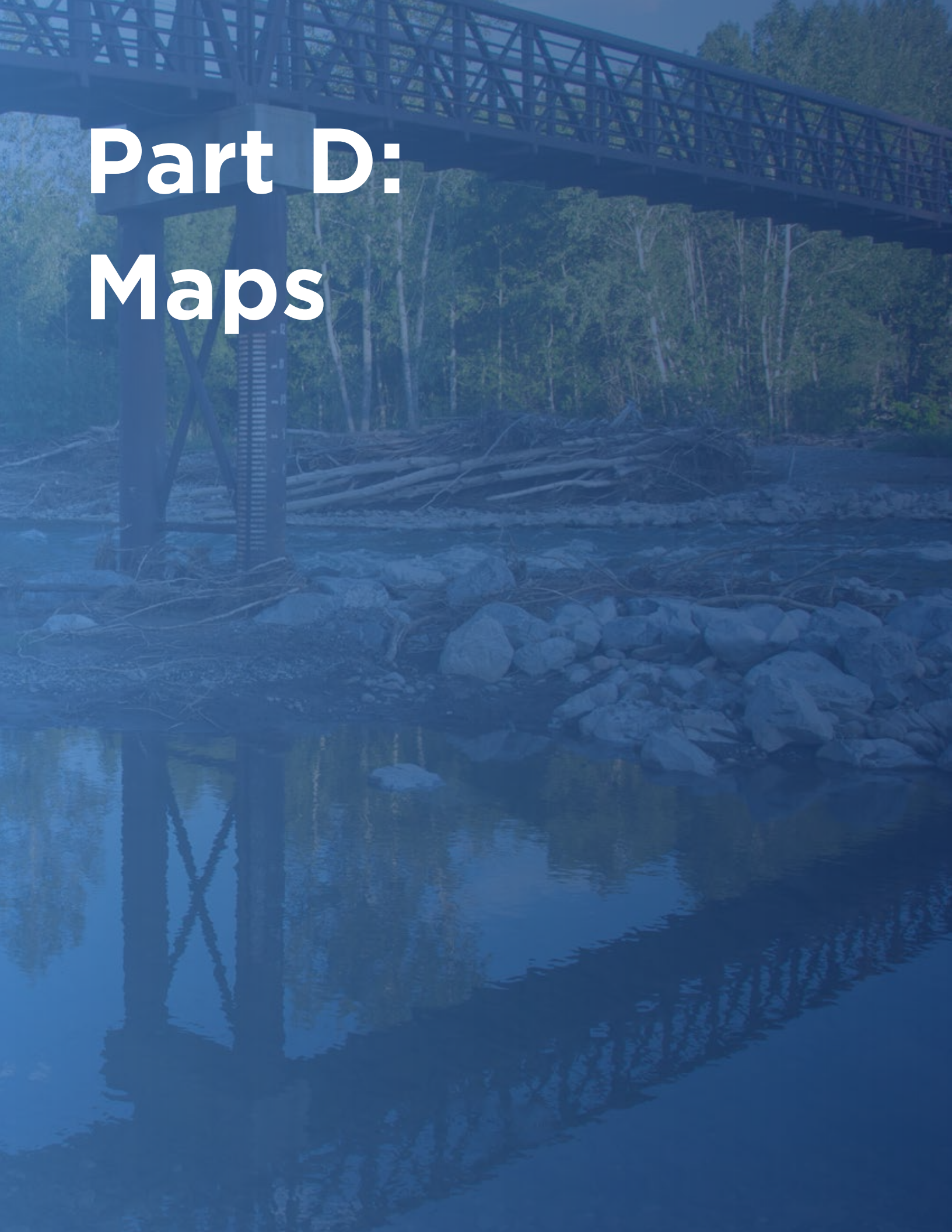
9.6 Champion the value of culture for Okotoks



9.6.1 Develop a public art policy and program

- a) Create a clear and consistent approach to procuring, designing and building public art in the community. Key elements of a policy and program would include:
 - i. Funding mechanisms;
 - ii. Roles and responsibilities;
 - iii. Decision-making approaches;
 - iv. Commissioning and siting; and
 - v. Maintenance.



A blue-tinted photograph of a wooden bridge over a river. The bridge has a truss-like structure and is supported by a large wooden pier. In the foreground, there is a rocky bank with large, light-colored stones. The river flows past the rocks, and its surface reflects the bridge and the surrounding forest. The background is filled with a dense forest of tall, thin trees. The overall scene is serene and natural.

Part D: Maps

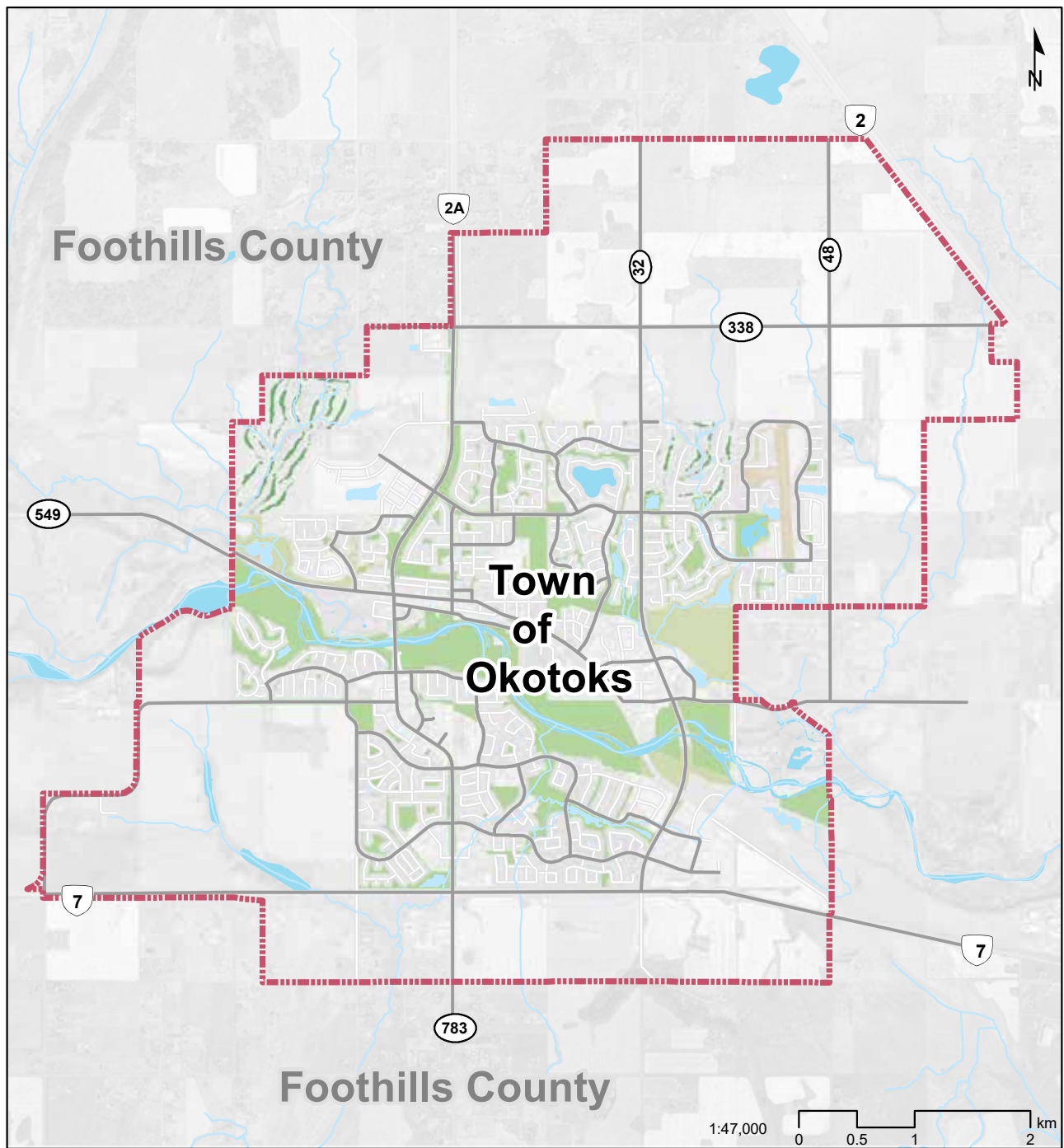


Maps

This section includes the following maps:

- Map D.1: Plan Area Boundary
- Map D.2: Regional Context
- Map D.3: Regional Corridors
- Map D.4: Current Land Use
- Map D.5: Significant Features
- Map D.6: Transportation Network
- Map D.7: Pathway Networks
- Map D.8: Downtown
- Map D.9: Future Land Use Concept Map
- Map D.10: Residential Growth Boundary
- Map D.11: Area Redevelopment Structure Plan Areas

Map D.1: Plan Area Boundary

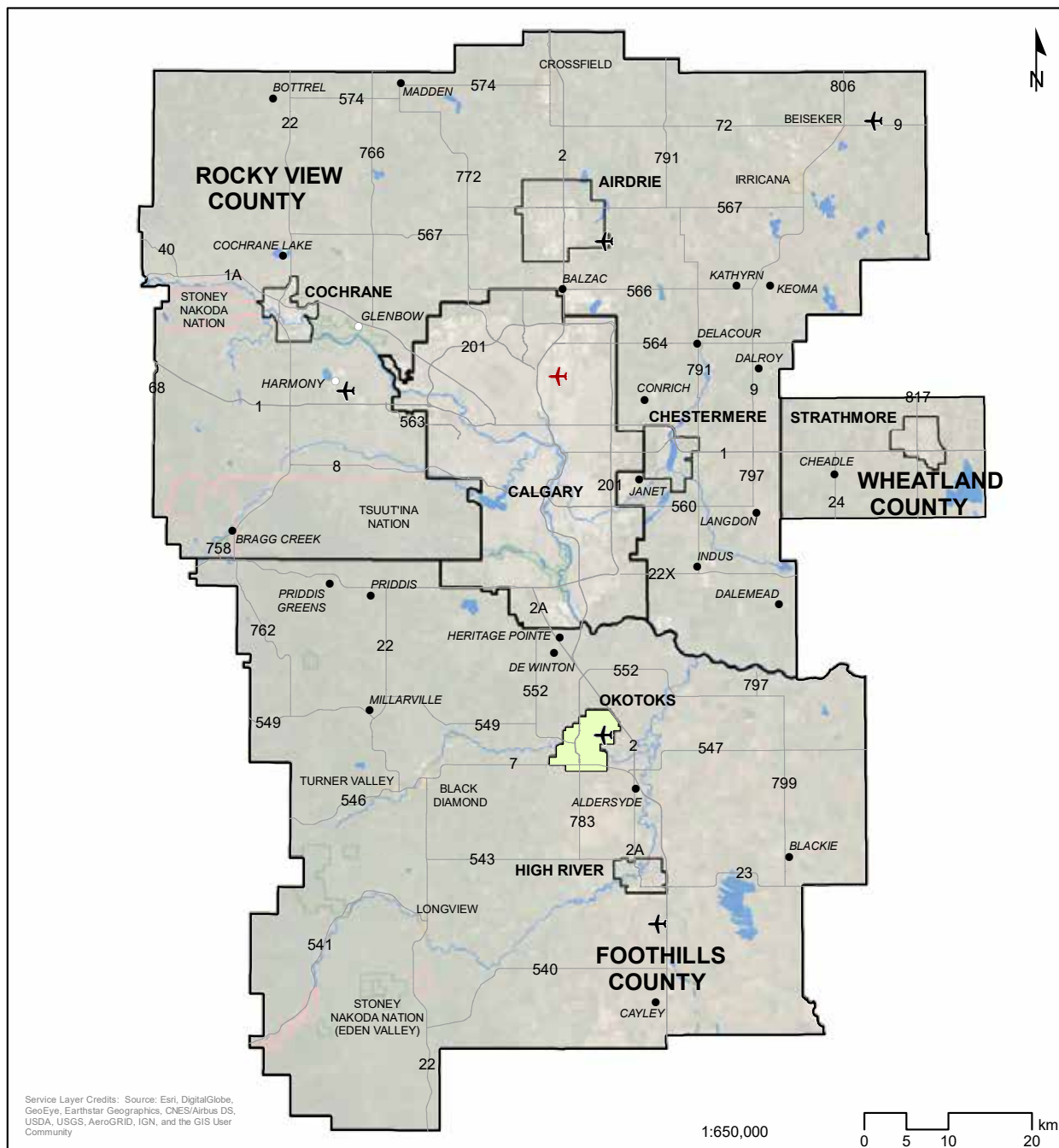


Legend

■■■■■■■■■■ Plan Area Boundary

Current as of September, 2019

Map D.2: Regional Context



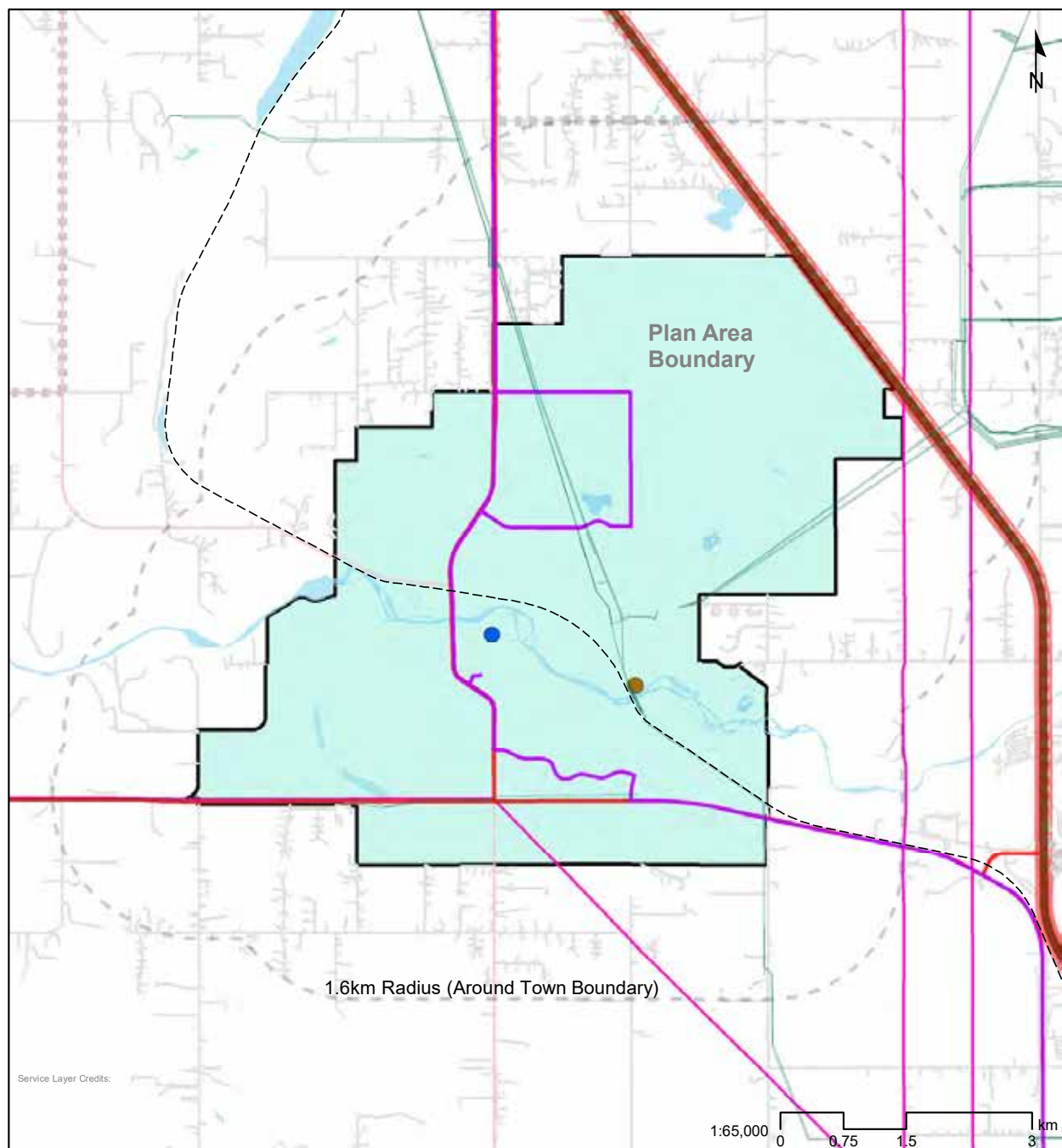
Legend

- | | | |
|-----------------------|----------------------------------|-----------------------------------|
| International Airport | CMRB Member | First Nation Reserve |
| Other Airport | Non-Member | Provincial Park or Protected Area |
| Provincial Highway | Hamlet | Hydrology |
| CMRB Boundary | Unincorporated Urban Community † | |

Current as of September, 2019

Source: Calgary Metropolitan Region Board – Interim Growth Plan

Map D.3: Regional Corridors



**sportation & Inter-
municipal Transit Corridors**

- Level 1 Highway
- Level 2 Highway
- Level 2 Highway
- Private Intermunicipal Transit Rail Line

Treatment Plants & Energy Corridors

- Power Transmission Line
- Pipeline
- Water Treatment
- Waste Water

Trade

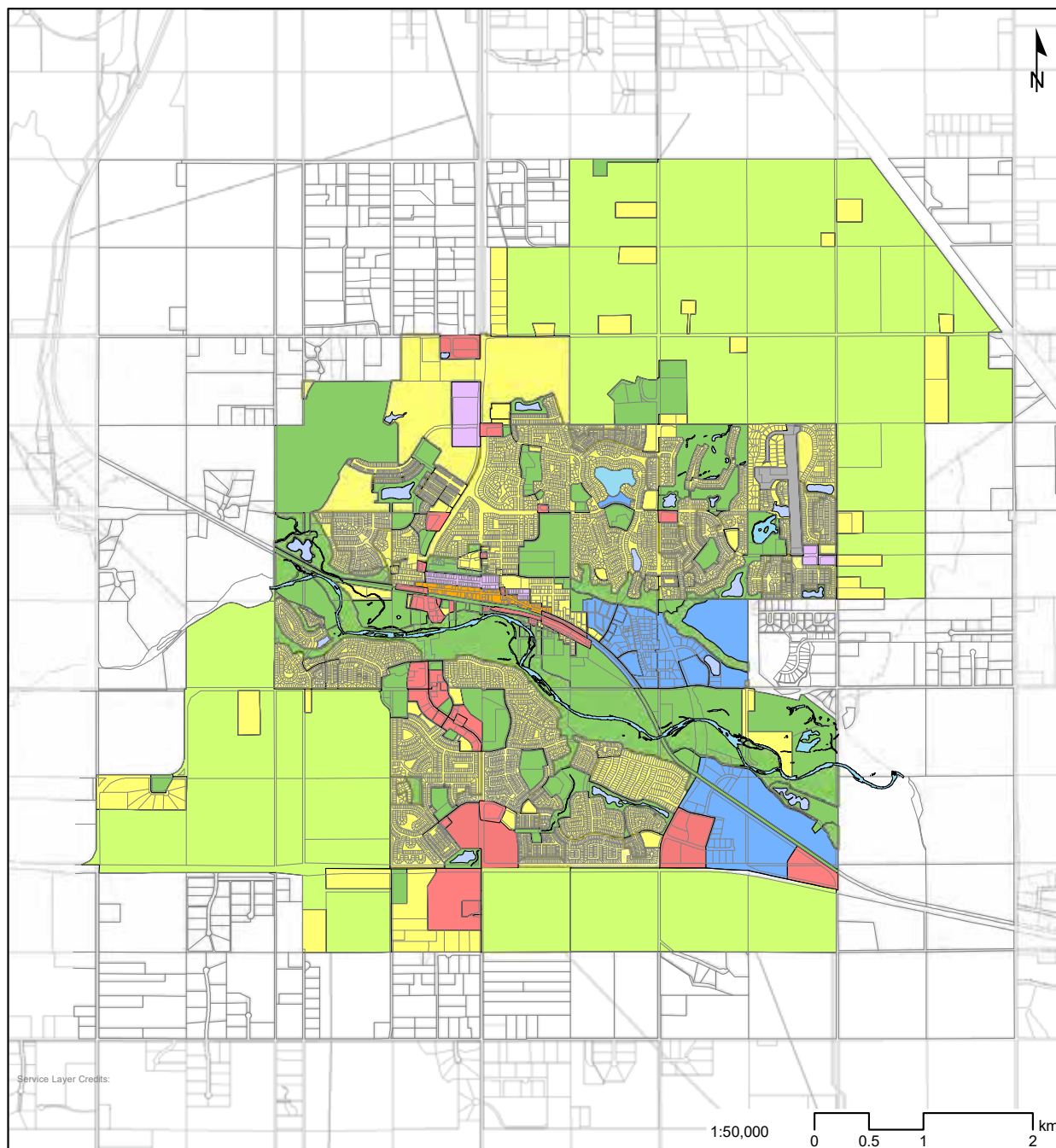
- CANAMEX
- Proposed Oversize/Overweight



Current as of September, 2019

Source: Calgary Metropolitan Region Board – Interim Growth Plan

Map D.4: Current Land Use



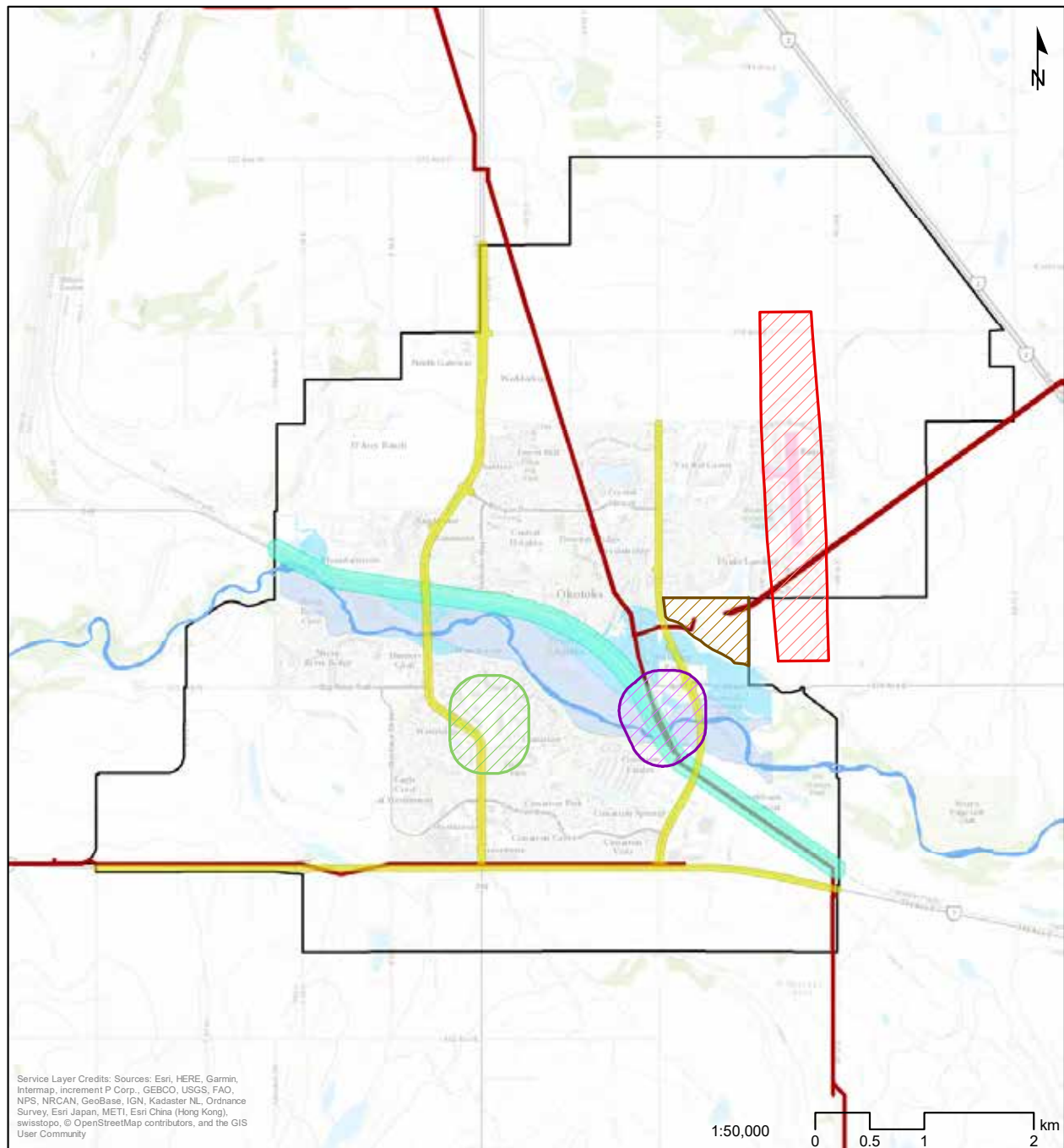
Legend

	Agricultural		Mixed Use		Aerodrome
	Residential		Industrial		
	Commercial		Open Space/ Institutional		



Current as of September, 2019

Map D.5: Significant Features

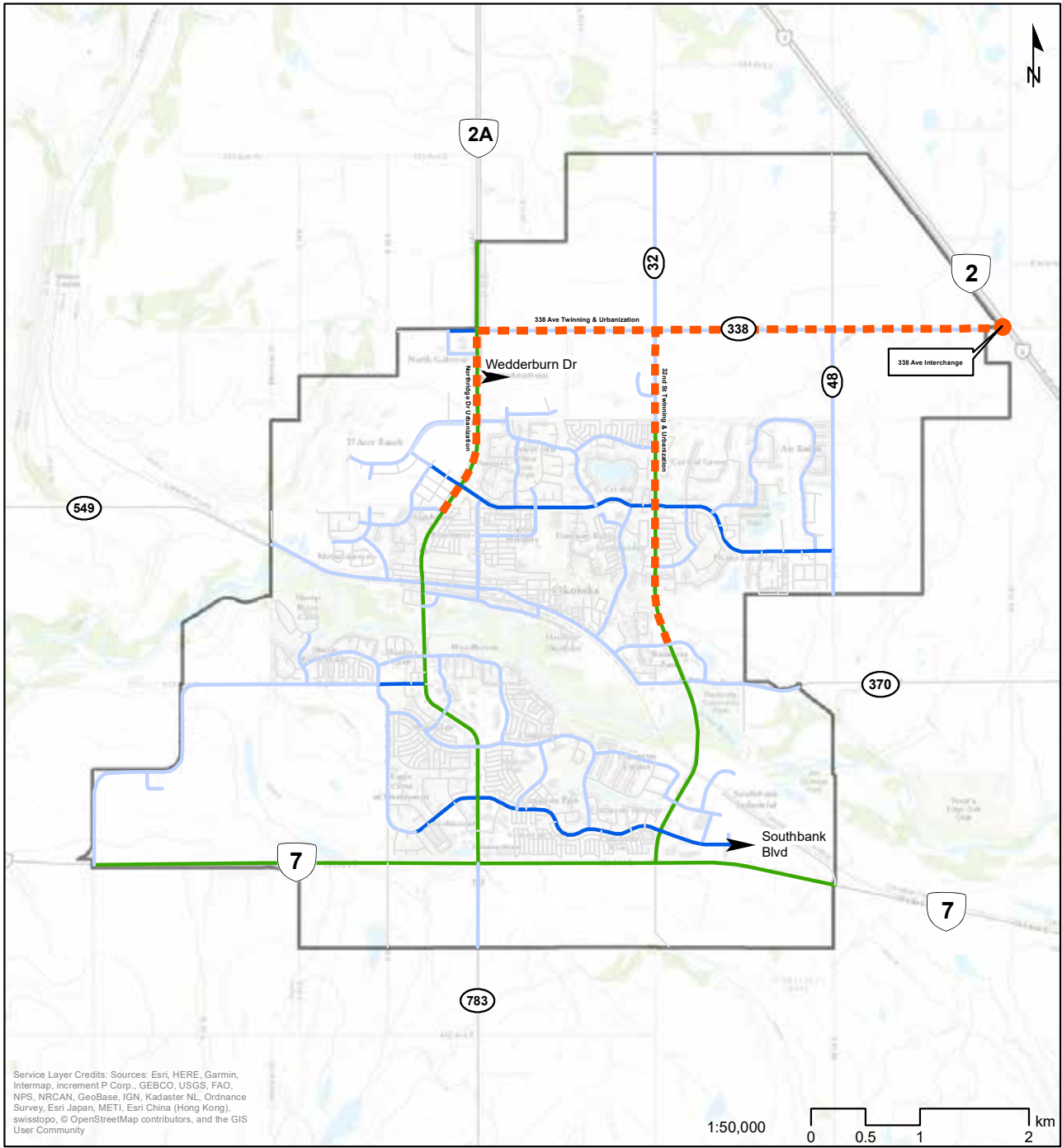


- | | |
|--|----------------------------|
| Waste Water Treatment Plant 300m Setback | Railway RW 75m Setback |
| Former Sour Gas Plant | Arterial Roads 30m Setback |
| Non Operating Landfill 300m Setback | Water Body |
| Aerodrome Limit | Flood Fringe |
| Airport | Floodway |
| High Pressure Gas Pipeline 15m Setback | Okotoks Boundary |



Current as of September, 2019

Map D.6: Transportation Network



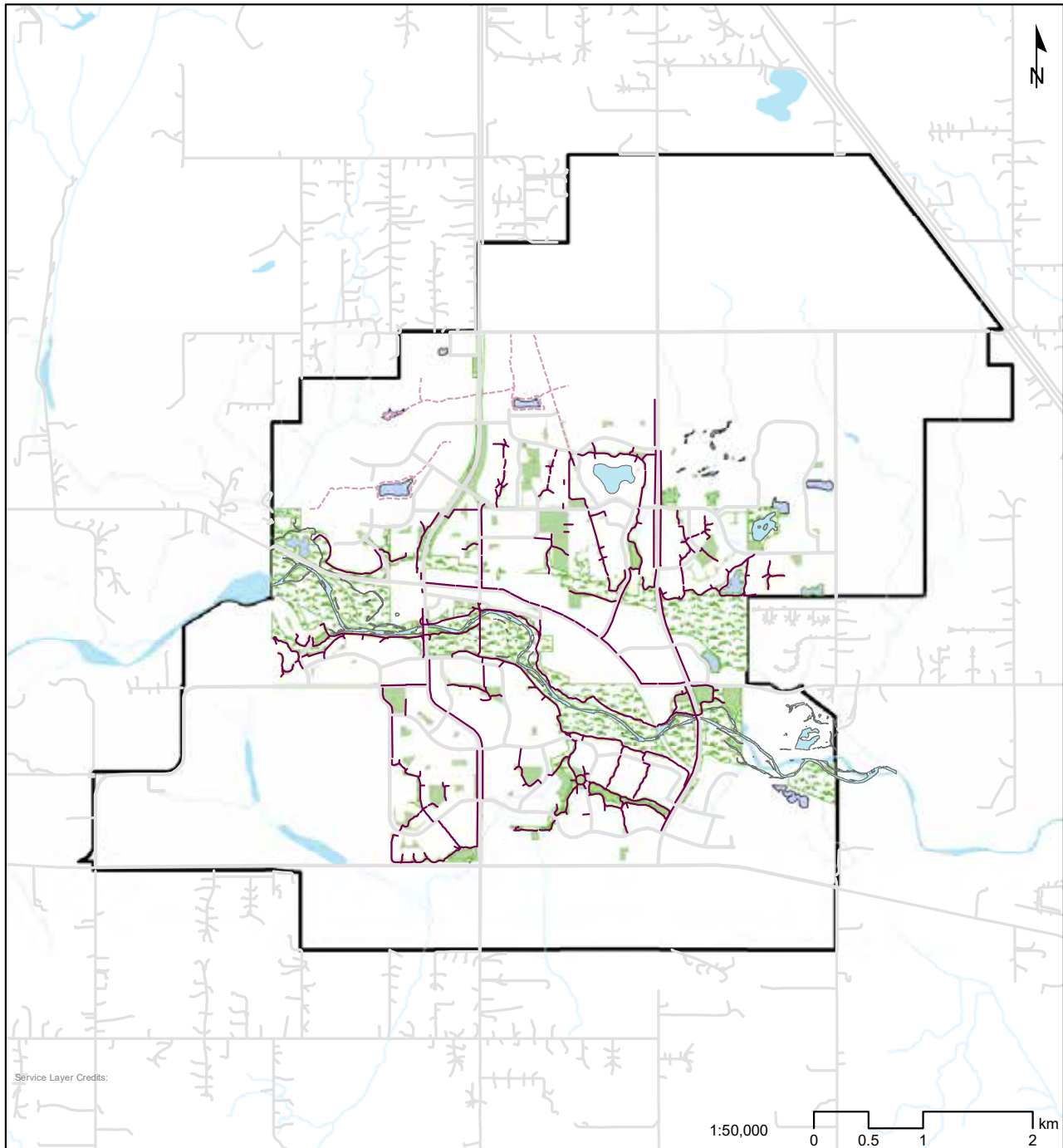
Road Classifications

- | | |
|---|--|
|  Arterial |  Intersection/
Crossing Location |
|  Primary Collector |  Municipal Boundary |
|  Collector |  Future Transportation
Projects |
|  Urban Local | |



Current as of May 2020

Map D.7: Pathway Networks



Legend

- | | | | |
|---|-------------------------|---|---------------|
|  | Existing Pathway System |  | Open Space |
|  | Future Pathways |  | Natural Areas |
|  | Road Network | | |

Current as of September, 2019

Map D.8: Downtown



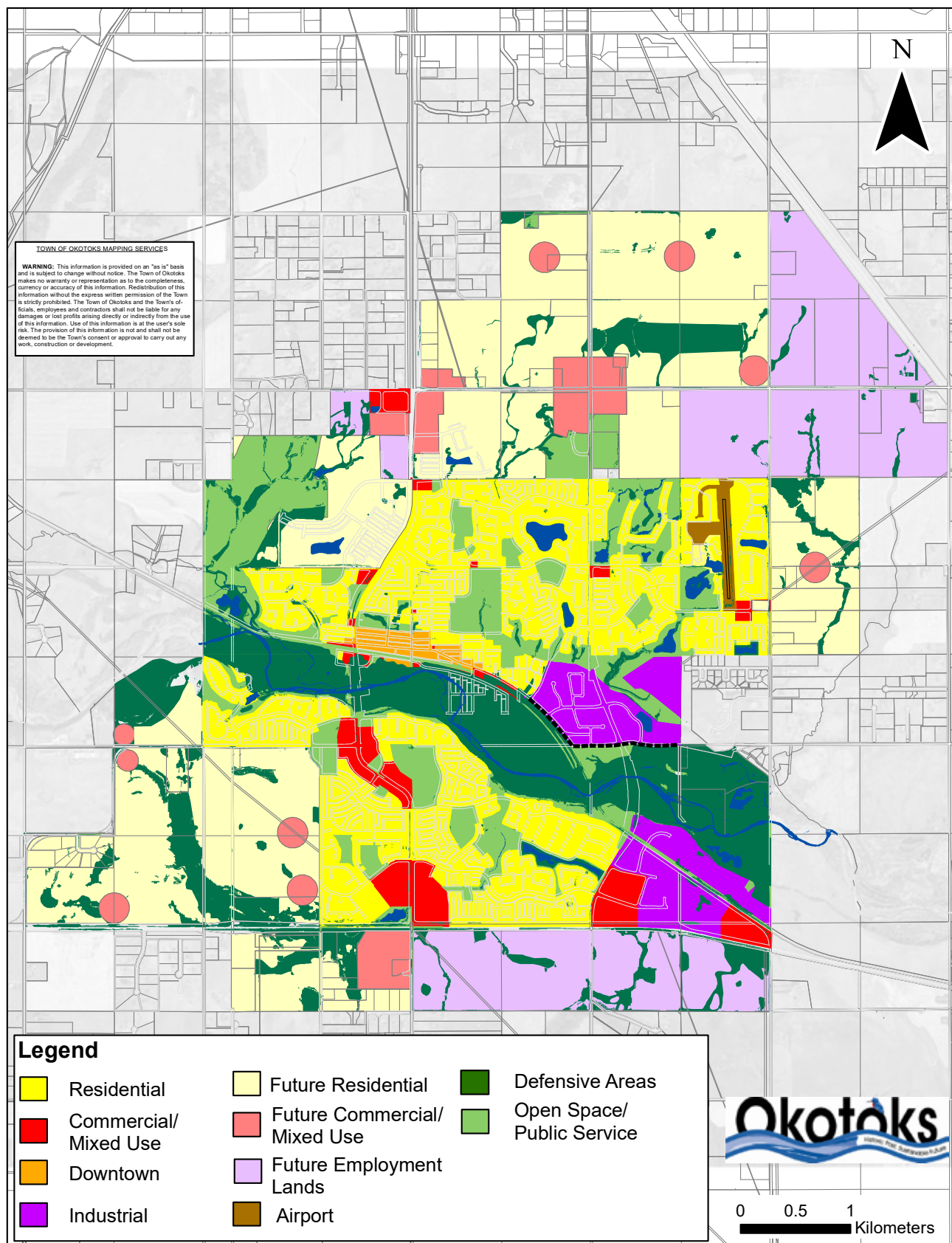
Legend

-  Downtown Plan Area
-  Road Network
-  Open Space

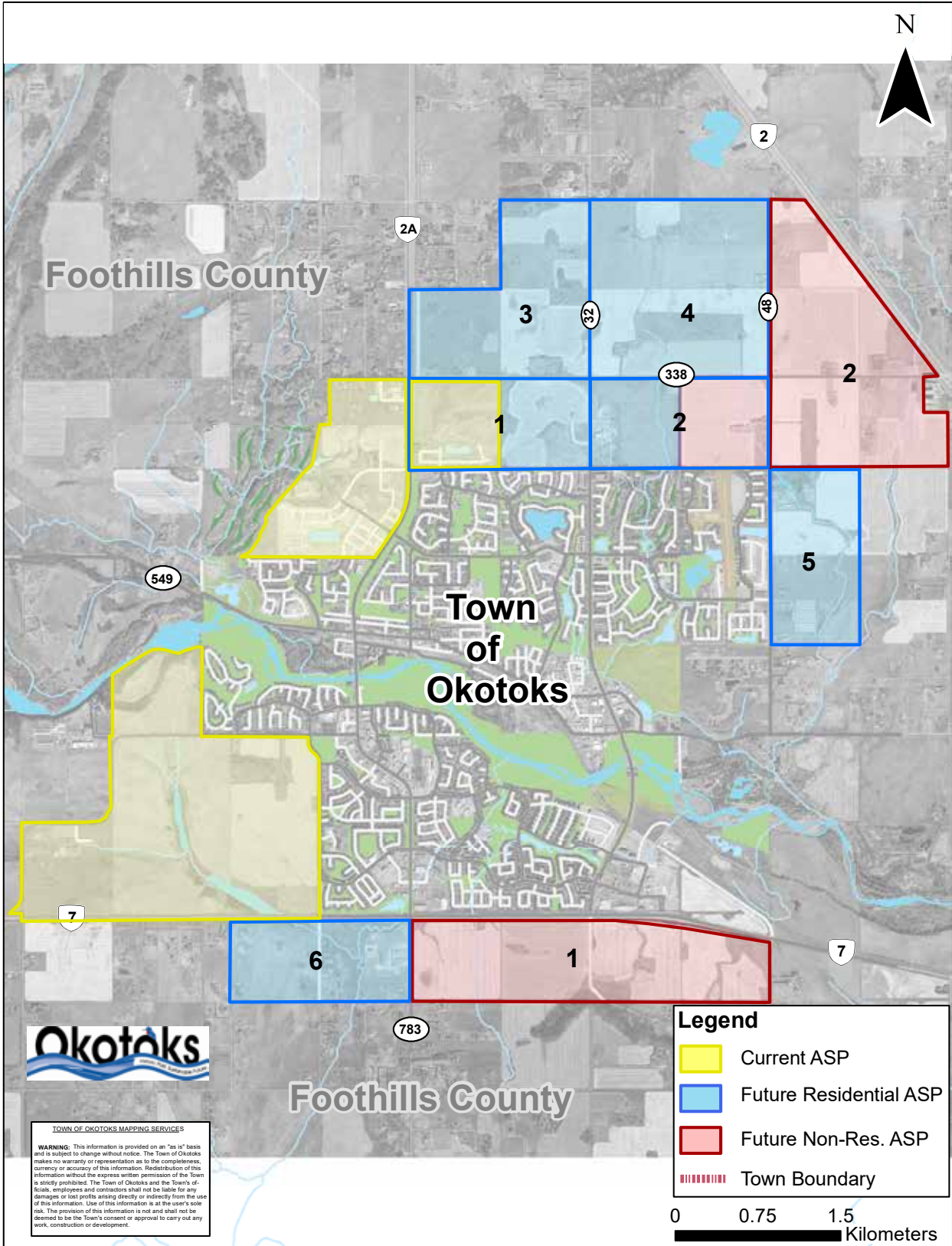


Current as of February, 2020

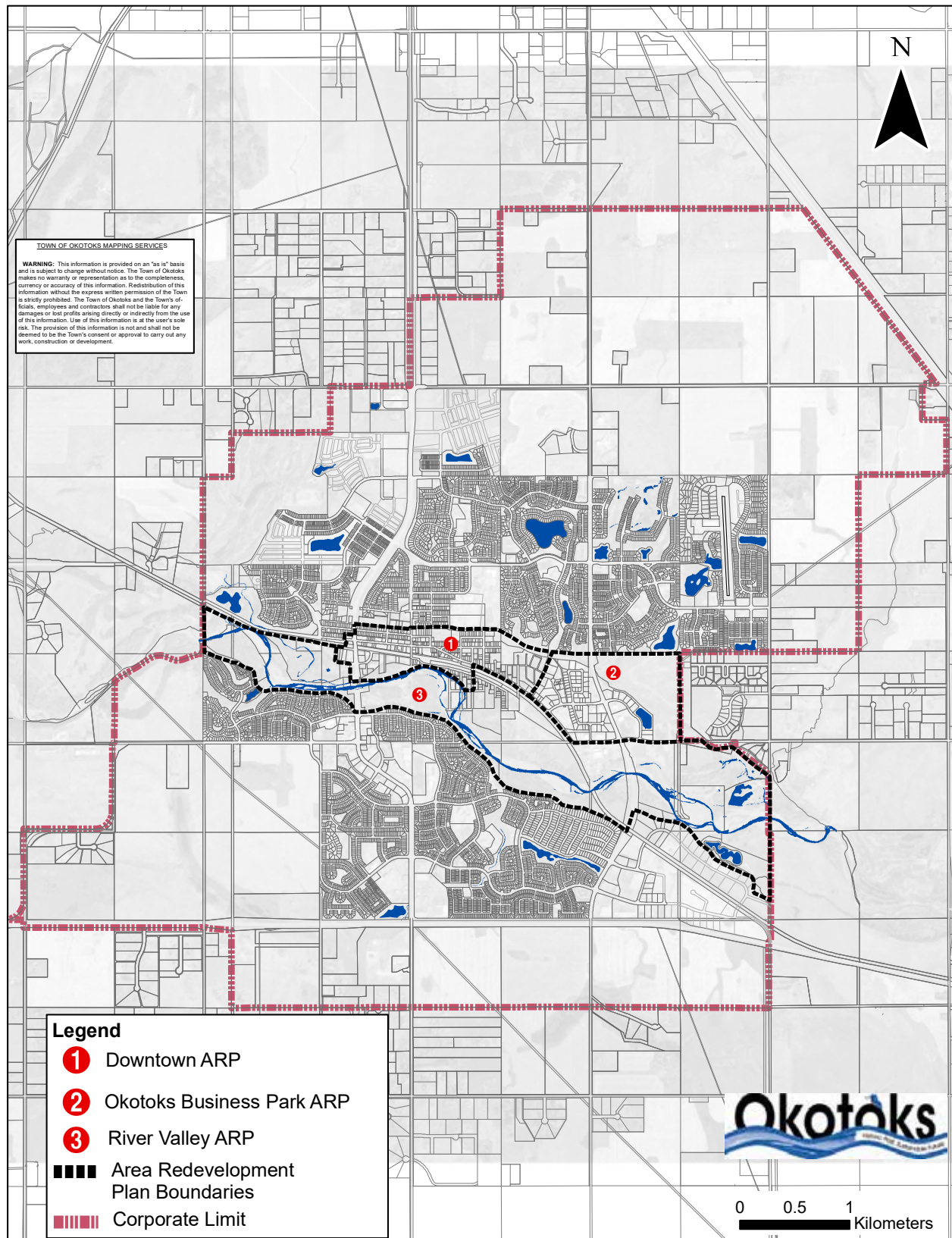
Map D.9: Future Land Use Concept Map



Map D.10: Area Structure Plan Sequence



Map D.11: Area Redevelopment Structure Plan Areas



Appendices



Appendix A: Interpretation



Interpretation

POLICY TERMS

Okotoks uses specific terminology within the Municipal Development Plan policies. Policies are intended to be interpreted as follows:

Where “shall” or “must” or “will” or “require” is used in a policy, the policy is considered mandatory.

Where “should” is used in a policy, the intent is that the policy is strongly encouraged. Alternatives can be proposed where the policy is not reasonable or practical in a given situation, or where unique or unforeseen circumstances provide for courses of action that would satisfy the general intent of the policy. However, the general intent is for compliance.

Where “may” is used in a policy, it means there is a choice in applying the policy and denotes discretionary compliance or the ability to alter the requirements as presented.

DEFINITIONS

1st order streams:

are the smallest tributaries in a stream system. First through third order streams are called headwater streams.

2nd order streams:

when two first order streams come together they form a second order stream. If a first-order stream joins a second-order stream, the latter remains a second-order stream.

3rd order streams:

When two second-order streams come together, they form a third-order stream, and so on.

Affordable housing:

affordable housing costs less than 30% of before-tax household income. Shelter costs include the following: for renters: rent and any payments for electricity, fuel, water and other municipal services; For owners: mortgage payments (principal and interest), property taxes, and any condominium fees, along with payments for electricity, fuel, water and other municipal services.

Area Structure Plan (ASP):

a statutory document that must be passed by Council in the form of a bylaw; the ASP proposes a sequence of development for an area, the future land uses, the density of population, and the general location of transportation and public utilities.

Below-market rental unit:

a dwelling unit in a purpose-built rental for which the rent charged is at least 20% below market rent, as secured by a restrictive covenant.

Business cluster:

geographic concentration of interconnected businesses, suppliers, and associated institutions in a particular field.

Calgary Metropolitan Region Board (CMRB):

the provincially-mandated growth management board for the Calgary region; it consists of representatives from 10 municipalities mandated to develop a long-term plan for managed, sustainable growth in the Calgary Region.

Carbon footprint:

the total amount of greenhouse gases produced directly and indirectly by human activities, expressed in equivalent tons of carbon dioxide (CO₂e).

Carbon neutrality:

To achieve net zero emissions of carbon dioxide equivalent (CO₂e) by balancing a measured amount of released carbon with an equivalent amount sequestered (taken out of the atmosphere and stored) or offset (through the purchase of carbon credits or other offset programs); it is used in the context of processes that release carbon dioxide or other greenhouse

gases, predominantly (but not exclusively) associated with the combustion or release of fossil fuels.

Certified 'green':

refers to a project or policy that achieves third-party certification standards for environmental excellence and/or sustainable development. Examples of certification programs include; LEED, PHI, ISO 14000, STAR, etc.

Circular Economy:

an alternative to a traditional linear economy (make, use, dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life.

Co-housing:

a form of housing cooperative or association that consists of private homes centered around shared space or amenities (e.g., kitchen, lounge or play rooms, laundry); in co- housing, a group of people who come together to form an “intentional” community with shared interests or values.

Commercially-focused lands:

lands where the primary or anchor use is commercial but where other uses are allowed and/or encouraged.

Community services reserve:

Refer to Municipal Government Act for definition.

Complete community:

a community where all the basic needs of a wide range of residents are accommodated within walking distance of most dwelling units; a complete community will generally include, at a minimum, several types of housing and a neighbourhood hub.

Complete streets:

streets that are designed and operated to enable safe access for users of all ages and abilities, including pedestrians, bicyclists, motorists and transit riders.

Conservation Reserve:

Refer to Municipal Government Act for definition.

Co-op housing:

a non-profit membership-based legal entity (cooperative association or corporation) which owns real estate; membership is granted through share purchase, and each shareholder is entitled to occupy one housing unit within the owned building or group of buildings.

Cultural Assets:

individuals, organizations and infrastructure that support the culture and heritage of the community. These assets significantly contribute to the quality of life and positive, shared identity of the community. These assets include:

- Community cultural organizations: Organizations that support cultural

activity, but aren't typically a commercial enterprise.

- Creative cultural industries: Commercial enterprises that are based on creative activity.
- Festivals and events: Community gatherings, usually around a specific theme or activity.
- Natural heritage: Nature-based resources that provide value to the community.
- Cultural heritage: Human-created resources that provide value and meaning to the community
- Spaces and facilities: Physical places that provide opportunities for cultural activity to take place.

Cultural Landscape:

Is any geographical area that has been modified or influenced by human activity, including natural landscapes used and/or altered by native peoples; designed landscapes which derive value from their aesthetic qualities; vernacular landscapes associated with the region's demographic, social and economic development; heritage landscapes, (including heritage routes and trails), which are valued primarily for their historical associations; and such specific landscape types as cemeteries, canals and fortification earthworks.

Decentralized Water:

Is a localized water system that can collect, treat and reuse water on-site, which stands

in contrast to a centralized water treatment system that sends water to be treated at a plant off-site.

Defensive Areas:

areas identified as having potential ecological significance or development constraints that require further study prior to any development.

Eco-Industrial:

is an industrial park in which businesses cooperate with each other and with the local community in an attempt to reduce waste and pollution, efficiently share resources (such as information, materials, water, energy, infrastructure, and natural resources), and help achieve sustainable development, with the intention of increasing economic gains and improving environmental quality.:

Ecological footprint:

the impact of a person or community on the environment, expressed as the amount of land required to sustain their use of natural resources.

Ecosystem services:

economic, social, or cultural benefits provided to society by nature and natural processes.

Equity:

the principle that each member of society is given fair and equitable treatment, access to resources and opportunities, and full participation in the social and cultural life of a

community. This may include equal treatment, treatment that is different or removing barriers, but which is considered equivalent in terms of rights, benefits, obligations, and opportunities..

Environmentally Sensitive Areas:

are key natural components of the regional landscape, providing essential ecosystem functions and services. These include flood mitigation, drinking water supply, maintenance of regional biodiversity, preservation and connectivity of unique habitats and landscapes, and provision of culturally and economically valued resources and opportunities.

Emergency shelter:

a facility providing temporary accommodation of under 30 days for people in need of shelter.

Employment lands:

land where the principal use is an employment generating use, generally commercial or industrial in nature.

Environment:

the totality of all the external conditions affecting the life, development and survival of an organism.

Environmental reserve:

Refer to Municipal Government Act for definition.

Flood Hazard Area:

The flood hazard area is typically divided into

floodway and flood fringe zones and may also include areas of overland flow. The current design standard in Alberta for this area is the one percent flood, defined as a flood whose magnitude has a one percent chance of being equaled or exceeded in any year.

Flood fringe:

The portion of the flood hazard area outside of the floodway. Water in the flood fringe is generally shallower and flows more slowly than in the floodway.

Floodway:

The portion of the flood hazard area where water flows are deepest, fastest and most destructive. The floodway typically includes the main channel of a stream and a portion of the adjacent overbank area.

Food and Agriculture System:

is the stages that food goes through, from primary production, processing, storage and distribution, to sales, celebration, consumption and waste recovery.

Fuel poverty:

A household is said to be in fuel poverty when its members cannot afford to keep adequately warm at a reasonable cost, given their income.

‘Green’:

initiatives or projects that incorporate environmentally sustainable elements in their development/ implementation and/ or operation; this includes, but is not limited to: green Infrastructure, green streets, green amenities, etc.,; however it does not include greenfield.

Green building:

a holistic building concept that starts with the understanding that the built environment can have profound effects, both positive and negative, on the natural environment, as well as on the people who inhabit buildings every day. Green building is an effort to amplify the positive and mitigate the negative of these effects throughout the entire life cycle of a building.

Green business:

An enterprise that reduces or eliminates negative impacts, and/or creates positive impacts on the global or local environment, community, society, or economy.

Green infrastructure:

natural or human-made elements that provide ecological and hydrological functions and processes on a community or watershed scale, and includes, but is not limited to, natural heritage features and systems, parklands, stormwater management systems, street trees, urban forests, natural channels, permeable surfaces, and green roofs. Green Infrastructure is sometimes used interchangeably with Low Impact

Development (LID), which refers to projects that implement these practices at the site level.

Green space:

a generic term for one type of open space, and refers to an area that is vegetated. Green spaces can simply be grassy areas, such as sports fields or park lawns; however, they can also represent either natural areas or naturalized areas.

Green streets:

road rights-of-way that incorporate green infrastructure to complement or replace grey infrastructure.

Greenfield:

land that has not previously been developed to urban density levels or utilized for more intensive purposes than agricultural production. This term is typically used to denote new development areas for residential, commercial, industrial, institutional or mixed-use areas that were previously agricultural, country residential or untouched natural lands.

Grey Infrastructure:

includes the pipes, pumps, ditches, and detention ponds engineered to manage stormwater.

Gross Developable:

means an area of land used for the purpose of calculating urban density, which includes all developable lands with the exception of

environmental reserve parcels and, when calculating residential densities, excludes commercial and industrial lands. (See Figure A.1. Regional Density Methodology).

Gross Residential Area:

means the total developable area planned for general residential development. It is calculated by starting with gross area of land and deducting both non-developable areas and regional land uses. Using the gross residential area as a base and dividing it by the total number of residential units will provide the density for a specific community.

Heavy Industrial Uses:

industrial uses that are characterized by one or more of the following features:

1. large land requirements for storage, outdoor service, assembly, processing or fabricating operations;
2. the creation of nuisances that extend beyond the boundaries of the Site and that may have a deleterious effect on other land uses due to their appearance, noise, or odour; and
3. the use of materials or processing operations that requires separation from other developments, due to risk of toxic emissions or fire and explosion hazards.

Heritage Resource(s):

refers to a structure, site, object, cultural or natural feature, in or above the ground, or related cluster of structures, sites, objects, cultural or natural features that are

deemed to be significant by virtue of their design, construction, association with an heritage event, trend, person, place or social movement, or by virtue of the importance of the research or knowledge content which the resources may possess.

Housing first approach:

a recovery-oriented approach to ending homelessness that centers on quickly moving people who are experiencing homelessness into independent and permanent housing and then providing additional supports and services as needed. The goal is to encourage housing stability and improved quality of life for persons served by Housing First and, to the extent possible, foster self-sufficiency; acceptance of any services, including treatment, or sobriety, is not a requirement for accessing or maintaining housing, but clients must be willing to accept regular visits

Human-scale:

Urban design considerations that integrate the importance of scaling and planning an area to take into account pedestrians and active modes of transportation. For example, human-scale design focuses on smaller signage that is readable by those walking by, unimposing and architecturally attractive buildings with a strong street presence, calming elements, and incorporating context-appropriate natural materials that provide a sense of belonging and place to those in the space.

Inclusionary housing:

the provision of dwelling units or land, or

money in place of dwelling units or land, for the purpose of affordable housing as a condition of subdivision approval or issuing a development permit.

Inclusionary Zoning:

refers to the act of rezoning properties to require mandatory inclusion of affordable housing units in new developments.

Industrial Cultural Precinct:

are light industrial areas that permit artist studios for crafters, artisans and artists to create their work.

Infill:

development that utilizes vacant or under-used parcels within existing urban areas that are already largely developed.

Innovation Precinct:

an area exclusively for the purpose of clustering entrepreneurs, start-ups, business accelerators and incubators.

Living wage:

is the hourly rate required for two working parents to meet the basic needs of a family of four. Paying a living wage allows individuals and families to meet their basic needs and contribute to their communities.

Low impact design:

an evolution of the science of stormwater management that mimics nature's features and processes in order to minimize and clean up this runoff in the most economical way

possible while maximizing environmental and social benefits.

Micro Farmgate Stands:

are small produce, flower and plant stands where people can sell, trade or give away surplus garden products.

Multi-Residential Development:

housing that is an attached or stacked housing form, or adaptable, or supportive housing for seniors or people with disabilities. Examples include duplexes, semi-detached housing, townhomes, apartments and cooperative housing. Multi-residential housing does not include single-detached housing or single-detached housing with secondary suites or accessory dwellings on the same parcel.

Municipal Government Act:

the law under which all Alberta municipalities are empowered to shape their communities.

Municipal reserve:

lands publicly owned which are set aside at the time of subdivision for the purposes of:

- a public park;
- a public recreation area;
- school board purposes; or
- to separate areas of land that are used for different purposes.

Natural areas:

Places where ecosystems are functional with minimal influence from anthropogenic

processes, providing habitat for native plant and animal species.

Natural Assets:

Naturally occurring habitats or ecosystems that contribute to the provision of one or more services required for the health, well-being, and long-term sustainability of a community and its residents. These areas are predominantly covered by native vegetation (trees, shrubs, grasses) or are naturally occurring water bodies such as lakes, wetlands, streams and rivers. Also referred to as ecological or eco-assets, they can be managed along naturalized (human designed) assets and green infrastructure to maintain/ provide services for the community.

Naturalized Assets:

Natural assets that have been enhanced, altered, or engineered to establish ecosystem functions, in order to provide or improve core municipal and ecosystem services. These assets are maintained in a non-manicured state, as the intent is to establish a stable ecosystem.

Natural systems:

A natural system is one that exists in nature, independent of any human involvement and consists of all the physical and biological materials and their intertwined processes.

Neighbourhood Area Structure Plan (NASP):

a required land use concept plan that must be prepared prior to the development of any large undeveloped parcel of land; it is a

statutory plan requiring Council approval.

Neighbourhood hub:

An area around a central point in a neighbourhood that represents a mix of uses.

Non-market housing:

Self-contained, independent living dwelling units targeted to low and moderate-income households such as housing co-operatives and seniors and family non-profit projects.

Off-site levies:

A tool that a municipality can use to pay for new infrastructure or the expansion of existing infrastructure required by development. Off-site levies facilitate growth, ensure infrastructure servicing in new growth areas and help the Town build a competitive investment environment. They identify benefitting areas, amounts of remaining development areas, required infrastructure projects, project allocations, and project costs. Off-site levies must be authorized by bylaw in accordance with the Municipal Government Act.

Open spaces:

Areas that are unoccupied by buildings or other permanent structures and that are available for public use such as sports fields, playgrounds, public plazas, and parks. All types of open space in Okotoks are recreation and leisure areas for residents to enjoy, help enhance the beauty of our community and improve Okotokians' mental and physical wellbeing.

Placemaking:

A multi-faceted approach to the planning, design and management of public spaces; placemaking capitalizes on a local community's assets, inspiration, and potential, with the intention of creating public spaces that promote people's health, happiness and well-being.

Pocket neighbourhoods:

clusters of houses or apartments, facing inward and gathered around a shared open space; pocket neighbourhoods are designed to enhance a sense of community.

Primary pathway:

The primary pathway system is a Town-wide linear network that facilitates non-motorized movements for transportation and recreational purposes. The regional pathway is hard-surfaced, typically asphalt, and located off-street. It is a multi-use amenity, and no one user or type of user is to be given preference.

The spine of the system parallels the major physical features of the Town such as river valleys, escarpments and ravines and neighbourhood park systems. It should be designed as a continuous amenity that connects individual neighbourhoods to:

- Town and Regional Parks and recreation facilities.
- Natural features, including water courses, escarpments, ravines, river valley parks and associated open space.
- Schools, commercial districts, employment centres, adjacent

communities and key cultural attractions.

- Local pathways, bikeways and trail systems.
- Transit routes.

Public realm:

the space around, between and (sometimes) within buildings that is publicly accessible, including streets, sidewalks, plazas, parks, and other open spaces that facilitate public life, pedestrian vitality and social interaction.

Purpose-built rental:

a building that is purposely designed and built to provide a rental form of accommodation, and not to be individually sold or transferred, during the life of the building.

Reclaimed water:

water that has been collected or "reclaimed" from other sources including treated wastewater, grey water, and collected rain and storm water.

Redevelopment:

development that replaces existing development with new (usually higher density) forms of development.

Regional Land Uses:

in the context of this plan, means regional open spaces, major commercial centres (>4 ha/10ac), major institutional sites, senior high schools, industrial areas, public lakes and water bodies, and other regional uses.

Resilience:

the level of disturbance that a social, economic or ecological system can undergo and, precluding further disturbance within a specified time period, recover equivalent functional capacity.

Secondary pathway:

is a pathway that provides secondary routes within neighbourhoods. Local pathways may also serve as links to the primary and regional pathway system.

Sensitive infill:

development that utilizes vacant or under-used parcels within existing urban areas that are already largely developed, for higher density development that is considerate of the massing, scale and character of the surrounding existing development.

Special needs housing:

Housing that provides supportive services for seniors or people with mental or physical disabilities.

Supportive housing:

housing and care that is licensed under the Supportive Living Accommodation Licensing Act, which provides hospitality and personal care services as defined under the Act.

Sustainability:

the ability of the present and local population to meet its needs without compromising the ability of future generations of population in other locations to meet its needs; refers

to the preservation and conservation of ecosystems, ecosystem services, and socioeconomic systems.

Sustainable development:

economic and social development that meets the needs of the present without compromising the ability of future generations to meet their own needs. A project or policy that is “sustainable” often refers to an approach that ensures economic feasibility within the context of social and cultural values, which in turn exist within the resiliency thresholds of existing ecosystems and the ecosystem services they provide.

Systems Approach:

refers to the interdependence and interactive nature of internal and external elements or factors.

Transit Oriented Development (TOD):

higher density forms of development (typically mixed-use) that are located around a transit stop or station.

Transitional housing:

housing provided for a minimum of 30 days that can last up to 2-3 years, and includes the provision of on or off-site support services to help residents move towards independence and self-sufficiency.

Universal Design:

Universal design (sometimes also called inclusive design or barrier-free design) is the design and structure of an environment so that it can be understood, accessed, and used to the greatest extent possible by all people regardless of their age or ability.

Viewscape:

a vista; a view or perspective from a particular place.

Zero Waste:

The conservation of all resources by means of responsible production, consumption, reuse, and recovery of products, packaging and materials without burning and with no discharges to land, water or air that threaten the environment or human health.

Regional Density Methodology

Calculating Density in the Calgary Region

Step 1: Calculate the gross developable area

$$1 \quad \text{Gross Total Area (all lands)} - \text{Non-Developable Areas (environmental reserves, expressways, railways, other non-developable lands)} = \text{GROSS DEVELOPABLE AREA}$$


Step 2: Calculate the gross residential area

$$2 \quad \text{GROSS DEVELOPABLE AREA} - \text{Regional Land Uses (regional open spaces, major commercial centres [>4ha/10ac], major institutional sites, senior high schools, industrial areas, public lakes and water bodies, other regional uses)} = \text{GROSS RESIDENTIAL AREA}$$


Step 3: Calculate the gross residential density

$$3 \quad \text{Total number of residential units} \div \text{GROSS RESIDENTIAL AREA} = \text{GROSS RESIDENTIAL DENSITY}$$


What do you 'keep'/what's included in the gross residential area?

- Single unit residential
- Multi unit residential
- Local commercial
- Local parks & open space (municipal reserve)
- Elementary & junior high schools
- Local roads including majors & lanes
- Church sites
- Daycare centres
- Community centres
- Small indoor recreation centres
- Small site fire and police stations
- Private lakes, wet/dry ponds
- Public utility lots (PULs)
- Other local uses

Figure A.1. Regional Density Methodology

Appendix B



Relationship with Other Plans

RELATIONSHIP WITH PROVINCIAL LEGISLATION

The Municipal Government Act (MGA) is the provincial legislation that defines the roles and responsibilities of municipalities and elected officials and establishes the requirements for a Municipal Development Plan (MDP).

The Alberta Land Stewardship Act authorizes the Alberta Land Use Framework. The purpose of the Framework is to manage growth more effectively in the province. The Land Use Framework identified seven regional planning areas based on key watershed boundaries and outlines land stewardship objectives for each region to ensure sustained prosperity, healthy ecosystems, and livable communities. The Town of Okotoks is within the South Saskatchewan Region, and its bylaws and policies must align with the South Saskatchewan Regional Plan.

RELATIONSHIP WITH REGIONAL PLAN

The Calgary Metropolitan Region Board (CMRB) consists of representatives from 10 municipalities, including the Town of Okotoks, that are mandated to develop a long-term plan for managed, sustainable growth in the Calgary Region.

The CMRB passed an Interim Growth Plan in October 2018 and, at the time of adoption of this MDP, is developing a Growth Plan and a Servicing Plan. The Town of Okotoks' MDP

must adhere to the Interim Growth Plan.

There are three guiding principles for the Interim Growth Plan:

- Promote the integration and efficient use of regional infrastructure;
- Protect water quality and promote water conservation;
- Encourage efficient growth, and strong and sustainable communities.

Further issues of regional alignment are determined through the joint preparation of Intermunicipal Development Plans for common boundary areas with regional neighbours. After the Regional Growth Plan is adopted, this MDP will be updated.

INTERMUNICIPAL DEVELOPMENT PLAN

The Town of Okotoks currently has one Intermunicipal Development Plan (IDP) with Foothills County. This document provides guidance for development within the urban/rural fringe and gateway areas as well as the intermunicipal referral process. The IDP establishes a framework for how we collaborate and work together on planning and development matters which affect both jurisdictions.

FUTURE GROWTH STUDY

The Okotoks Future Growth Study reviewed Okotoks' population and business growth

trends, and determined the associated land needs to accommodate that growth. The study notes that planning for and managing growth within the Town's annexed lands can lead to a number of desirable outcomes including: more sustainable forms of development; a competitive land market; a diverse mix of housing; servicing efficiency; economic competitiveness; and landscape and biodiversity conservation.

RELATIONSHIP WITH OTHER OKOTOKS' PLANS

The Town of Okotoks has a number of other planning documents that provide direction with varying levels of detail. The MDP aligns with the Town of Okotoks' Community Vision and Sustainability Plan. The MDP works in conjunction with, and provides direction for, other statutory plans and bylaws of the Town, including Area Structure Plans (ASPs), Area Redevelopment Plans (ARPs), Neighbourhood Area Structure Plans (NASPs) and the Land Use Bylaw. These statutory plans and bylaws must adhere to the policies in the MDP and be consistent with it.

The Town also has numerous additional master plan documents (listed below). These non-statutory plans form an important part of the Town's overall planning policy direction and should also be consistent with the MDP. These master plans work together with the MDP to present a vision of Okotoks' future, and the frameworks and policies to achieve

this. The Town also has several policies and standards that are more detailed and technical, which are used to implement the policies of the MDP.

The Environmental Master Plan (2018)

is a comprehensive plan designed to set Okotoks on a clear path towards becoming a leader in environmental excellence. The plan 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.

The Sheep River Valley Management Plan (2003)

provides comprehensive direction for the protection, maintenance, and rehabilitation of river valley lands in Okotoks.

The Urban Forest Management Plan (2013)

sets a number of goals for managing Okotoks' urban forest to conserve water, minimize run-off and pest and disease losses while reducing costs and growing a beautiful and healthy forest.

The Social Wellness Framework (2010)

is a long-range decision-making and planning tool that ensures all decisions and actions take into account community sustainability, engagement, integration and diversity.

The Long-Term Financial Health Framework (2019)

was created to consider future financial challenges through agreed-upon principles, strategies and processes. The implementation of the framework will guide the Town in making decisions necessary to plan for financial health, while maintaining a level of adaptability, in order to help achieve the strategic plan's vision.

The Active Transportation Strategy (2015)

provides a long-term vision for active transportation and proposes strategies for enhancing choices and opportunities for multi-modal travel and recreation.

The Transportation Master Plan (2016)

addresses aspects of Okotoks' transportation network, including transit, traffic calming, and multi-modal approaches to transportation.

The Recreation, Parks and Leisure Master Plan (2017)

sets goals and strategies that foster the health and wellbeing of residents, build community wellness, spirit and culture, and create healthy indoor and outdoor environments. The plan promotes community access to nature, parks and open spaces.

The Climate Resilience Express Action Plan (2018)

builds on existing actions the Town is taking to mitigate the risks of climate change and

identifies additional actions to ensure Okotoks remains resilient under a range of future climate conditions.

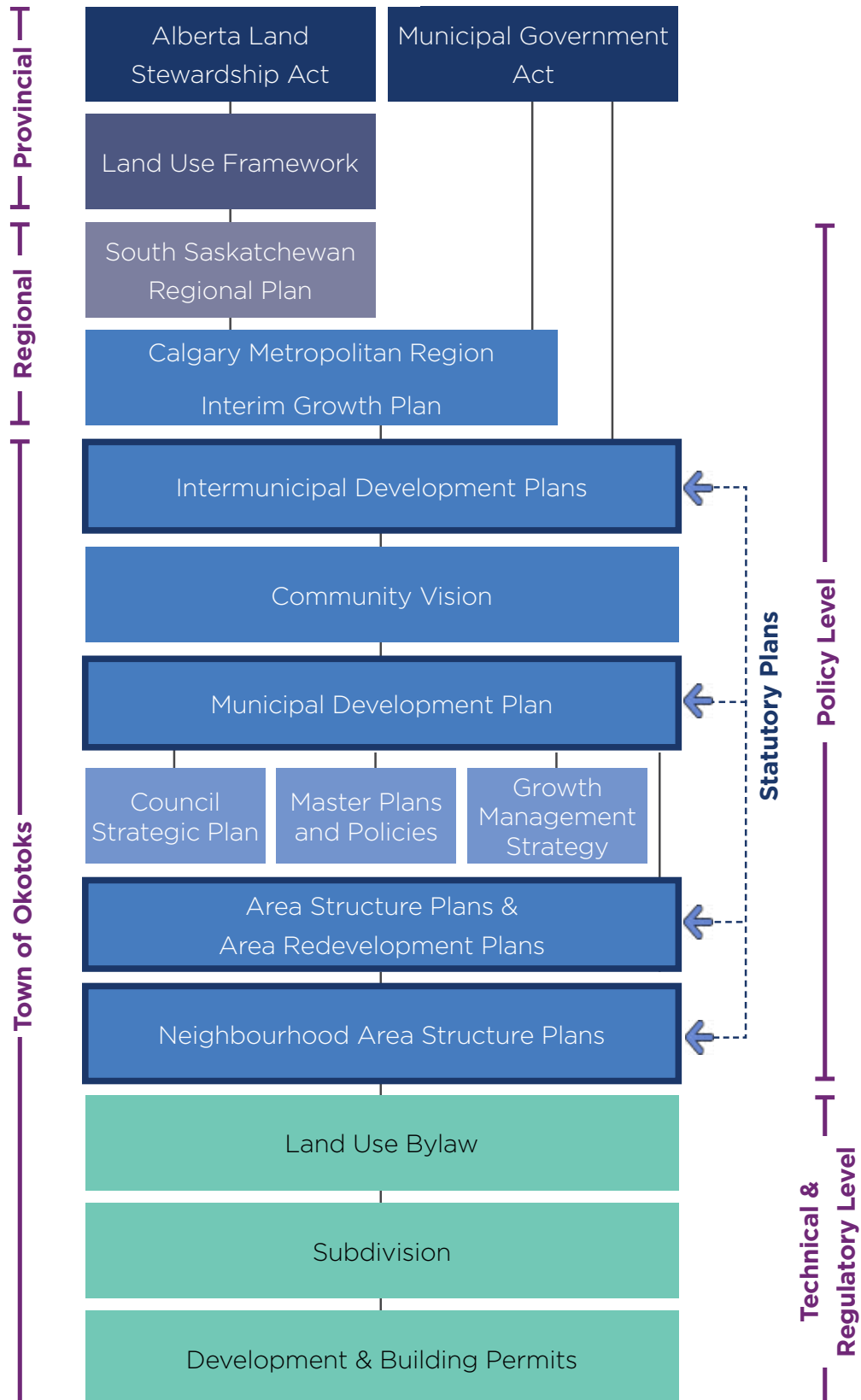
The Downtown Urban Design Master Plan (2018)

focuses on designing places, buildings and streets with nature, human scale development, and active transportation in mind, especially through low impact, environmentally-conscious architecture and infrastructure.

The Culture, Heritage and Arts Master Plan (2018)

guides Town decisions on culture and heritage, and ensures that programs, events, and facilities are provided, and natural heritage sites are protected, for all residents to enjoy for years to come and as the community continues to grow.

Hierarchy of Plans



Appendix C



Planning Process and Engagement

PROCESS TO DEVELOP THIS PLAN

Over a two-year planning process, residents and stakeholders were invited to participate in a range of engagement opportunities to identify key issues and ideas for the new MDP.

The process was designed to:

- Raise broad awareness of the planning process, increase knowledge about an MDP and gain understanding about the need to update it.
- Provide a range of meaningful opportunities to learn about the project, share input, and engage in dialogue while avoiding ‘engagement fatigue’ with other initiatives.
- Provide clear information about key issues and opportunities, as well as the implications and trade-offs of proposed options and recommendations that would build a shared understanding of what the MDP will look like ‘on the ground’.
- Gather meaningful ideas and input from a diverse range of community members and stakeholders to inform the MDP update.
- Provide clear and transparent information to report back on what we did, who participated, what we heard through engagement activities and how input would or would not be incorporated into the MDP (and why).

Three rounds of engagement activities were offered to the public:

- Phase 1 engagement included broad public outreach and targeted stakeholder workshops, surveys and interviews. This phase introduced the process and expanded understanding of key issues, trends, and possibilities while providing multiple opportunities to gather community input and identify priorities for the future.
- In Phase 2, specific topics and policies were examined in more detail to build a shared understanding of issues, trade-offs, and implications. Using a variety of dialogue-based activities, consensus started to emerge to guide the development of the plan in Phase 3.
- Phase 3 a full draft and ‘snapshot’ of the new MDP was presented for public review and comment. Online and in-person activities guided the community through core elements of the new plan to gather meaningful input to refine and finalize it.

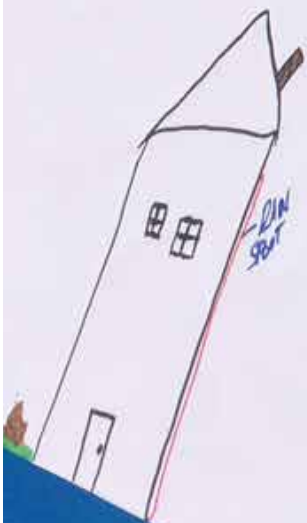


Share your thoughts!
What does it mean to you to be an OPA?

Nice Retirement Place
Friendly People great Service
A place where I see lots of (smile)

Safe
Environment and
Community!

Commitment to
Environmentalism

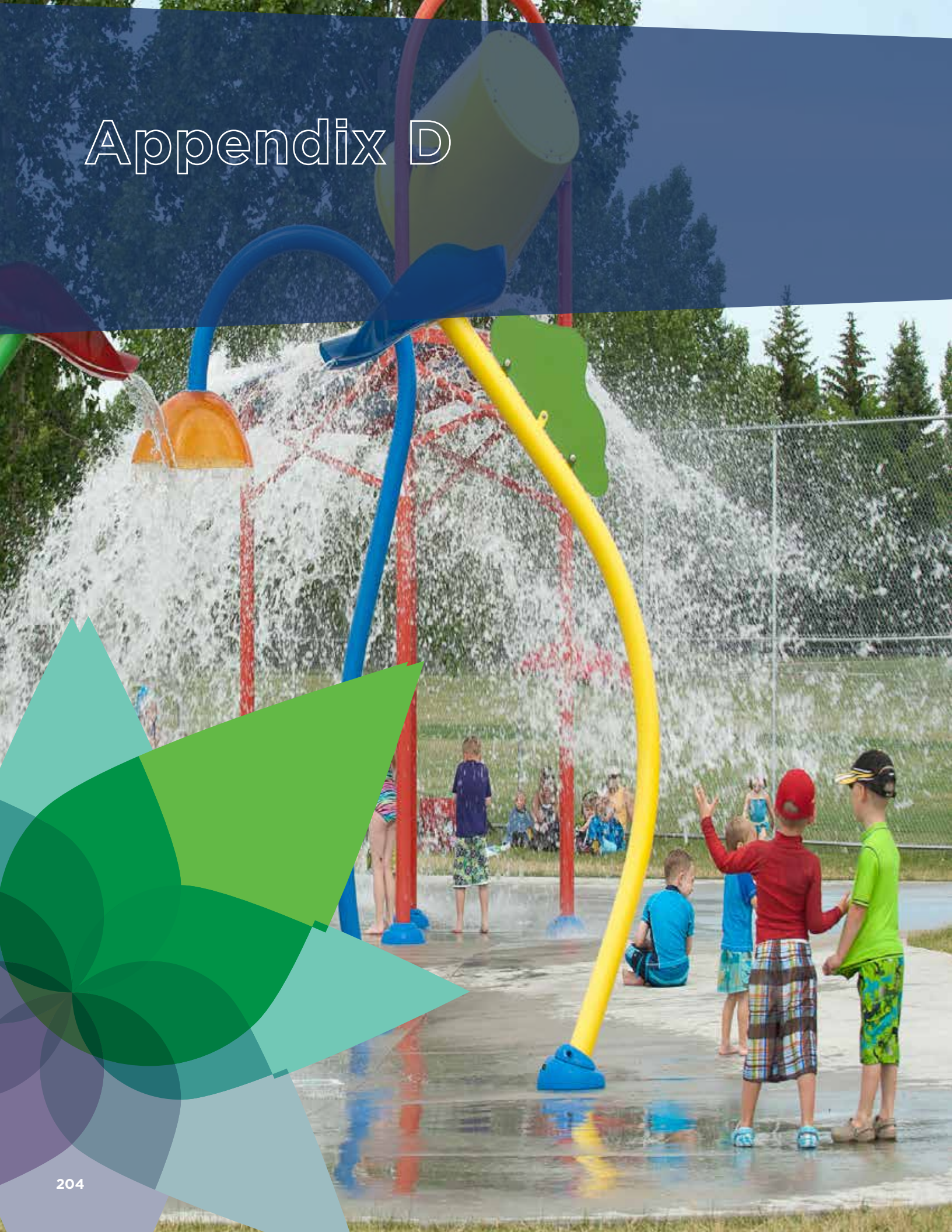


Wheelchair
+
scooter-
Friend



Grab a pen!

Appendix D



D.1 Measuring Success

D.1.1 MEASURING AND MONITORING

D.1.1.1 Indicators and Targets

Indicators and targets are used to measure the successful implementation of the Plan. These indicators quantify the progress towards reaching the goals of this plan and evaluate the plan for its effectiveness.

D.1.1.2 Review of the MDP

The MDP should be monitored and reviewed every five years to ensure the plan remains relevant, reflects the goals and aspirations of Okotoks, and effectively guides municipal decision-making.

D.1.1.3 Amending the MDP

Amendments will be completed as required. At a minimum, amendments must follow the public consultation and referral requirements of the Municipal Government Act and the Town's Public Participation Policy.

D.2 METRICS

D.2.1 Managing Growth

Indicator	Baseline	Target	Data Source
D.2.1.1 Dwelling unit to jobs ratio (the ratio of jobs created to homes developed per year)	--	1:1	Statistics Canada
D.2.1.2 Population density (people per gross hectare of developed land, town-wide, excluding agricultural land and naturalized areas)	21 people per gross hectare	32 people per gross hectare ¹	GIS Analysis, Municipal and Federal Census
D.2.1.3 New residential density (units per gross hectare of new 'greenfield' development)	--	25 units per gross hectare	Planning
D.2.1.4 Percentage of infill out of total residential units developed	--	10%	Planning
D.2.1.5 Ratio of Residential to Non-Residential Assessment Value (%)	13.92% (non-res) / 86.08% (res)	20% / 80% by 2033	Assessment Services
D.2.1.6 Infrastructure deficit: the difference between the amount spent or put aside annually for municipal infrastructure renewal compared with the amount needed to sustain the infrastructure in good working order	--	0	Finance

¹ Research shows that gross residential densities need to exceed approximately 32 people per hectare, before even a minor shift away from predominant vehicle use is seen (Leslie, 2007; Frank and Pivo, 1996).

D.2.2 Neighbourhood Planning + Design

Indicator	Baseline	Target	Data Source
D.2.2.1 Percentage of dwelling units on average across Okotoks within radius (walk shed) walking distance of a neighbourhood hub	--	70% of units	GIS Analysis
D.2.2.2 Percentage of Okotokians who agree or strongly agree that they feel a sense of community in their neighbourhood (need breakdown by neighbourhood)	--	80% of survey respondents	Community Household Survey ¹ or equivalent
D.2.2.3 Percentage of Okotokians who agree or strongly agree that their neighbourhood is welcoming and has a unique character (need breakdown by neighbourhood)	--	80% of survey respondents	Community Household Survey or equivalent
D.2.2.4 Number of Neighbourhood Hubs with a mix of residential, commercial and other uses comprehensively designed to support pedestrians and social gathering	1 Neighbourhood Hub (2020) (Downtown is excluded as it is its own category)	3 Neighbourhood Hubs by 2033	Planning Services

¹ Community Household Survey occurs every four years. The next survey is planned for 2022

D.2.3 Integrated Transportation

Indicator	Baseline	Target	Data Source
D.2.3.1 Reported percentage of trips Okotokians made using transit	3.0% (2016) ¹	Increase to 5% by 2026	Statistics Canada Census
D.2.3.2 Number of trips made using Okotoks Public Transit System	-- (2020 is first year of service)	18,000 trips per year 1 st year; Increase to 45,000 trips per year by 2026	Contractor Data (Okotoks Transit, or equivalent) and Statistics Canada
D.2.3.3 Percentage of shared rides (passengers/hour)	-- (2020 is first year of service)	40% shared rides in 1 st year; Increase to 50% by 2026	Actual ride data downloaded from technology providers site on a monthly basis
D.2.3.4 Average passengers per vehicle hour	-- (2020 is first year of service)	2 passengers per hour in 1 st year; Increase to 5 passengers per hour by 2026	Actual ride data downloaded from technology providers site on a monthly basis
D.2.3.5 Percentage of trips made using active transportation	4.1%	6% by 2035	Statistics Canada

¹ Despite Okotoks not having a transit system at the time of writing, 3% of Okotoks residents reported using public transit for their commute. This may include a portion of the commute journey made in Calgary or use of the Southland Transportation regional bus system.

Indicator	Baseline	Target	Data Source
D.2.3.6 Percentage active transportation users	0.5%	3% by 2035	Aggregated Manual Traffic Intersection Counts
D.2.3.7 Percentage of youth walking, riding or rolling to school	--	20% by 2033	Planning / Sustainability Town Survey
D.2.3.8 Percentage of households with > 1 vehicle for personal (not commercial) use	--	TBD	Planning / Sustainability Town Survey
D.2.3.9 Percentage of vehicles in Okotoks that are electric or low/zero carbon (e.g., hybrid or biogas powered)	will be updated annually once available	25% by 2050	Alberta Transportation - Licensing
D.2.3.10 Total vehicles per day on major roads	--	TBD	
D.2.3.11 Trips out of town (net outbound)	--	TBD	

D.2.4 Climate Change, Community Resilience + the Environment

Indicator	Baseline	Target	Data Source
D.2.4.1 Energy consumption by building type	--	TBD	
D.2.4.2 Percentage of new construction built to a recognized third-party 'green' building standard	--	100% of new construction is built and certified to a recognized standard by 2033	Safety Codes
D.2.4.3 Okotoks corporate and community GHG footprint	2018 Corporate (Municipal): 24,335 tonnes CO2E 2018 Community 379, 747 tonnes CO2E Total Okotoks: 404,078 tonnes CO2E	Carbon neutral by 2050	Environment & Sustainability
D.2.4.4 Percentage of community energy generated or purchased from zero-carbon, renewable sources	2018 Corporate: 0.01% electricity generated by solar panels 2018 Community: 0.2% electricity generated by solar panels	100% by 2050 Short term goals will be determined through the local climate change action plan in 2020	Environment & Sustainability
D.2.4.5 Percentage of maintenance equipment that runs on electricity to maintain public spaces	8% (2020)	50% by 2033	Parks Department

Indicator	Baseline	Target	Data Source
D.2.4.6 Percentage of land that is water permeable	--	TBD	GIS Analysis
D.2.4.7 Total potable water usage: litres per capita per day (lpcd)	274 lpcd	Achieve lowest per capita gross potable water consumption rates in Canada	Water Services
D.2.4.8 Residential potable water usage: litres per capita per day (lpcd)	174 lpcd	Achieve lowest per capita gross potable water consumption rates in Canada	Water Services
D.2.4.9 Number of publicly accessible electric vehicle charging stations in Okotoks	9	20 by 2033	Environment & Sustainability
D.2.4.10 Average local levels of air pollution		TBD	Environment & Sustainability
D.2.4.11 Proportion of households living in fuel poverty	--	TBD	Census
D.2.4.12 % of people who maintain a vegetable garden	--	50% by 2050	Community Household Survey
D.2.4.13 Number of community gardens	1 (2020)	4 by 2033	Parks Department
D.2.4.14 Landfill waste generated per household per year (tonnes/household/year)	0.36 MT/HH/yr (2019)	90% reduction by 2050	Waste Services
D.2.4.15 Organic waste diverted from landfill per year (tonnes)	0.30 MT/HH/yr (2019)	90% composting rate by 2030	Waste Services

D.2.5 Housing

Indicator	Baseline	Target	Data Source
D.2.5.1 Percentage of multi-residential units in Okotoks	22.9%	40% multi-residential in Okotoks	Planning Services
D.2.5.2 Percentage of renter households who spend 30% or more of gross income on shelter costs	45%	30% by 2031	Statistics Canada Census
D.2.5.3 Length of time spent on waitlist for emergency or transitional housing	--	30% reduction in waitlist time by 2030	Westwind Communities
D.2.5.4 Length of time spent on waitlist for seniors housing	--	30% reduction in waitlist time	
D.2.5.5 Length of time spent on waitlist for supportive housing	--	30% reduction in waitlist time	
D.2.5.6 Ratio of average house price compared to income	--	TBD	Statistics Canada Census

D.2.6 Employment Lands

Indicator	Baseline	Target	Data Source
D.2.6.1 Percentage of property tax that comes from non-residential uses	--	30% by 2080	Assessment (Finance)
D.2.6.2 Net commute flow (percentage of employed people staying in Okotoks for work)	37%	50% by 2036	Statistics Canada Census
D.2.6.3 Success in attracting new employers (# new business licenses)	--	TBD	Economic Development
D.2.6.4 Percentage of people employed in creative industries	--	100% of municipal employees and contractors for the Town paid a living wage by 2025	Statistics Canada Census
D.2.6.5 Percentage of Households operating a Home-Based Business (Minor or Major)	2.3% (2020)	5% of households operating a home-based business by 2033	Economic Development
D.2.6.6 Percentage of locally-owned/operated businesses	50% (2020)	60% by 2033	Economic Development
D.2.6.7 Percentage of children living in poverty	--	0% children living in poverty by 2030	Statistics Canada Census

D.2.7 Parks, Recreation + Natural Areas

Indicator	Baseline	Target	Data Source
D.2.7.1 Percentage coverage by urban forest canopy	Estimate is 12,000 trees (2011) ¹ and 10% tree cover ²	Retain 10% tree cover	GIS Analysis (Natural Asset Calculation)
D.2.7.2 Net growth in urban canopy	--	No net loss by 2050 (Monitoring component to be updated when Lidar is updated)	
D.2.7.3 Percentage of non-potable water used for public parks and landscaping	--	25% of total irrigation water used is non-potable water	Parks and Recreation
D.2.7.4 Amount of publicly accessible parks and open space	170 hectares	250 hectares by 2076	GIS Analysis
D.2.7.5 Length of pathway system	85+km of primary interconnected pathway including major sidewalk systems	40m/ha of primary, not secondary pathway	
D.2.7.6 Percentage of homes within walking distance (400m) to a recreation facility, park or cultural facility	--	100% by 2080	GIS Analysis

¹ Town of Okotoks, Urban Forest Progress Report, 2011

² I-Tree. Available on-line: <https://canopy.itreetools.org/>. Last accessed: December 4, 2019.

D.2.8 Downtown

Indicator	Baseline	Target	Data Source
D.2.8.1 Counts of pedestrian traffic	--	TBD	Pedestrian counting machine at key locations
D.2.8.2 Vacant storefronts (%)	--	Less than 5% vacancies	Chamber of Commerce
D.2.8.3 Value of building permits issued in Downtown annually (\$)	--	TBD	Development Services
D.2.8.4 Number of new business licenses issued	--	TBD	Development Services
D.2.8.5 Number of new residential units in the Downtown area	--	TBD	Development Services
D.2.8.6 Increase in # of downtown events hosted externally (non-Town organized events)	15 events / year	45 events / year by 2033	Community Events

D.2.9 Health and Happiness

Indicator	Baseline	Target	Data Source
D.2.9.1 Percentage of people who feel things they do in life are worthwhile	--	100% of people have an 8/10 rating by 2030	Community Wellness Survey
D.2.9.2 Overall satisfaction of people who use local government services	--	85% by 2030	Community Wellness Survey
D.2.9.3 Number of local recreation and sporting initiatives supported	--	TBD	Parks and Recreation
D.2.9.4 Percentage of Okotoks Households accessing the Okotoks Food Bank	--	TBD	Okotoks Food Bank

D.2.10 Culture and Community

Indicator	Baseline	Target	Data Source
D.2.10.1 Percentage of people who have volunteered in the last 12 months	--	50% of population has volunteered in the past 12 months	Community Wellness Survey
D.2.10. 2 Percentage of people visiting a local cultural site in the past 12 months	--	85% by 2030	Culture and Heritage Department

Appendix E



Implementation

This Municipal Development Plan provides direction to guide long-term development in Okotoks, including both statutory plans (such as Area Structure Plans and Neighbourhood Area Structure Plans) and non-statutory documents (such as master plans and the Land Use Bylaw). All municipal documents and corporate actions should reflect the intent of this plan.

Sustainable development is a long-term learning process. In addition, factors that affect the long-term sustainability and development of Okotoks are constantly changing. This Plan uses an adaptive management process, which helps the whole community learn and increases knowledge, skills, and wisdom over the years.

In adaptive management, plans are developed, implemented, reviewed, and updated regularly. This is vital to ensure they are consistent with the Interim Growth Plan and align with the Growth Plan once adopted. This chapter details the implementation, review, and updating processes.



IMPLEMENTATION RESPONSIBILITIES

Council

Town Council exercises its authority within the mandate of municipal governments prescribed by the Municipal Government Act. Council has the responsibility of approving this Municipal Development Plan and future amendments to the Plan. Council has the authority to approve the programs and activities that will be necessary for achieving the goals of the Plan and to approve the associated budgets.

Administration

Town administration operates under the direction of Town Council and will implement this plan, including preparing planning processes, programs, and other activities. Town administration is also responsible for receiving and providing the initial review of land use, subdivision, and development proposals.

Calgary Metropolitan Region Board (CMRB)

The CMRB consists of representatives from 10 municipalities mandated to develop a long-term plan for managed, sustainable growth in the Calgary Region. All statutory plans, and amendments to statutory plans, must be reviewed by the Board to ensure they are consistent with the Interim Growth Plan.

REGIONAL COOPERATION

The Town understands the importance of regional-scale planning and will continue to work with and support the CRMB on regional-scale planning initiatives. The Town will continue to work with its municipal neighbours on matters of intermunicipal jurisdiction such as regional economic co-operation, regional transportation and infrastructure. To minimize and/or restrict development within the Sheep River Flood Hazard Area, the Town will collaborate with Foothills County and the towns of Black Diamond and Turner Valley to adopt common policies and align with their Land Use Bylaw regulations.

BUDGET

It is not the intention of this Municipal Development Plan to commit Council to funding decisions. Any funding decisions will be considered by Council through the regular budgeting process and any public consultation Council deems necessary in its decision-making.

PLAN REQUIREMENTS

Content of an Area Structure Plan (ASP)

Area Structure Plans must contain, at a minimum, the following:

1. Introduction and policy context as to how this ASP fits within the Town's policy framework.
2. Planning area: Map and description of the area, including legal description, development constraints, topographical, geotechnical, ecological descriptions, and any other relevant information. Information on the existing development context and function of the area is also required.
3. Regional Context: At minimum, a map which shows the plan area and any regionally significant corridors as identified in the CMRB Regional Growth Plan (or Regional Servicing Plan) as well as information on the proposed ASP's compliance with the guiding principles and policies of the CMRB Regional Growth Plan.
4. Planning approach: Overall planning approach, goals, and principles, including how the ASP meets the goals, principles, objectives, and policies of the MDP.
5. Statutory Document Hierarchy: Information on how the proposed ASP aligns with the Town's higher level plans such as the Environmental Master Plan, Culture, Heritage and Arts Master Plan, Recreation, Parks and Leisure Master Plan, and any relevant plans or policies.
6. Public Participation: Information on the public engagement and consultation that was conducted in preparing the ASP.
7. Land use, density and urban structure: Conceptual land use plan and statistical breakdown of the proposed land use mix and density numbers.
8. Designing Great Neighbourhoods: How the ASP meets the intent and outcomes of Designing Great Neighbourhoods (Part B, Section 2.3.2 in this Municipal Development Plan).
9. Population: Expected population and capacity.
10. Housing: The range of housing types and how the ASP aligns with the Housing Needs Strategy.
11. Historical: How the community aligns and is designed to acknowledge the historical aspects of the particular land on which it is proposed.
12. Employment: The total number of jobs the plan area will support and rationale outlining this information.
13. Transportation: The general transportation network (including primary pathways, potential future transit routes, and the arterial and collector road network). Transportation Impact Analysis at all levels of planning implementation (ASPs, ARPs, NASPs, outline plan, etc.).
14. Environment: The lands proposed for, and approach to, conservation of

environmentally sensitive areas, such as Environmental Reserves and Conservation Reserves as well as identifying potential or established provincial Environmentally Significant Areas and regional Environmentally Sensitive Areas. Natural and naturalized assets are identified and the proponent shows and justifies how they will treat these areas (e.g., conserve, mitigate or remove)

15. Historic and cultural resources: Identification and preservation considerations for any historic or cultural resources in the plan area.
16. Parks, Schools and Amenities: Approximate location and type of parks, schools, recreation facilities, cultural facilities, and other amenities.
17. Servicing: The proposed approach, and conceptual design of servicing as well as a Stormwater Master Plan and identifying and considering utilizing natural assets for servicing provision.
18. Phasing: The proposed approach to phasing and implementation of the ASP.
19. Interface: The interface between the area and adjacent municipalities, major transportation routes, existing development and existing agricultural lands.
20. Innovation: How does this proposed ASP differ from existing development in the Town? What does it propose that is innovative to Okotoks?
21. Scorecard: in consultation with administration, complete a Sustainable Development Scorecard (in development).
22. Fiscal sustainability plan including a lifecycle cost analysis of proposed major infrastructure;
23. Any other matters required by legislation, regional plans, or Council.

Content of an Area Redevelopment Plan (ARP)

Area Redevelopment Plans must contain, at a minimum, the following:

1. Introduction and policy context as to how this ARP fits within the Town's policy framework.
2. Planning area: Map and description of the area, including legal, development constraints, topographical, geotechnical, ecological descriptions, and any other relevant information. Information on the existing development context and function of the area is also required.
3. Regional Context: At minimum, a map which shows the plan area and any regionally significant corridors as identified in the CMRB Regional Growth Plan (or Regional Servicing Plan) as well as information on the proposed ARP's compliance with the guiding principles and policies of the CMRB Regional Growth Plan.
4. Planning approach: Overall planning approach, goals, and principles, including how the ARP meets the goals, principles, objectives, and policies of the MDP.
5. Statutory Document Hierarchy: Information on how the proposed ARP aligns with the Town's higher level plans such as the Environmental Master Plan, Culture, and Heritage and Arts Master Plan, Recreation, Parks and Leisure Master Plan and any relevant statutory plans or policies.
6. Public Participation: Information on the public engagement and consultation that was conducted in preparing the ARP with consideration and inclusion of a range of demographics and socioeconomic backgrounds.
7. Land Use and Urban Structure: Conceptual land use plan and statistical breakdown of the proposed land use mix, including the type and location of proposed land use districts.
8. Population: Anticipated population increases over a 10, 20 and 30 year time-period.
9. Housing: The range of housing types and anticipated levels of affordability for new housing in the plan area.
10. Employment: Identify the existing number of jobs in the plan area and how many are anticipated over a 10, 20 and 30 year time-period.
11. Historical: How will proposed redevelopment in the plan area respect the historical context of the area and acknowledge the history of the plan area? Include details on particular buildings and sites within the plan area that will be protected.
12. Transportation: The general transportation network (primary pathways, public transit stops, and the road network), targets for number of trips taken (walking, cycling, and public transit), and a response to how the

network enhances the existing network to build upon the transportation mode hierarchy detailed in this plan.

13. Environment: Approaches to more sustainable forms of development, opportunities for green building design and other measures that further the environmental sustainability of the plan area, minimizing its carbon footprint.
14. Parks and Amenities: Proposed approach to restore natural assets and natural areas. Location and size, and proposed opportunities for additional parks, recreational facilities, cultural facilities and placemaking landmarks in the plan area.
15. Servicing: The proposed approach and cost estimates for any anticipated servicing upgrades for additional density in the plan area. The proposed approach should include anticipated costs for any road, pathway, water, storm water, sanitary sewer and shallow utility upgrades, including a lifecycle analysis and approach to natural assets.
16. Interface: Any proposed upgrades or enhancements to the interface areas between the plan area and surrounding neighbourhoods. Include examples on how the communities integrate together while having a distinct identity.
17. Innovation: How does this ARP differentiate from other ARPs in the Calgary region? What does it propose that is innovative to Okotoks?
18. Implementation: Timelines and detailed information on how the ARP will be implemented and take shape over the next 10, 20 and 30 years.
19. Landscape Design: Detailed guidelines on landscape design for major urban streets and key points in the plan area.
20. Architectural Guidelines: Detailed guidelines on architectural design that will ensure redevelopment is sensitive to the existing development in the plan area.
21. Recommended Land Use Bylaw Amendments: Detailed information on Land Use Bylaw amendments that should be considered upon adoption of the ARP to further facilitate the vision and plan of a particular area.
22. Any other matters required by legislation, regional plans, or Council.

Content of Neighbourhood Area Structure Plan (NASP)

In general, NASPs are expected to cover a smaller areas than ASPs and provide more detailed design and policy. Typically, NASPs will be completed for a quarter-section (160 acres) sized plan area or smaller depending on the context. The plan area boundaries of an NASP should be determined by natural or built environment features and other geographical constraints. NASPs should address all the policies in the Neighbourhood Planning and Design section as well as other relevant policies in this MDP. NASPs must contain, at a minimum, the following:

1. Introduction: Introduction and policy context as to how this ASP fits within the Town's policy framework.
2. Planning area: Map and description of the lands, including legal, development constraints (e.g., airport contours, railways, etc.), topographical, and any other relevant information
3. Planning approach: Including how the NASP meets the goals, principles, objectives, and policies of the MDP
4. Statutory Document Hierarchy: Information on how the proposed NASP aligns with the Town's higher level plans such as the Environmental Master Plan, Culture, Heritage and Arts Master Plan, Recreation, Parks and Leisure Master Plan and any other relevant statutory plans.
5. Public Participation: Information on the public engagement and consultation that was conducted in preparing the NASP. Examples and information on how the feedback was incorporated into the proposed plan as well as details as to how the consultation incorporated feedback from a range of demographics and socioeconomic backgrounds.
6. Land use and urban structure: Detailed land use plan and statistical breakdown of the proposed land use mix and density numbers, including the type and location of land use districts.
7. Designing Great Neighbourhoods: How the Neighbourhood Area Structure Plan meets the intent and outcomes of Designing Great Neighbourhoods (Part B, Section 2.3.2 in this Municipal Development Plan).
8. Connectivity to adjacent communities: How will the proposed NASP connect and integrate with surrounding neighbourhoods and land uses?
9. Population: Projected population numbers for the NASP area.
10. Housing: Proposed mix of housing types and lot sizes, and anticipated levels of affordability, including proposed market and non-market affordable housing and alignment with the Town's Housing Needs Strategy.
11. Employment: Anticipated number of jobs and general types of jobs (retail, office, etc.) that the plan areas will support.

12. **Transportation:** The detailed transportation network (primary pathways, public transit stops, and the road network), street cross-sections of each street type proposed in the plan area must be provided. Information on how the streets will meet the “green streets” criteria of the MDP and incorporate low- impact design stormwater management techniques when appropriate should be included. Information on how the proposed network meets the transportation mode hierarchy detailed in this plan should also be included.
13. **Environment:** Identify and describe all lands for conservation, including Environmental Reserves and Conservation Reserves.
14. **Historic and Cultural Resources:** Design guidelines for building on local character and heritage;
15. **View corridors:** Plan view as well as renderings of key viewsheds and vistas that will be protected in the plan area shall be included. Key corridors of the mountains and views of the town (where appropriate on higher elevations) should be noted and preserved for public view at key points throughout the plan area.
16. **Parks and open spaces:** Conceptual design of all parks, plazas, greenways and other public spaces, including the location of public art. Information on the proposed park types and how they will provide active and passive recreational opportunities for a range of demographics should be included. Park equipment and design should align with the overall community vision and build on the sense of place of new communities. Information on how 90% of residential dwellings in the plan area will be within 400m of a park or open space should be shown graphically.
17. **Schools, recreation, and cultural facilities:** Location and size of land provided for schools, recreation, and cultural facilities.
18. **Urban design: form and massing;** architectural design guidelines for multiple residential and commercial mixed-use hubs. A conceptual design of the commercial mixed-use hubs must be included in the NASP.
19. **Architectural controls:** Architectural controls that will be registered against all lots of a proposed NASP plan area — including multi-unit residential and commercial to ensure a consistent level of design for the NASP plan area.
20. **Neighbourhood hub design:** Detailed design of the neighbourhood hub area within the plan area including conceptual layout, materials, design standards, waste enclosure screening, signage guidelines and other details that will create a unique and pedestrian-oriented, mixed-use centre within the plan area (if identified within the ASP as being part of that particular NASP area).

21. Servicing: Proposed servicing concept, including water, stormwater, sanitary sewers, and shallow utilities, including lifecycle cost assessment and approach to natural assets.
22. Innovation: Proposed innovations that are unique to the NASP area in terms of environmental, infrastructure and/or community design to the Town of Okotoks.
23. Phasing: A detailed phasing of the lands within the NASP should be provided.
24. Materials and Community Design
Features: Information on the proposed community fencing and street furniture materials and general design should be included to acknowledge how these aspects of the street and community design will provide a distinct character. The proposed fencing and street furniture should be minimal to no-maintenance to the Town over the long-term.
25. Green building strategies: Meeting high performance certified 'green' industry standards
26. Scorecard: in consultation with administration, complete a Sustainable Development Scorecard (in development).
27. Any other matters required.

Appendix F



One Planet Living Framework

One Planet Living is a framework developed by Bioregional³ that helps us articulate how we can live within the means of the Earth. As a global society we are overshooting the carrying capacity of the Earth – we are living as though we have the resources of several planets at our disposal. Our patterns of consumption and pollution are not sustainable. This must change. We all need to work together to ensure we can: live comfortably, more securely and healthily; and create lives that are fulfilling and sustainable, under conditions where everyone can thrive.

The One Planet Living Framework helps to shift patterns of behaviour that are not sustainable. One Planet Living uses two key indicators to help us live more sustainably: ecological footprinting and carbon footprinting.

Ecological Footprinting

Ecological footprint is a term created in Canada by academic researchers to articulate the amount of resources we consume and the number of planets it takes to support that lifestyle if everyone lived the way we do. Ecological footprinting is an accounting tool that calculates the resources (forests, fisheries,

³ Bioregional. 2019. “One Planet Living goals and guidance for cities and regions.” Available for download online: < <https://www.bioregional.com/resources/one-planet-living-goals-and-guidance-for-companies-and-organisations>>. Last accessed: April 22, 2020.



agricultural land) required to produce the wood, crops and livestock we consume, the land for buildings and roads and the forests needed to absorb the carbon dioxide released from the burning of fossil fuels.

Globally, we are consuming 50% more than this planet can support or sustain. If everyone lived like the average North American, we’d need five planets to sustain us.

Carbon Footprinting

Carbon footprinting measures carbon dioxide and other greenhouse gases we emit. Over half of our global ecological footprint comes from carbon emissions. The bulk of greenhouse gas emissions come from burning coal, oil and gas for energy, as well as some forms of farming. These emissions are expelled into the atmosphere and trap heat as their concentrations build up. Scientists agree

that we have to radically reduce our output of these gases if we are to limit the risks of dangerous changes to the climate.

At the Paris Climate Summit in 2015, world leaders agreed that a 1.5 degrees Celsius limit on global temperature rise would be a preferable safety limit. Yet global emissions are on a trajectory that makes it highly unlikely we can keep the temperature rise below 1.5 degrees Celsius – and this alone will cause changes in climate, ice cover and sea level which are destructive and dangerous. To stay under 1.5 degrees Celsius, we cannot afford to release any more greenhouse gases into the atmosphere so we must capture it and move to net zero carbon as soon as possible.

How does Equity fit with One Planet Living?

Social equality is a state of affairs in which all people within a specific society or group have the same status including civil rights, freedom of speech, property rights, and equal access to social goods and services.⁴ In short, social equity provides opportunity for all across abilities, gender, race, age and sexual orientation.

Typically, it is less-advantaged groups and populations (e.g., lower income, less educated, those in less stable housing situations, Black, Indigenous and people of colour) who are more affected by systemic discrimination and most impacted by climate change. We also know that less advantaged groups are more likely to make use of affordable, accessible transportation modes, namely transit, and be particularly vulnerable in the face of extreme weather shocks and natural disasters.

By providing the same opportunities for everyone in society, by breaking down barriers to access and participation (e.g., providing equal access to energy security, housing security, recreation opportunities, health care, etc.), we address underlying issues so everyone has the opportunity to achieve their full potential. When we invest in equity, we are investing in resilience. Equity should be harnessed as a driving force behind our economy's growth and innovation, our communities' safety, stability, health and prosperity.

One Planet Living includes ten goals, nine of which we've used to lay out a vision for our community over the next 60 years. The goals are:

- Health and happiness
- Equity and local economy
- Culture and community
- Land and nature
- Sustainable water
- Local and sustainable food
- Materials and products
- Net zero carbon energy
- Travel and transport
- Zero waste

We do not reference the One Planet Living goal of “materials and products” in the Municipal Development Plan, as it is not directly relevant to the types of policies addressed in a municipal development plan. Visions for Okotoks using the other nine goals are defined in Part B.

⁴ Project Human City. February 2, 2017. On-line post. Available on-line: <https://projecthumancity.com/2017/02/02/what-is-social-equity/>. Last accessed: December 2, 2019.





MUNICIPAL DEVELOPMENT PLAN

