

Town of Strathmore

Strathmore Community Sustainability Plan

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Strathmore Community Sustainability Plan

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April 9, 2010

Linda Nelson
Deputy Chief Administrative Officer
Town of Strathmore
680 Westchester Road
Strathmore, AB T1P 1J1

Dear Linda:

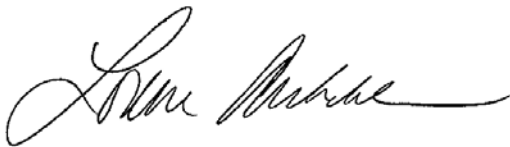
Project No: 60112579 (0105-087-00)

Regarding: Strathmore Community Sustainability Plan

I'm delighted to submit the Strathmore Community Sustainability Plan. The addition of a community survey plus the substantial contributions of both Administration and Council have combined to create a great plan.

Thanks for your guidance for this project.

Sincerely,
AECOM Canada Ltd.



Lorene Archdekin, ACP, MCIP
Senior Planner
lorene.archdekin@aecom.com

LA:ldv
Encl.
cc: File

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Executive Summary

The Town of Strathmore's initiative is to create a community sustainability plan in order to prepare a clear path forward to a more sustainable community.

Strathmore's Council recognizes the importance of meaningful public consultation through engaging representatives of diverse community groups (clubs, ages, businesses) through a Steering Committee; the general public through an Open House; and finally conducting a household survey.

The approach uses a systems concept examining the social, cultural, natural and built environment, governance and economic aspects of local municipal development to integrate the complexities of this community, the region and wider contexts.

The Community Sustainability Plan was completed including the following elements: committee formation; an education component; vision creation, outlining descriptions of success, engaging the public to develop the action plan, conducting a comprehensive survey, completing the technical analysis and costing, grouping the action items into an appropriate time framework, creating an implementation plan and finally consideration by Council.

This community sustainability plan starts with a "vision" outlining the future. This vision seeks to balance the pillars of social, cultural, environmental (both built and natural), governance and economic dimensions in a meaningful way for the Town of Strathmore. Then the plan focuses on the goals or "Descriptions of Success" for each of the dimensions or pillars. Action plans complete the most important components of the plan.

The annual action plans are developed from the prioritization/groupings of all of the actions from short to long term resulting in an effective tool to ensure the long term completion of all of the actions. By processing the most important priorities (with consideration for appropriate budgets) on an annual basis, the overall large number of actions can be dealt with in a manageable manner over time.

Key actions for the first year include:

(Items with an asterisk * were derived/supported through the public survey.)

Cultural

1. Amend the MDP and LUB to facilitate the establishment of a place for cultural events and activities.
2. *Review the possibility of renovating the Klaiber barn on the former CPR property as a possible site for the museum.
3. Engage citizens by organizing a fall fair on the last day of the Farmer's Market.

Social

1. *Create a community garden on an MR site that's next to medium/high density residential for example in Hillview, Agricultural Society Land.
2. *Use property within the Town to create community gardens.
3. In 2011, go big with a celebration – use branding to create an image and use this to raise sustainability profile.

Natural Environment

1. Legislate, enforce and maintain sustainable and planned landscapes and restoration programs.
2. *Incorporate a public inter-municipal trail system.
3. Limit the use of treated water outdoors (already a bylaw restricting use) and debate /encourage the expansion of using WID water for irrigation.
4. Town encourages residential and business to conserve rainwater for outdoor use, for example, the Town's rain barrel program.

Built Environment

1. *Implement architectural controls via an overlay district to promote a vibrant downtown, i.e. boulevard cafés, attractive streetscapes, follow a downtown theme.
2. An amphitheatre could be built (Kinsmen Club).
3. *Ensure all new municipal buildings are LEED accredited.
4. *Town supports low impact development practices and procedures.
5. Amend the LUB to create an overlay to the downtown core/ etc to address pathways, linkages and beautification.

Governance

1. *Establish architectural guidelines via an overlay district for the following areas: downtown; highway commercial; industrial, neighbourhood commercial and other uses as appropriate.
2. *Conduct continuous education, training and publicity on all sustainability development.
3. Update the self conducted historical walking tour brochure in time for Strathmore's centennial.
4. Professionally promote and publicize sustainability successes.
5. Include sustainable action plans in Capital Plan.
6. *Small plaque on building or site recognizing its historic significance would be great.

Economic

1. Encourage Wild Rose to utilize private sector representatives as business development resources.
2. Determine a "vision" for annexed land development nodes within the MDP update process.
3. Develop relationships and marketing to improve economic development.
4. *Town should continue to plan for sustainable long term capital projects.

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1. Strathmore's Approach to Sustainability

1.1

Introduction

The Town of Strathmore's goal is to create a practical community sustainability plan in order to outline the way forward to a more sustainable community. It comes at a time when a number of planning initiatives are underway including the South Saskatchewan Regional Plan partnership initiative and revisions to the Town of Strathmore Municipal Development Plan.

Strathmore's Council recognizes meaningful public consultation through engaging: representatives of diverse community groups /clubs /ages /businesses through a Steering Committee; the general public through an Open House; and finally conducting a household survey. This proactive approach helps to ensure both the short and longer term knowledge by residents and businesses, their consideration of participating, as well as the ultimate success of the plan.

The approach uses a systems concept examining the social, cultural, natural and built environment, governance and economic aspects of local municipal development to integrate the complexities of this community, the region and wider contexts.

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their needs."

Brundtland Commission, "Our Common Future," 1987.

1.2

Community Sustainability Plan Defined

A sustainable community is a place where people want to live, want to call home and want to raise their families in a safe environment. Sustainable community plans start with a "vision" outlining their future. These visions seek to balance the pillars of social, cultural, environmental (both built and natural), governance and economic dimensions in a meaningful way for their community.

A Community Sustainability Plan (CSP) is a tool that Council and Administration use to provide direction and assess the sustainability of initiatives that come before them, whether led by the private or public sector. A Community Sustainability Plan focuses on the goals or "Descriptions of Success" for each of the dimensions or pillars and provides the right questions for Council to ask when making decisions. Essentially, a Community Sustainability Plan is a document providing long term guidance for sustainability matters.

In addition, the CSP provides for annual action plans. These annual initiatives are developed from the prioritization/groupings of all of the actions from short to long term resulting in an effective tool to ensure the long term completion of all of the actions. By processing the most important priorities (with consideration for appropriate budgets) on an annual basis, the overall large number of actions can be dealt with in a manageable manner over time.

The Strathmore CSP is also a plan for the community that can be applied in a wide variety of ways by individual residents, groups, businesses or through Council initiatives. For example:

- a. A household choosing to become more sustainable may make decisions based on actions identified in the Strathmore CSP or through local initiatives, such as purchasing a rain barrel for their backyard;
- b. An organization using the Strathmore CSP as a guide may take on a specific action as a Community Garden;
- c. A school could develop student programs that support the direction of the Strathmore CSP such as a community clean up; or
- d. A local business using Strathmore CSP could make decisions to create more sustainable buildings through materials, servicing and operations.

1.3

The Pillars of Sustainability

Community Sustainability Plans are intended to determine where a community has opportunities for investment to create the community desired by the residents within. The five dimensions of this process leading to optimal municipal program delivery and sustainability are: social, cultural, environmental, governance and economic.

The Strathmore Community Sustainability Plan splits the environmental pillar into two dimensions – a quality natural environment and a quality built environment, consequently, Strathmore has six dimensions of sustainability.

- The **social** dimension involves the development of social and community services and includes the recognition of the historical and cultural context, providing the opportunity to include housing to meet a range of demographic and economic markets.
- The **cultural** dimension includes ensuring/creating a vibrant and festive community, a sense of community identity and belonging and exploring opportunities for expression in the Arts.
- The **natural environmental** dimension includes the protection and improvement of natural systems; minimizing the environmental impact; resource conservation; promotion of organic food production and the restoration of natural areas.
- The **built environmental** dimension includes development patterns, form and design of buildings and supporting streets and infrastructure while protecting and improving the supporting natural systems (natural environment). Energy efficiency measures are also addressed.
- The **economic** dimension includes policies and programs for attracting investment and employment, promoting local entrepreneurship and ensuring the community is a net contributor to the fiscal strength of the area.

- The **governance** dimension includes strategic visionary representation and accountable systems that enable inclusive, effective communications and participation by individuals and organizations. The leadership is strong and informed and leads by example. There is a strong inclusive community and voluntary sector and a sense of civic values, responsibility and pride. The leadership strives for continuous improvement through effective delivery, monitoring and feedback at all levels.

1.4

Municipal Sustainability Planning Origins

The Brundtland Commission (formerly known as the World Commission on Environment and Development) was formed in 1983 by the United Nations to address the growing concern of the accelerating deterioration of the human environment and natural resources and the resulting impact on the economic and social development around the world. The report helped to create a global awareness regarding environmental problems and challenged the developed nations to fix it.

Sustainable development became the new buzz word and despite some initial reluctance to jump on the band wagon; governments and the general public are beginning to take ownership of the problem and are helping to create solutions that will affect our future generations.

1.4.1

Projects Eligible for Funding

The Canadian federal and provincial governments rose to the challenge in 2005 and developed funding incentives for municipalities to address their sustainable development issues through a capital infrastructure grant program funded by the Gas Tax. This initiative requires a Community Sustainability Plan to be approved by the municipality in order for the community to receive their funding allotment. Each municipality in Alberta is eligible to receive a per capita grant allocation per year over a five year period. Fund allocations have doubled since the inception of the program to further encourage sustainable development within the municipalities.



Community energy systems and local road development are projects eligible for sustainable development funding

2. Strathmore's Process to Becoming More Sustainable

Strathmore's sustainability planning process is a combination of the Alberta Urban Municipalities Association (AUMA) process (see **Appendix A**) to prepare sustainability plans, The Natural Step process (see **Appendix A**) for providing a scientific framework to help communities take meaningful steps towards sustainability, as well as AECOM's additions of technical analysis, the costing of key items and defined implementation plan. Some of these processes are explained in more detail in the Appendices. Together these processes form a method that meets the unique needs of The Town of Strathmore. This process is also based on the six pillars of sustainability, as previously described, which the Steering Committee felt better suited their needs than five pillars.

The Community Sustainability Plan was completed within a short timeline (under one year), including the structuring of the process, the formation of the committee, an education component, creating a vision and descriptions of success, engaging the public to develop the action plan, conducting a comprehensive survey, completing the technical analysis and costing, grouping the action items into an appropriate time framework, creating an implementation plan and finally consideration by Council.

Table 1 below contains a brief overview of the sustainability plan process. The remaining text of section two provides a more detailed description of each step of the process. This text also includes references to the location of additional information located in the various appendices. The results of the sustainability plan process are located in section 3, A Successful Sustainable Community in 2030.

Table 1 Brief Overview of the Sustainability Plan Process

Phase	Description
Phase 1: Structuring the Process	<ul style="list-style-type: none"> Established how the process would proceed. Town staff interviewed about sustainability initiatives in place, or planned. Research on existing plans, strategies, and reports was done to see what policies are in place, how to coordinate them without duplication. Inventory of community assets conducted. Shows what resources are available within the community, including people, natural resources, organizations etc.
Phase 2: Creating a Shared Understanding of Sustainable Community Success	<ul style="list-style-type: none"> Formed a Steering Committee – a group representative of the diverse range of residents that make up Strathmore. They helped generate many ideas in the plan.

Phase	Description
	<ul style="list-style-type: none"> Creating a Vision. The Steering Committee discussed what sustainability means to them, and generated a vision for the plan. This vision guided the production of the rest of the plan, and was modified throughout the process.
Phase 3: Analyzing Strategy Areas for Community Success	<ul style="list-style-type: none"> Development of sustainability action items required to achieve the vision in 20 years. For example retain natural landscapes, particularly trees. Each action item was categorized by sustainability pillar. This means that items that deal with cultural sustainability will be grouped together. The other categories are social, natural environment, built environment, economic, and governance. Identified when action items would be implemented. Items can be dealt with in the first year, in 2-5 years, in 5-15 years, and 15+ years. <ul style="list-style-type: none"> While looking forward at the desired outcomes, the Steering Committee looked at the current reality of some issues regarding sustainability. This resulted in a list of issues, assets, and strategies that must be considered in working to achieve greater sustainability.
Phase 4: Public Engagement	<ul style="list-style-type: none"> The input of the public was necessary to make this plan a success. At a public workshop, the public helped establish some action items and determine which ones were the most important to them. Once the key action items were identified, AECOM created some order of cost estimates for capital expenditures, and reviewed this cost analysis with Council. Such capital expenditures cover things like infrastructure upgrades, and additional staff positions.
Ongoing Initiatives - Survey	<ul style="list-style-type: none"> The public workshop did not have a very large turnout, so a survey was held to get further input. A total of 139 responses were received.
Ongoing Initiatives - Magnitude of Costs	<ul style="list-style-type: none"> Determining the costs of certain actions is ongoing. It is important that funds be realistically projected so Council and Administration have an accurate idea of actions that can be achieved within the scope of the budget, and within the desired timeframe. Once the action items are developed into more detailed projects, a more accurate cost estimate can be created, allowing for timely, cost effective completion.

2.1 Phase 1: Structuring the Process

The Planning & Development Department played a key role in this project and provided the liaison among the Administration, the Council, the Committee and the residents to move the project forward.

2.1.1 Interviews with Senior Town Staff

The purpose of the interviews was to develop a list of sustainable municipal projects or actions that had been implemented or were planned for the near future. The Planning & Development Department conducted these interviews with senior Town staff. The results were very informative in terms of understanding their commitment to sustainability and the support that they would provide in carrying out the proposed actions. The knowledge they have gained through their work provided insight into challenges that exist or problems that could occur if things were not changed. Senior staff were able to provide practical solutions to address the sustainable issues identified. A summary of interviews with senior Town staff is included in **Appendix B**.

2.1.2 Existing Plans, Strategies and Reports

Strathmore's existing plans, sustainable strategies and reports were reviewed to ensure that action items generated through the public workshops were not duplicating the Town's efforts. This step allowed for the coordination of plans and strategies to reduce contradicting policies and missed opportunities. It also enabled the public to see all of the initiatives currently underway by Administration. This proves to be a valuable tool in Phase 4. This review is included in **Appendix C**.

2.1.3 Inventory of Community Assets

An inventory of community assets was developed to identify the tangible and intangible resources within the community, viewing the community as a place with assets to be preserved and enhanced.

Assets may be persons, physical structures, natural resources, institutions, businesses, or informal organizations. For this sustainability plan, the assets will be grouped according to the pillars of sustainability.

It is important for the Advisory Committee and the public to be aware of all of the resources currently available to them in order to preserve, enhance and develop sustainable actions for creating a sustainable community in the future. The inventory is included in **Appendix D**.

2.2 Phase 2: Creating a Shared Understanding of Sustainable Community Success

2.2.1 Forming a Steering Committee

The Town of Strathmore formed a Steering Committee, a group of engaged citizens who would give vision and form the framework of the plan

(**Appendix E**). The committee represents a diverse range of residents from high school students to seniors, principals to business owners, developers, environmental advocates, the mayor and members of key organizations such as Western Irrigation District (WID), the Agricultural Society, Communities in Bloom and the CAO, Deputy CAO and Development Officer. Each played an important role in the development of this plan and its success and worked extremely hard to generate the many ideas included in this plan.

2.2.2

Creating a Vision

During this phase of the process, members of the Steering Committee were given an overview of sustainability and the process they were about to begin. The committee began exploring their ideas of what a sustainable community meant to them and what their hopes and visions were for Strathmore in the future. The ideas generated are included as **Appendix F**. This laid the groundwork for developing a Vision for the Plan in April, 2009. The purpose of the Vision would be to guide the process in terms of the development of the descriptions of success and the action plans that would follow.

The Vision was revisited a number of times throughout the process and modified to represent a new understanding of Strathmore's sustainable future.

2.3

Phase 3: Analyzing Strategy Areas for Community Success

After creating a shared vision of the future, the Steering Committee developed goals for achieving the vision in the future, 20 years down the road. These goals describe how Strathmore successfully accomplishes becoming a sustainable community in 2030. These goals are called Descriptions of Success. Each of the Descriptions of Success was then categorized under the most appropriate pillar of sustainability.

Once the desired future was envisioned, it was important to look at the current reality in terms of each description of success. In order to move forward, you need to know where you are coming from. The current realities represent the existing assets, issues and sometimes existing strategies for achieving sustainability.

The purpose in working with notion of successes and realities is to create creative tensions that will generate actions to “bridge the gap”. This is the notion of backcasting as described in the Natural Step (see **Appendix A**).

The public is involved in the backcasting process as described in Phase Four.

2.4

Phase 4: Public Engagement

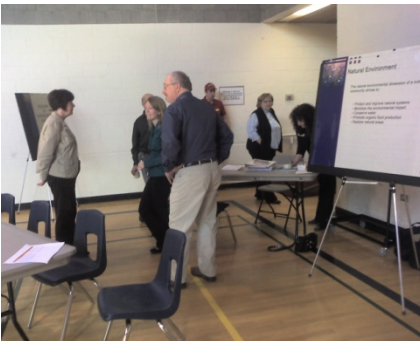
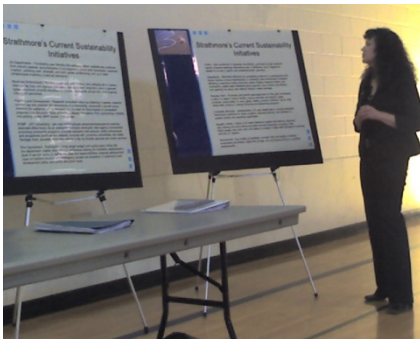
In order for the residents to consider supporting the idea of sustainability and a plan recommending sustainable actions that would impact their lives, the entire community was invited to take part in a public workshop.

2.4.1

Public Workshop

A public workshop was held on April 18th, 2009. As an educational component, an overview of sustainability was provided before breaking into groups to focus on each dimension of sustainability in a workshop setting.

Through a backcasting exercise, the public reviewed the current reality, the descriptions of success for each dimension and developed action items that would assist the community with reaching the description or vision of success.



Public workshop, held on April 18, 2009.

2.4.2

Testing of Ideas

Following the public workshop, a technical analysis was prepared by AECOM to determine the magnitude of costs for key action items. The Steering Committee reviewed and refined the actions items, considered priorities, and reassessed the order of magnitude costs for action items.

2.4.2.1

Ongoing Initiatives - Survey

The Public Workshop, while it produced a series of actions under each pillar, did not have a very large turnout. To ensure that a broad cross section of residents had input, a survey was undertaken. A total of 139 responses were received.

Participants were asked specific questions relating to the goals or descriptions of success for each pillar. Two summaries of the survey results are included in **Appendix G**. The first is a statistical summary and the second survey groups responses for each pillar into supportive, non supportive, and mixed responses.

Sustainability articles have made a significant improvement in the public's level of awareness of the CSP. Further results of the CSP will be published.

The municipality has undertaken a number of initiatives with a sustainability focus –the sale of rain barrels, composters, etc. This help to raise individual awareness of sustainability.

2.4.2.2

Magnitude of Costs

One of the key components of the success of the Strathmore Community Sustainability Plan is to have a realistic picture of the costs involved with certain actions. This allows for the Steering Committee, Council and Administration to forecast the timing of actions and allow for funds to be properly allocated. This is particularly important for capital projects and funding incentives.

During the initial stages of testing ideas of the plan, AECOM prepared costs on an “order of magnitude” basis for the initial and practical assessment of how many projects to take on in the initial timeframe. The costs can be controlled by spreading them out over several years. Once the actions become more detailed, costs can be revised to be more precise.

This completes the description of the process. Section three contains details about the findings of the CSP process and how the plan will assist in increasing Strathmore's sustainability.

3. A Successful Sustainable Community in 2030

3.1 The Vision

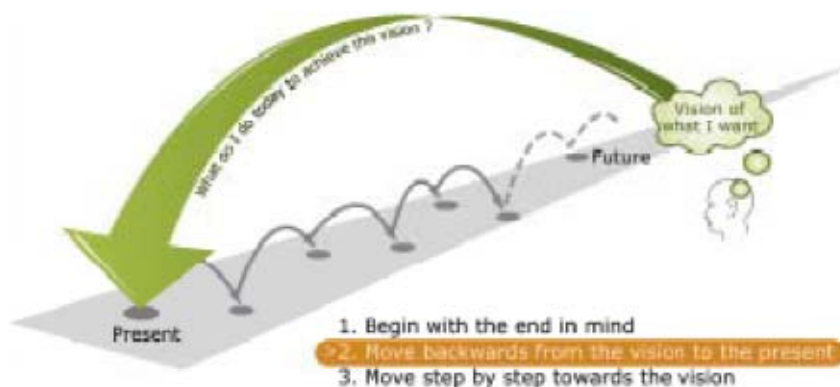
What would a sustainable community look like in 20 years? What is the vision?

Strathmore is a sustainable community where the residents are involved. There are year round amenities, walkable paths, protected natural areas, evident civic pride, and residents are sensitive and responsible.

3.2 The Goals or Descriptions of Success for each Sustainability Pillar

Descriptions of Success were developed as goals for achieving sustainability in Strathmore. The descriptions of success described what success would look like if you arrived in Town in 2030.

A backcasting exercise helped to bridge the gap between the present and the series of steps that would be required to reach the goal in the future. So the public “backcasted” from the future goal to the present. The backcasting exercise helped the public to determine action items necessary to reach these goals from the current reality, taking into account the guiding principles of the vision statement.



The following subsections each summarize the initiatives determined for each pillar. The first part of each subsection describes themes and their related implementation initiatives or actions that developed through the workshops or the community survey. The table following each description summarizes the themes or topics, the descriptions of success, the current reality, the action items, any order of magnitude costs and the time frame in which that action should be addressed.

3.2.1

Cultural Sustainability in Strathmore

Cultural sustainability is essential in Strathmore in order to ensure the small town community atmosphere attracting residents to the prairie town is continually nourished. Cultural sustainability deals with those aspects that build a sense of community for everyone, building on the heritage of the area to create a community that will continue to flourish.

The arts are a key element of the cultural pillar, encouraging and facilitating the opportunity for residents and visitors to be exposed to a variety of art forms and develop their own talents.

Strathmore is a community that is multicultural. Part of cultural sustainability is creating an understanding of the different ethnic backgrounds which helped to shape Strathmore and the new cultures coming to the community. This allows residents to learn from each other.

Cultural sustainability is essential in Strathmore in order to ensure the small town community atmosphere attracting residents to the prairie town is continually nourished

Within the cultural pillar, four main themes evolved. The first theme “events” had a mixed response. The other three themes “leadership, community history and community engagement” were supported by the community survey.

The **events** theme had a mixed reaction with a number of survey responses feeling more practical projects were needed. The main action item was a proposed Heritage Hall of Fame and Museum with spaces for art shows, theatre, music, dance, and sports. It was suggested that this might be a project led by the Strathmore Agricultural Society.



Preserving Strathmore's cultural heritage is important

The second theme involves **leadership**. The public supports the ongoing initiatives to support cultural leaders. A new action item was suggested for implementation once the cultural centre is built (within 5 to 15 year time horizon). This is to recognize cultural leaders in the centre or by plaques, street signs, annual dinner, schools and heritage days, newspaper articles, at events, and by planting trees.

From all of the public workshop and survey responses received, the theme of **community history** garnered the most support. Specifically it concerned Strathmore's personality and theme related to the history of the CPR and the celebration of all aspects of Strathmore's western heritage. A related action item was to review the possibility of renovating the Klaiber barn on the former CPR demonstration farm property as a possible site for a museum starting next year.

The **community engagement** theme suggested the engagement of citizens by organizing a fall fair on the last day of the Farmer's Market starting next year.

CULTURAL PILLAR OF SUSTAINABILITY
*indicates supportive survey results

“Vibrant and Festive Communities”

No.	Topic	Descriptions of Success	Current Reality	Action Items	Order of magnitude cost	Time frame (years)			
						1	2-5	5-15	15+
1	Events	Strathmore residents and visitors celebrate cultural events at a cultural plaza and/or central gathering place.	<ul style="list-style-type: none">The arts are not encouragedLack of common areas and social areas	1. Develop a Heritage Hall of Fame and museum to celebrate culture and cultural groups and include an area/ space for events like art shows, theatre, music, dance and sports. The Ag Society could do this and it could be a celebration of the Town’s anniversary in 2011.	Depending on the size of the building, its location and cost of land acquisition, the 2009 average square footage cost of developing a Heritage Hall of Fame and museum would be between \$150/sq.ft. and \$270/sq.ft., i.e. a 20,000 sq.ft. building would cost between \$3 million and \$5.4 million.		√		
				2. Amend the MDP and LUB to facilitate the establishment of a place for cultural events and activities.		√			
				3. Encourage business, residents and the community to be/ think “cultural” by adopting cultural themes, i.e. cattle industry, CPR, and western heritage. (ongoing)		√	√	√	√
				4. Enhance cultural themes by making use of existing facilities, i.e. art groups using the curling rink during the off-season – subject to review of lease agreements. (ongoing)		√	√	√	√
				5. Encourage the expansion of the Spring Festival. (ongoing)		√	√	√	√
2	*Leadership	*Local cultural leaders are appreciated and recognized.	<ul style="list-style-type: none">The arts are not encouraged	1. *Encourage businesses to show local artisans’ products/wares/art and also show at municipal buildings i.e. the library. (ongoing)		√	√	√	√
				2. *Recognize cultural leaders on benches, sidewalks, etc. similar to what High River is doing. (ongoing i.e. Main Street renamed Veteran’s)		√	√	√	√
				3. *Recognize cultural leaders in the cultural centre – follows building of cultural centre				√	
3	*Community history	*Strathmore’s personality and theme is related to the history of the CPR and recognizes and celebrates all aspects of its western heritage.	<ul style="list-style-type: none">Heritage is being lost because it is not celebrated	1. *Review the possibility of renovating the Klaiber barn on the former CPR property as a possible site for a museum.		√		√	√
4	Community engagement	Community residents are increasingly engaged within our neighbourhoods and within the greater community.	<ul style="list-style-type: none">Strathmore has some un-neighbourly neighbourhoodsLack of community associations, fundraising	1. Engage citizens by organizing a fall fair on the last day of the Farmer’s Market.		√	√	√	√

No.	Topic	Descriptions of Success	Current Reality	Action Items	Order of magnitude cost	Time frame (years)			
		Community Associations are flourishing		2. Town leads in providing communication to encourage resident involvement i.e. neighbourhood websites. (ongoing, action follows formation of Community Association or organization)		√	√	√	√
				3. Community facilities are provided to encourage neighbours to get to know neighbours, i.e. the block parties the Town helps facilitate. (ongoing)		√	√	√	√

3.2.2

Social Sustainability in Strathmore

The social health of the community is vital to the overall sustainable development of Strathmore. Education is fundamental to the sustainability of a community. One of the basic forms of education is the intergenerational transfer of information. Opportunities for education should be available to all, developing a basis for post secondary, continuing education and special interest programs.

Diversity is a social component that should be celebrated accepting all ages, income levels and ethnic backgrounds and the sharing of ideas.

Social sustainability includes the provision of leisure and recreational opportunities facilitating an active lifestyle and works alongside health and human services. Active, healthy and supported residents help to create a sustainable community.



Aquatic Centre, Strathmore

Social sustainability includes the provision of leisure and recreational opportunities facilitating an active lifestyle.

Residents who have access to affordable housing are able to live comfortably within the community for a long time. Part of that comfort zone is having visible and approachable members of protective services to help to maintain a healthy social fabric.

All of the social pillar themes were supported by responses from both the public workshop and the public survey.

Within the **leisure and recreation** theme the most frequent comments were to develop walking paths associated with or in the canal, Master Trails Plan and the Municipal Development Plan (MDP) starting next year. Survey results included a lot of comments to finish the pool.

A **multi-purpose facility** to incorporate recreation and cultural uses would provide programs and facilities to meet the needs of the community. Development of this facility is expected to occur in the 5 to 15 year time frame.

Strong support for **community relationships** theme featured community gardens located on Town property and/or a municipal reserve next to medium/high density residential starting next year. This included a suggestion to try to use irrigation water to supply needed water.

A community college satellite facility representing a “stay in the community” education opportunity was strongly supported within the **education** theme. In a 5 to 15 time horizon the action item identified the need for larger group video conferencing space.

The need for facilities noted within the **youth facilities** theme had a wide variety of specific suggestions including building a rock climbing wall, outdoor rinks, and multi use facilities in the community centre in the next 2 to 5 years.

The **community pride** theme identified as a description of success that the community is educated and wins sustainability challenges with other communities. A variety of actions include a big celebration in 2011 using branding to create a special town image while raising the Towns sustainability profile.

The next social pillar theme was **security**. Town residents strongly agreed that Strathmore sustains its small community feel, where neighbours know each other and feel secure, and sufficient resources support a visible police force. The ongoing actions are working effectively.

The final theme deals with **quality medical care**. In the future, medical, long term and emergency care must fully meet the needs of the community. The action for this theme will be ongoing lobbying of the provincial government.

SOCIAL PILLAR OF SUSTAINABILITY
*indicates supportive survey results

“Harmonious and Inclusive Communities”

No.	Topic	Descriptions of Success	Current Reality	Action Items	Order of Magnitude Cost	Time Frame (years)			
						1	2-5	5-15	15+
1	Leisure and recreation	Strathmore has many social and physical activities for all age groups all year round, including a winter festival and outdoor skating (on storm water ponds or the canal). Facilities are shared for seasonal use.	<ul style="list-style-type: none">Strathmore lacks social activitiesSome facilities are underutilizedPractical arts events are the first things to be cut from a budget	1. Provide rental facilities for structured and unstructured activities. (ongoing)		√	√	√	√
				2. Encourage the Ag Society to hold a Winter Festival i.e. expand on the festival of lights. (ongoing)		√	√	√	√
				3. Set up a social/cultural/communications staff position (could be part time or a volunteer position) to coordinate community activities, website, without too many restrictions.	Staff position is \$25,000 to \$30,000 or a volunteer position			√	√
				4. Create one major event per quarter, i.e. a fall event the last day of the Farmer’s Market. – this is (already being done)		√	√	√	√
				5. *Based on the planning already in place, develop walking paths associated with the canal, Master Trails Plan and MDP (ongoing) (meets other survey comments)		√	√	√	√
				6. Establish Kinsmen Park as the central gathering place of a community trail system. (ongoing)		√	√	√	√
2	*Multi- purpose facility	*A multi-purpose recreational and cultural building provides programs and facilities to meet the needs of the community.	<ul style="list-style-type: none">Some facilities are underutilizedStaff at the aquatic centre are great -good pool for swim clubsFamily Centre - good location - well utilized - used during Heritage Days - improvement required with regard to functionality and acoustics – need to dampen sound	1. Conduct a review of the Aquatic Centre and Family Centre regarding the acoustics. (functional review starts right away)				√	
				2. Expand the Aquatic Centre to create a more family oriented space. (old community centre)	The 2009 average square footage cost of expanding the Aquatic Centre would be between \$220/sq.ft. and \$350/sq.ft., i.e. a 2,500 sq.ft. addition would cost between \$550,000 and \$875,000.			√	
3	*Community relationships	*Community gardens provide an opportunity to grow produce locally and are enjoyed by residents as a social activity.	<ul style="list-style-type: none">Urban residents have no place to grow their own foodHope Church has community garden but a larger spot is needed.History- Strathmore was a training centre for farming.Potential to mix history, urban agriculture, educationStrathmore Heritage Park	1. Develop a centre to interpret agricultural history, urban agriculture and education.	Depending on the size of the building, its location and cost of land acquisition, the 2009 average square footage cost of developing an interpretive centre would be between \$150/sq.ft. and \$270/sq.ft., i.e. a 20,000 sq. ft building would cost between \$3 million and \$5.4 million.			√	
				2. Develop a Heritage Park for Strathmore, (demonstration farm).	A demonstration farm would include a building with public washrooms, administrative offices, and parking. Most of the site would be used for agricultural purposes. May require approximately 60 to 80 acres of land.		√		
				3. *Create a community garden on an MR site that’s next to medium/ high density residential. (in Hillview, Ag Society Land)		√			

No.	Topic	Descriptions of Success	Current Reality	Action Items	Order of Magnitude Cost	Time Frame (years)			
				4. *Use property within the Town to create community gardens. (ongoing)		√			
4	*Education	*A community college satellite educational facility provides a “stay in the community” educational opportunity.	<ul style="list-style-type: none"> Lack of post- secondary educational opportunities An institution is looking at Strathmore for a new location 	1. *Incorporate/recognize a site for a post-secondary institution – a large scale facility.				√	
				2. *Cultivate required relationships for video conferencing and education - need a building space for a larger group. (Chamber of Commerce for 6 seats) There is some of this ongoing with Bow Valley College.				√	
5	*Youth facilities	*Youth activities and facilities are many and demonstrate community interest in our youth.	<ul style="list-style-type: none"> Youth have nothing to do and do not feel valued in the community Notwithstanding skate park, activities for youth are limited 	1. Recreational Coordinator, with a volunteer, coordinates a program to work with youth and to match volunteer needs with interested youth (mentorship).	Staff position \$50,000-\$60,000			√	
				2. A rock climbing wall at the community centre.	The number of panels installed to create an indoor rock climbing wall depends on the total height and width of the rock climbing wall. Each 4ft by 8 ft panel costs between \$500 and \$750, i.e. 20 panels would cost between \$10,000 and \$15,000.		√		
				3. Develop a program to engage youth in civic partnerships such as an annual Town clean-up. (ongoing)		√	√	√	√
				4. Enhance existing support provided to youth centre. (ongoing)		√	√	√	√
6	*Community pride	*The community is educated and wins sustainability challenges with other communities.	1. Lack of knowledge about conservation and sustainability	1. In 2011, go big with a celebration – use branding to create an image and use this to raise sustainability profile.		√			
				2. Define Strathmore in terms of sustainable agriculture plant, i.e. community gardens, cattle industry, zero tillage.				√	
				3. Partner with Communities in Bloom. (ongoing)		√	√	√	√
				4. Compete with another municipality in sustainability challenge i.e. One Million Acts of Green. (start small and gradually expand)			√		
				5. Provide financial incentives for business rehabilitation. (ongoing through Wild Rose)		√	√	√	√
7	*Security	*Strathmore sustains its small community feel, where neighbours know each other and feel secure, and sufficient resources support a visible police force.	<ul style="list-style-type: none"> Lack of public presence from RCMP and peace officers No follow through from police RCMP complaints line voicemail (mail box full) 	1. *Town frequently meets with K Division with the goal of improving the level of service. (ongoing)		√	√	√	√
				2. *Encourage RCMP to patrol on bicycle, and to develop school programs and other awareness programs. (ongoing)		√	√	√	√
8	Quality medical care	The quality of emergency services, emergency medical services and long term care meets the needs of the community.	<ul style="list-style-type: none"> Calgary residents come to Strathmore hospital and increase wait times for residents Volunteer fire dept. 	1. Lobby Provincial Government for health care. (ongoing)		√	√	√	√

3.2.3

Natural Environment Sustainability in Strathmore

When people think of sustainability, they think of the natural environment. Open spaces and outdoor activities are often equated with the natural environment. The natural environment pillar also means preserving nature so that future generations can enjoy what we have today. In order to preserve the natural environment, we need to take conservative actions and be mindful of how our actions impact the environment.

Prime agricultural land must be preserved to feed the people. People must support local agriculture businesses to sustain the farmers and ranchers. Air and water quality also play important roles within this pillar and actions to decrease sources of pollution are instrumental in sustaining the natural environment within Strathmore.

*...we need to take
conservative actions
and be mindful of how
our actions impact the
environment.*



Kinsmen Lake, Strathmore

All eight themes within the natural environment pillar were very strongly supported by both the workshop and the survey.

The first theme deals with **appealing landscapes**. It views Strathmore in 20 years continuing to have a sustainable and planned landscape development and restoration program resulting in an appealing landscape. The currently legislated, enforced and well maintained programs will be carried over into the Town's Statutory planning documents that are currently under review.

The second theme, **open space and trails**, pictures the town as a walkable community with accessible trails, amenities, services, and green spaces planted with native species. Also, Municipal Reserve lands would continue to be taken for park space, adding to this outdoor experience. All the actions items in this theme are to begin within the next 1 to 2 years and include taking MR space for parks when available, restoring natural landscapes where possible, and incorporating a public intermunicipal trail system.

The theme of **natural area protection** envisions the protection of sensitive natural areas and wildlife habitats and landscape naturalization including the utilization of native trees and plants.

To promote the **educational experience**, natural areas will be used for appropriate outdoor activities and/or interpretive functions. Aside from the ongoing initiative of incorporating more benches, a new action item in the 2-5 year time frame is for interpretive signage to be developed in conjunction with the trail system.

The theme of **local food production** is strongly supported. This scenario sees residents supporting the Farmers Market by purchasing locally grown organic products and other agricultural products. The resulting action is the ongoing support of the existing Farmer's Market.

The **storm water management** theme includes an action items in year 1 suggested by the resident survey that storm water ponds serve as an amenity feature and that interpretive trails are included in wetlands. To ensure that this doesn't conflict with the first policy in this pillar, these trails should be located to avoid areas of high environmental sensitivity.

The final **trail system** theme envisages that multi-recreational pathways and linkages are developed in association with Parkland and the rebuilt WID canal. There is substantial public support to encourage pathway development in partnership with WID in the 2 to 5 year time frame. An agreement with the WID is in place.

NATURAL ENVIRONMENT PILLAR OF SUSTAINABILITY
*indicates supportive survey results

“A Quality Natural Environment”

No.	Topic	Description of Success	Current Reality	Action Items	Order of Magnitude Cost	Time Frame (years)			
						1	2-5	5-15	15+
1	Appealing landscapes	Strathmore employs a sustainable and planned landscape development and restoration program in developing an appealing landscape.	<ul style="list-style-type: none">Landscaped areas are unimaginative and lack sensitive planning	1. Retain existing natural landscapes, particularly trees i.e. MDP and development agreements. (ongoing)		√	√	√	√
				2. Legislate, enforce and maintain sustainable and planned landscapes and restoration programs.		√	√	√	√
2	*Open space and trails	*Strathmore is a walkable community with accessible green spaces planted with native species, and associated trails, amenities and services.	<ul style="list-style-type: none">Native species are not encouraged in landscaped areasNo pathway connection between different areas of town	1. *MR land is encouraged to be taken as public park space. (ongoing)		√	√	√	√
				2. *Encourage the restoration of natural landscapes where possible.			√		
				3. *Incorporate a public inter-municipal trail system.		√	√	√	√
3	*Natural area protection	*Sensitive natural areas and wildlife habitat are protected and enhanced, and naturalization includes the use of native trees and plants.	<ul style="list-style-type: none">Native species are not encouraged in landscaped areasNesting sites and habitat areas are being destroyed	1. Encourage an appropriate buffer to protect natural and wildlife habitat.				√	
				2. Encourage legislation to place restriction on the use of herbicides/ pesticides. (ongoing)			√	√	√
4	*Educational experiences	*When the opportunity exists, natural areas are used for appropriate outdoor activities and/or interpretive functions. Residents are educated about, and encouraged to protect and conserve all natural resources.	<ul style="list-style-type: none">Use of natural areasNeed to increase recycling throughout town	1. *Incorporate more benches in natural areas to use for picnics etc. (ongoing)	Interpretive signage costs between \$5,000 and \$8,000 each, i.e. 10 signs would cost between \$50,000 and \$80,000.		√	√	√
				2. *Interpretive signage developed in conjunction with the trail system			√		
				3. Encourage enforcement re: picking up pet waste. (ongoing)		√	√	√	√
5	*Local food production	*Residents support the Farmer's Market by purchasing locally grown organic products and other agricultural products.		1. *Town encourages Farmer's Markets			√	√	√
6	*Storm water management	Strathmore enjoys a fully integrated storm water management system and encourages the collection of rainwater for resident use.	<ul style="list-style-type: none">Wetland preservationRain water goes down the drain	1. Town maintains a policy to preserve and protect the wetlands. (ongoing)			√	√	√
				2. Limit the use of treated water outdoors (already a bylaw restricting use) and debate /encourage the expansion of using WID water for irrigation.		√			
				3. Town encourages residential and business to conserve rainwater for outdoor use i.e. the Town's rain barrel program.		√			
				4. Interpretive trails in wetlands (suggested by survey).			√	√	√
				5. *Use storm water ponds as amenity features (suggested by survey)			√	√	√

No.	Topic	Description of Success	Current Reality	Action Items	Order of Magnitude Cost	Time Frame (years)			
7	*Trail system	*Multi recreational pathways and related linkages are developed in association with parkland and the rebuilt WID canal.	<ul style="list-style-type: none">No pathway connection between different areas of townWID R.O.W. can be utilized more efficiently	1. *Encourage pathway development in association with WID canal- Thanks WID! (being done)			√	√	√

3.2.4

Built Environment Sustainability in Strathmore

The built environment addresses building construction, infrastructure and energy conservation. Low Impact Development is development which provides the least impact on the natural environment. For example, less environmental impact occurs when developments have a smaller building footprint, increased densities, and clustering of development.

Infrastructure within Strathmore should be directed towards energy efficiencies. Sustainable structures within the built environment can be achieved through architecture providing sustainable building alternatives in building materials and design. Conservation of energy and resources can be reinforced through the implementation of improved technologies.

The eight themes addressing the built environment start off with a **revitalized downtown**. The strongly endorsed view for the future is that Strathmore will have a revitalized, attractive downtown and Kinsmen Park is integrated with the downtown. A key action item for this next year is to implement architectural controls via an overlay district to promote a vibrant downtown, i.e. boulevard cafes and attractive streetscapes as a part of a downtown theme.

Infrastructure within Strathmore should be directed towards energy efficiencies.

The second theme supports the desire for a **vibrant town centre**. The description of success is for a sustainable LEED heart of the town including a town hall, cultural centre heritage, theatre/library, outdoor amphitheatre as well as offices and meeting rooms for service clubs. One of the action plans is to construct a new town hall and multi-use building in 2 to 5 years.



Strathmore residents would like to have a vibrant town centre/ revitalized downtown

Theme three looks at **energy efficiency**. In the future Strathmore will be efficient in terms of energy use and materials management. A related action item which has strong public support is to ensure that all new municipal buildings are LEED accredited.

A **multipurpose trail system** is theme four. The projected view into the future is safe and convenient pedestrian and bike paths that are part of a comprehensively linked community trail system. A related action item for the 2 to 5 year time frame is to create a trail and path master plan for the Town including the downtown. This document is currently being incorporated into the proposed Quality of Life Master Plan that is presently underway.

Theme five involves **enhancing the town centre** through the storm water system, including amenity features. First, the Town will work on supporting low impact development practices and procedures, then will focus on enhancing the storm water management and landscaping as amenity features.

A **strong business community** is the sixth theme that includes a strong downtown core, clusters of businesses and services throughout the community, and a strong highway commercial district all with integrated technologies. An ongoing action will be to ensure major subdivision plans and ASPs include some potential for neighbourhood commercial.

The final theme concerns **urban design**. Within future urban design, mixed use commercial/residential development and higher density development supports a more compact/affordable community. Continuing support for two ongoing actions will help with sustaining the built environment. These actions are in support of the Regional Plan and promotion of mixed use buildings with a review of the downtown.

BUILT ENVIRONMENT PILLAR OF SUSTAINABILITY
*indicates supportive survey results

“A Quality Built Environment”

No.	Topic	Description of Success	Current Reality	Action Items	Order of Magnitude Cost	Time Frame (years)			
						1	2-5	5-15	15+
1	*Revitalized downtown	*Strathmore has a revitalized, attractive downtown and Kinsmen Park is integrated with the downtown environment.	<ul style="list-style-type: none">Downtown needs an upliftKinsman Park is separate from downtownSidewalks are wide concrete expansesTrees are destroyed during developmentExisting green space is hard to maintain and lacks planning	1. LUB to address the loss of trees and carbon capture; and to require the planting of drought resistant trees. (already being done)	Individual small caliper trees range in cost, depending on type, from \$130 to \$300 each. The cost does not include delivery and installation, i.e. 50 trees would cost between \$6,500 and \$15,000.		√	√	√
				2. Adopt a tree relocation and/ or replacement policy. (ongoing)	Administration costs	√			
				3. *Implement architectural controls via an overlay district to promote a vibrant downtown, i.e. boulevard cafés, attractive streetscapes, follow a downtown theme.	Administration costs/consultant fees	√			
2	*Vibrant town centre	*A sustainable LEED accredited new “heart of the town” town hall/cultural centre/heritage/theatre with a library and outdoor amphitheatre includes offices and meeting rooms for service clubs.	<ul style="list-style-type: none">Lack of securityNeed more LEEDs buildingsLack space for service clubsHeart of the community is lackingNo promotion of tourismTown Hall is in a poor spot	1. *Construct a new Town Hall/ multi-use building.	Depending on the size of the building, its location and cost of land acquisition, the 2009 average square footage cost of developing a new town hall/multi-use building would be between \$150 sq.ft. and \$270 sq.ft., i.e. a 20,000 sq.ft. building would cost between \$3 million and \$5.4 million.		√		
				2. An amphitheatre could be attached to a new Town Hall (Kinsmen Club).		√			
				3. Encourage the establishment of a local radio station to promote Strathmore and use as an advertising resource for the community.					√
				4. Hire a full time Economic Development Officer.	Staff position is \$60,000 to \$75,000 plus benefits.			√	
3	*Energy efficiency	*Buildings are efficient in terms of energy use and materials management.	<ul style="list-style-type: none">Buildings currently waste energy and have poor construction material management	1. *Ensure all new municipal buildings are LEED accredited.		√			
				2. Develop incentives based on a point system, where development permits are based on the “number of sustainability points.”				√	
				3. Promote LEED accredited development (higher incentives for higher accreditation).			√		
				4. Research with the goal of implementing cogeneration in municipal buildings.				√	
4	Multipurpose trail system	Safe and convenient pedestrian and bicycle paths are part of a comprehensive and linked community trail system.	<ul style="list-style-type: none">Areas are not linked togetherCommunity is not accessible to all	1. *Prepare and adopt a trail and path master plan in all areas including the downtown core. (ongoing & from natural environment section)			√	√	√
				2. Create an “Adopt a Park/Trail” program to promote community involvement and pride.			√		

No.	Topic	Description of Success	Current Reality	Action Items	Order of Magnitude Cost	Time Frame (years)			
5	*Enhance town centre	In the downtown, surface water, storm water management and landscaping are enhanced as amenity features and function as a component of the entire system.	<ul style="list-style-type: none">Too many hard surfaces affect drainageLack of greenery	1. *Town supports low impact development practices and procedures.		√			
				2. *Storm water management and landscaping are enhanced as amenity features.		√	√	√	√
6	*Strong business community	*Strathmore's business community includes a strong downtown core, clusters of businesses and services throughout the community and a strong highway commercial district, all with integrated technologies.	<ul style="list-style-type: none">Businesses are dispersed throughout townNo shopping centreNo movie theatresNo central meeting place	1. Amend the LUB to create an overlay to the downtown core/ etc to address pathways, linkages and beautification.		√			
				2. *Ensure major subdivision plans include a percentage of space for neighbourhood commercial – review ASP's in order to place neighbourhood commercial. (ongoing)		√			
7	*Urban design	*Mixed use commercial /residential development and higher density support a more compact / affordable community.	<ul style="list-style-type: none">Lack of a variety of lot sizesServicing large lots is expensive	1. *Support South Saskatchewan Regional Plan. (ongoing)			√	√	√
				2. *Promote mixed use buildings with review of the downtown. (ongoing)		√	√	√	√

3.2.5

Governance Sustainability in Strathmore

Governance is the sustainability pillar which provides the support and mechanism for the success of the action plans. Cooperation amongst the municipalities to provide services within the local and regional area helps to streamline the process. When the Town is inclusive and accepting of new ideas and ways of doing business, opportunities are created that enable everyone to become involved.

A visionary approach provides the openness to look ahead at new solutions and become educated on new approaches. With accountability in mind, council and town staff are able to make sustainable decisions for the public ensuring the public's trust and confidence. Action can often speak louder than words. A sustainability plan is only as successful as its implementation.

Historical sites such as Strathmore's oldest building should be preserved and recognized.



Governance provides the opportunity to be responsive to the implementation process through effective monitoring of successes and failures and learning from the outcomes.

The first of four themes is specifically about sustainability. According to the public survey, the community is **interested in sustainability**. In the future, they will have a greater interest, and will have enough information, training, and are engaged in government at all levels. Encouragement of public and private sector partnerships is anticipated to occur in the 2 to 5 year time frame.

Collaboration is the second theme in which local and regional decision makers collaborate to provide sustainable services. Action items involve sharing costs with neighbouring Rural Municipalities for soft services and concentrating appropriate land uses in appropriate locations.

The third theme is **green leadership**. New buildings will be energy and water efficient, with a careful balancing of developer expense and existing technology. The 2 to 5 year action plan will be building energy efficient buildings through public/private partnerships. The fourth theme, also green leadership, envisions the future implementation of LEED projects. The immediate action is for sustainability education, training and publicity.

Theme four supports **Strathmore's heritage**. The vision is that in the future, Strathmore will feature a heritage district theme and have supported architectural guidelines. The action next year will be to establish architectural guidelines via an overlay district for several uses and locations including downtown.

Another supporting heritage theme envisions a future view in which all historical properties and sites will be registered and recognized. The immediate action will be to update the historical walking tour brochure for Strathmore's centennial. Also plaques will be added to historical buildings recognizing their significance.

GOVERNANCE PILLAR OF SUSTAINABILITY
*indicates supportive survey results

“Effective and Inclusive Participation, Representation and Leadership”

No.	Topic	Descriptions of Success	Current Reality	Action Items	Order of Magnitude Cost	Time Frame (years)			
						1	2-5	5-15	15+
1	*Interest in sustainability	*The community is interested in sustainability, has sufficient information and training opportunities, and is actively engaged in all levels of government.	<ul style="list-style-type: none">Citizens are currently reactive and not involved	1. *Encourage public and private sector partnerships. (ongoing)			√	√	√
2	Collaboration	Local and regional decision makers collaborate in the provision of sustainable services.	<ul style="list-style-type: none">Need better co-operation with Wheatland County and Golden Hills School Division	1. Share costs for soft services with school divisions. (ongoing)			√		
				2. Concentrate land uses in appropriate locations i.e. urban vs. rural. (ongoing with South Saskatchewan Regional Plan)		√	√	√	√
3	*Green leadership	New buildings are energy and water efficient, balancing existing technologies and developer expense. Leads by example and governs responsibly by implementing Leadership Environmental Design (LEED) projects.	<ul style="list-style-type: none">Inefficient, energy wasting buildings (toilets, washers, etc.)Town needs to lead by example; all public buildings need to be more sustainable.	1. Build energy efficient buildings (industrial, commercial and/or residential) though a public/private partnership.			√		
				2. *Conduct continuous education, training and publicity on all sustainability development. (relates to 1)		√		√	√
				3. Make LEED design and architectural design guidelines information available to builders and developers through town staff.			√		
4	*Supporting heritage themes	*Strathmore’s downtown features a heritage district theme and is supported by architectural guidelines. *All historical properties and sites in Strathmore have been recognized and registered.	<ul style="list-style-type: none">Need theme for downtown, creates an image (MDP topic)Strathmore’s commercial development lacks architectural controlsSome historical sites and buildings have been lostSmall plaque on building or site recognizing its historic significance would be great	1. *Establish architectural guidelines via an overlay district for the following areas: downtown; highway commercial; industrial, neighbourhood commercial and other uses as appropriate.		√			
				1. Update the self conducted historical walking tour brochure in time for Strathmore’s centennial.	Update the walking tour brochure and print 100 copies, which could be provided free of charge or sold for a minimal cost – total cost between \$10,000 and \$15,000.	√			√
				2. *Small plaque on building or site recognizing its historic significance would be great		√	√	√	√

3.2.6

Economic Sustainability in Strathmore

Economic sustainability is a critical pillar in supporting the success of the other pillars of sustainability. If there is a strong, vibrant economic base within the community, other initiatives can develop.

Business development provides an opportunity for people to work within the community and support local businesses creating a succession of economic sustainability. Within the greater economic environment, Strathmore needs to be a player in the global business economy. Keeping pace with the global economy through the development of business support systems will help to develop the economic base of Strathmore and encourage businesses to set up shop in Town.

The first theme is **economic strength**. The description of success shows Strathmore as a unique, inviting and attractive Trans Canada Highway corridor that focuses on sustainable commercial uses. To reach this goal, one of the 2 to 5 year actions is to implement Highway Commercial Architectural controls.

A **skilled work force** is the second theme. In the future, a diverse and skilled workforce supports the local economy and the local economy supports the skilled workforce. A number of actions address this including encouraging Wild Rose's initiative to hire a communications officer focusing on attracting a skilled workforce.

Business development provides an opportunity for people to work within the community and support local businesses creating a succession of economic sustainability.



The development of a regional transportation system is a key sustainability initiative

The third theme is **business diversity**. In order to have a strong sustainable and diverse business community in the future actions include: firstly, the provisional business incubator and secondly, create a vision for development nodes in annexed land.

Local investment is the next theme. Local businesses invest locally. Aside from the ongoing initiatives, an action item for next year is to develop relationships and marketing to improve economic development.

Planned growth is the fifth theme. In the future, the goal is that Strathmore has a plan for sustainable long term capital projects with the related action that the town should continue to plan for these projects. The existing 10 year capital plan will continue to be utilized. A newly formed group made up of developers and local business owners are meeting to brainstorm and help implement ideas for the local economy.

Finally the last theme is **integrated transportation**. The future transportation system is efficient in meeting the Town's needs and is integrated with the regional transportation system. Action items generated at the workshop include the creation of a Master Transportation Plan for bus/rapid transit to bring workers to and from Calgary and vice versa in partnership with the South Saskatchewan Regional Plan. Another action is the consideration of expansion of shuttle service to Calgary as Strathmore grows in partnership with the South Saskatchewan Regional Plan. Finally, a long term action from the public survey is to plan for future transit.

ECONOMIC PILLAR OF SUSTAINABILITY
*indicates supportive survey results

“Economically Strong Communities”

No.	Topic	Descriptions of Success	Current Reality	Action Items	Order of Magnitude Cost	Time Frame (years)			
						1	2-5	5-15	15+
1	*Economic strength	*Strathmore has a unique, inviting and attractive Trans Canada Highway corridor that focuses on sustainable commercial uses.	<ul style="list-style-type: none">• Quonset on the Trans Canada sends an unattractive message to travellers and visitors• Lack of signage that invites visitors• Town lacks an image• Reader Board on west side ineffective• Bypass Service Roads need better planning (Tim Horton's).• At time of bypass signage becomes even more important• TransCanada - business needs representation on highway• Strathmore needs a mascot• South Saskatchewan Regional Plan - Strathmore identified as industrial corridor• Regionalism is key• Services and shared services	1. Implement architectural controls for Highway Commercial			√		
				2. Define Strathmore as a destination (branding, mascot).				√	
				3. Encourage/attracts large building development, landscaping and signage for the Trans Canada corridor.			√		
2	Skilled work force	A diverse and skilled workforce supports the local economy and the local economy supports the workforce.	<ul style="list-style-type: none">• Difficult to provide range of jobs to keep increasing numbers of work force working in Strathmore• Currently no business taxes• Post secondary aspect key to retaining quality citizens	1. Encourage Wild Rose's initiative to create a promotional program and hire a Communications Officer to focus on attracting a higher skilled workforce.	Staff position is \$60,000 to \$75,000 plus benefits.		√	√	√
				2. Create an environment to fast track/ enhance local business development. (ongoing)		√	√	√	√
				3. Encourage Wild Rose to utilize private sector representatives as business development resources.		√			
3	Business diversity	Strathmore has a strong sustainable diverse business community.	<ul style="list-style-type: none">• Retain businesses we have• Remain small town• Steer growth in the direction we want• Economy of the day will determine the growth• Issues suggest that Town has no potential to shift direction• Chamber of Commerce growing• Town looking at Annexation	1. Enhance public/private partnerships by providing facilities and common meeting rooms in a business incubator.			√		
				2. Determine a “vision” for annexed land development nodes within the MDP update process.		√	√		
4	Local investment	Local businesses invest locally	<ul style="list-style-type: none">• Businesses support the community	1. Develop relationships and marketing to improve economic development.		√		√	√
				2. Improve local business network, possibly using a co-op structure, to share knowledge of local goods and services. (ongoing by Chamber)			√	√	√

No.	Topic	Descriptions of Success	Current Reality	Action Items	Order of Magnitude Cost	Time Frame (years)			
				3. Foster business linkages by preparing a Town and Country Resource Book and by creating an online community blog hosted by the Town's website – communications person. (ongoing)	The creation of an online community blog would cost between \$3,000 and \$5,000.		√	√	√
5	*Planned growth	*Strathmore has a plan for sustainable long term capital projects.	<ul style="list-style-type: none">• Clustering of businesses• Tax for future expenditures so that we are not constantly playing catch up• Stay up to date – maintain infrastructure• Odours are a current issue in SW Strathmore off 817	1. Conduct additional research regarding offsite levy needs. (ongoing)			√	√	√
				2. Review processes to take into effect together taking into account winds and odors i.e. the Urban Fringe Committee in the IDP. (already being done)		√	√	√	√
				3. *Town should continue to plan for sustainable long term capital projects		√	√	√	√
6	*Integrated transportation	*The transportation system is efficient in meeting the Town's needs and is integrated with regional transportation systems.	<ul style="list-style-type: none">• We need better links to the region, less dependent on the car• CRP plan is key• One local bus on route	1. *In partnership with the South Saskatchewan Regional Plan, encourage a Master Transportation Plan for bus/ rapid transit to bring workers to and from Calgary and vice versa.			√	√	√
				2. *Consider expansion of shuttle service to Calgary as Strathmore grows in partnership with the South Saskatchewan Regional Plan.					√
				3. *Plan for future local transit system		√	√	√	√

3.3

Year One Action Plan

From all the Action Plans or steps to carry out the CSP, the actions were first grouped into four time periods: short – 1 year, medium – 2-5 year, long term – 5-15 year, very long term 15+. Through this process the immediate actions that are best suited to tackle during 2010 and the early part of 2011 were confirmed. These actions are outlined below.

3.3.1

First Year Action Items

*items are identified through the public survey



Cultural

1. Amend the MDP and LUB to facilitate the establishment of a place for cultural events and activities.
2. *Review the possibility of renovating the Klaiber barn on the former CPR property as a possible site for the museum.
3. Engage citizens by organizing a fall fair on the last day of the Farmer's Market.

Social

1. *Create a community garden on an MR site that's next to medium/high density residential. (In Hillview, Agr. Society Land)
2. *Use property within the Town to create community gardens.
3. In 2011, go big with a celebration – use branding to create an image and use this to raise sustainability profile.

Natural Environment

1. Legislate, enforce and maintain sustainable and planned landscapes and restoration programs.
2. *Incorporate a public inter-municipal trail system.
3. Limit the use of treated water outdoors (already a bylaw restricting use) and debate /encourage the expansion of using WID water for irrigation.
4. Town encourages residential and business to conserve rainwater for outdoor use i.e. the Town's rain barrel program.

Built Environment

1. *Implement architectural controls via an overlay district to promote a vibrant downtown, i.e. boulevard cafés, attractive streetscapes, follow a downtown theme.
2. An amphitheatre could be built (Kinsmen Club).
3. *Ensure all new municipal buildings are LEED accredited.
4. *Town supports low impact development practices and procedures.
5. Amend the LUB to create an overlay to the downtown core/ etc to address pathways, linkages and beautification.

Governance

1. *Establish architectural guidelines via an overlay district for the following areas: downtown; highway commercial; industrial, neighbourhood commercial and other uses as appropriate.
2. *Conduct continuous education, training and publicity on all sustainability development.
3. Update the self conducted historical walking tour brochure in time for Strathmore's centennial.
4. Professionally promote and publicize sustainability successes.
5. Include sustainable action plans in Capital Plan.
6. *Small plaque on building or site recognizing its historic significance would be great.

Economic

1. Encourage Wild Rose to utilize private sector representatives as business development resources.
2. Determine a "vision" for annexed land development nodes within the MDP update process.
3. Develop relationships and marketing to improve economic development.
4. *Town should continue to plan for sustainable long term capital projects.

4. Implementation and Monitoring

Plans can provide an incredible opportunity to create and manage change. However, without implementation and monitoring follow through, the plan will sit on the shelf and not be the valuable asset that it is intended to be. At a number of levels, from the Steering Committee, to the general public, to the Town staff through to the leadership of Council, the clear expectation for the creation of this plan is that this plan succeed and continue to positively shape the Town's future.

4.1 Implementation

4.1.1 Adoption of Community Sustainability Plan

It is recommended that Strathmore Council adopt this plan by resolution. It is intended that it will be modified through the monitoring process with an addendum considered for approval by council each year to reflect the action plan initiatives for that year. In other words the CSP will be comprised of this plan plus the addendums created annually.

In addition to the annual action planning, a long term review of this plan and, in particular, a verification of the vision and the descriptions of success are expected to occur approximately every 5 to 10 years. On an annual basis, town staff needs to coordinate both existing action plans to ensure they are completed within their time allotment and also proposed action plans. Staff will also determine economies of scale and avoid duplication of services. Additional information concerning sustainability is anticipated to create new avenues of opportunity which this plan can potentially incorporate.

4.1.2 Sustainable Implementation Advisory Committee

A Sustainable Implementation Advisory Committee can be created and tasked with the monitoring and review of the action items each year. The membership of the committee would be ratified by Council. The Advisory Committee would report back to Council at regular intervals through the monitoring phase on:

- The successes achieved
- Initiatives that require additional resources
- Each new set of annual action plans.

Coordination of Advisory Committee meetings and review should be handled by Town staff. The Advisory Committee should be encouraged to share their findings, education information, and yearly action initiatives and results with the public, if possible.

Tables 3 and 4 in section 4.2.2 provide examples of how to start the implementation process.

4.2

4.2.1

Monitoring

Recommended Process for Monitoring the Community Sustainability Plan

Recommended steps for the monitoring process are:

- Council adopts CSP through resolution.
- Existing Steering Committee representatives or staff present CSP key initiatives to Council and outline action items recommended for year 1.
- Council reviews items and finalizes action items for year 1.
- Finalized action items flow into budget preparation which is considered in 2010.
- Terms of reference for Sustainable Implementation Advisory Committee prepared for Council.
- Sustainable Implementation Advisory Committee appointed by Town Council in September 2010.
- Sustainable Implementation Advisory Committee convenes in October 2010 to review action items and set up their implementation.
- The Sustainable Implementation Advisory Committee meets again in January 2011 to determine results of the budget process and any need to expedite some items.
- The next meeting is suggested for March to evaluate progress and start to consider the next years' action items. This will include an evaluation of 2-5 year action item priorities. Performance indicators which are actions containing measurable results are increasingly encouraged to be included within the annual action plans established. New action items could also be added. Table 4 suggests a way to capture new ideas.
- Suggest a staff review of the items in April, 2011.
- Recommend a workshop or update for the public during sustainability week in April every year. It will be important for the public to see a clear summary of the actions taken and the results. New ideas from other municipalities around the world could be provided for consideration. New actions could also be suggested by the public for consideration by the Sustainable Implementation Advisory Committee.
- June 2011 - Present CSP year 2 (2012) action initiatives to Council and outline action items recommended for year 2.
- Continue the cycle of meetings for each year as indicated above.



Development of Baseline and Indicators

A further suggestion for sustainable results will be to eventually develop key baselines and their related indicators. Each pillar of sustainability is separated into performance indicators. These indicators help to form a basis of measuring the success of each year's action plan. Within these general

indicators, specific goals or benchmarks can be identified beginning with a baseline and working up to good, better and best results.

Some examples of establishing baselines for indicators would be to:

- Monitor household and business water use through water meters – establishing annual consumption levels
- Calculate the average density of established subdivisions
- Determine if a community garden is in existence

Possible examples of related indicators or targets could be:

- To reduce the annual water consumption per household or per business by 10% as the target. Further reductions and recycling of grey water could be added.
- Calculate on an annual basis the planning approvals for residential units to establish the gross residential density of new development
- Calculate areas of new community gardens added. The target could be three areas, based on a ratio of 1 acre per thousand people.

Table 2: Performance Indicators by Sustainability Pillar

<u>Pillar of Sustainability</u>	<u>Performance Indicators</u>
Cultural	Events Leadership Community history Community engagement
Social	Leisure and recreation Multi-purpose facility Community relationships Education Youth facilities Community pride Security Quality medical care
Natural Environment	Appealing landscapes Open space and trails Natural area protection Educational Experiences Local food production Storm water management Trail system
Built Environment	Revitalized downtown Vibrant town centre Energy efficiency Multi-purpose trail system Enhance town centre Strong business community Urban design

<u>Pillar of Sustainability</u>	<u>Performance Indicators</u>
Governance	Interest in sustainability Collaboration Green leadership Supporting heritage themes
Economic	Economic strength Skilled work force Business diversity Local investment Planned growth Integrated transportation

Table 3: Example of Sustainability Action Plan Implementation – Year 1

Description of Success	Buildings are efficient in terms of energy use and materials management.			
Current Reality	Lack of solar power buildings Lack of LEED certified buildings			
Time Frame	2010/2011 (Year 1)			
Action Item	Responsibility	Results	Discussion	Recommendation
Encourage the use of energy efficient light bulbs and other products	Town			
Encourage residents to think "off the grid" through educational programs	Town			
Encourage retail & fast food outlets to reduce over packaging and encourage the use of reusable cloth bags	Town in partnership with the Chamber of Commerce			
Encourage less use of plastic bags and Styrofoam	Town in partnership with the Chamber of Commerce			
Conserve treated water and recycle/re-use grey water	Town, industry,			

**Table 4: Example of Sustainability Action Plan Implementation - Year 2
New Action Items (2011/2012)**

Description of Success	(falls under an existing description of success or a new description of success)			
Current Reality				
New Action Item	Responsibility	Discussion	Proposed Time Frame	Recommendation

Table 5: Examples of Performance Indicator Targets

Pillar	Indicators	Baseline	Good	Better	Best
Natural Environment	Conservation - Water Consumption	Monitor household and business water consumption through water meters	Decrease in water consumption by 5%	Decrease in water consumption by 10%	Decrease water consumption by 15%
	Open Spaces – Community Gardens	Determine if there is a community garden	Calculate areas of new community gardens added	Ratio of 1 acre of community garden per 1,000 people	Ratio of 1+ acre of community garden per 1,000 people
Built Environment	Low Impact Development – Density	Calculate the average density of established subdivisions	Gross residential density of new development is 1% higher	Gross residential density of new development is 2% higher	Gross residential density of new development is 3% higher

This plan is designed to be adaptable to whatever changes and new developments affect Strathmore. It can be adapted to reflect new priorities in the ongoing process of working towards greater sustainability. Successful implementation of the Strathmore Community Sustainability Plan will occur when the action items presented are continually being adapted, implemented, and monitored.

Appendix A

AUMA Process Overview

The Natural Step (TNS) Process Overview

Appendix A

Community Sustainability Plan AUMA Process Overview

Phase I: Structuring the Planning Process

In this phase, municipal council, commits to developing an MSP, determines its scope, and provides the necessary resources the planning process, including staffing requirements. The support and leadership of Council is critical to the success of the planning initiative. Council is advised to consult citizens throughout the process, and may decide to form a Citizens Advisory Group (CAG). A CAG would consist of community leaders, including councilors and municipal staff, to bring additional resources and influence to create and implement a plan. The CAG will vary in size and complexity, depending on the size, capacity and/or commitment of the community.

Phase II: Creating a Shared Understanding of Sustainable Community Success

After structuring and providing resources to the process, the Council and community adopt sustainability principles and engage citizens to develop a shared understanding of success through a dialogue about the community's vision, core values, and goals it has for the community's social, cultural, environmental, governance and economic aspects.

Phase III: Determining and Analyzing Issues to Community Success

After creating a shared vision of the future, the community identifies a number of strategy areas that need to be addressed to achieve the vision. For each strategy area, Council, with the aid of citizens, may decide to set up small task forces with partner organizations. The size and number of task forces will vary by community. For example, some communities may simply use sub-committees of Council or the CAG instead of forming separate task forces. The benefit of such groups is that they can bring additional resources through partner organizations to support implementation once the plan is completed. The role of the task forces is to describe what that strategy area would look like in the community if the vision was achieved, i.e. "success", and to describe the community's "current reality" in that strategy area.

The point of working on these two descriptions is to develop creative tension, in other words a gap in participants' minds between current reality and future success. For example, some communities may identify "Water" as a key strategy area for their community. In this case, Council and citizens describe the characteristics of their community's water system if they achieved their sustainability vision, and then describe the current reality of "Water" in their community. This creative tension will aid in generating new ideas for initiatives and investments to "bridge the gap", which is the focus of the next phase.

Phase IV: Identify Initiatives to Move from Current Reality towards Success

At this point, the Council and citizens have described current reality and success in their strategy areas, and set the stage for brainstorming a series of initiatives and investments in each area. Once the Council and citizens brainstorm potential initiatives and investments, these should then be screened and prioritized to ensure that they:

1. ...move the community towards its vision considering all five dimensions/pillars of sustainability.
2. ...move the community towards the sustainability principles.
3. ...provide flexibility for future community leaders to take action.
4. ...generate sufficient economic and political return, with a foundation in good governance to seed future investments.

Ideas that meet these criteria are good short-term initiatives or investments that set the stage for future steps. Since the municipal sustainability planning process is a municipal initiative, the Council is responsible for leading the community to take responsibility for implementation. At this stage partner organizations could take responsibility for certain initiatives, either by leading or supporting implementation.

Once priority initiatives have been identified, the municipality scans the full list of proposed investments and compiles them into an overarching plan of investment for the community that will take it in a step-by-step manner toward its vision forming the basis for the MSP.

Phase V: Ongoing Monitoring and Implementation

Once the plan is complete, the municipality monitors the progress of the plan and implements the actions laid out in the plan along with partner organizations. This generally consists of meetings of the Council, sometimes with citizens or the CAG, to review responsibilities outlined in the plan and make necessary adjustments based on these reviews. In addition, the Council can consider how the vision and other elements of the plan can be further integrated into the operations of the municipality (<http://msp.auma.ca/>)

Community Sustainability Plan

The Natural Step (TNS) Overview

What is The Natural Step?

Given the potential vastness of sustainability, academics and sustainability practitioners needed to create a system where discussion could be undertaken under a common set of assumptions.

The Natural Step (TNS) was created to achieve this framework for discussion of sustainable concepts. TNS was developed by Dr. Karl-Henrik Robert as he synthesized many concepts within sustainability. Dr. Robert's intent was to produce an organization and framework for creating sustainable futures. The Natural Step process has been used by hundreds of organizations. These organizations have successfully set a course moving from a fossil fuel dependant and waste disposal position to a position where renewable energy and closed-looped waste streams exist.

TNS was selected by the AUMA to be utilized as the framework for facilitating the community sustainability plans. The TNS process provides a science-based definition of what sustainability is and it provides concrete principles to guide decisions.

Within The Natural Step decision making system are three components that those utilizing the system must accept as a basis for action planning:

1. Resource allocation on the planet (**The Funnel**), is becoming more competitive as countries develop and demand a share of the earth's finite resources. The walls of the funnel represent the narrowing margin for action through time.
2. How resources are utilized in a sustainable society is important to have the ability to measure based on a set of standards. The **Four System Conditions** of a sustainable society are intended to provide TNS practitioners with methods of weighing development proposals against four base principles of sustainability.
3. The last component provides practitioners with a **Decision Making Framework** for moving from the current reality to future goals. This method compels TNS users to focus on their current reality before determining where they want to go, and use the variation between the two for the purpose of creating action plans.

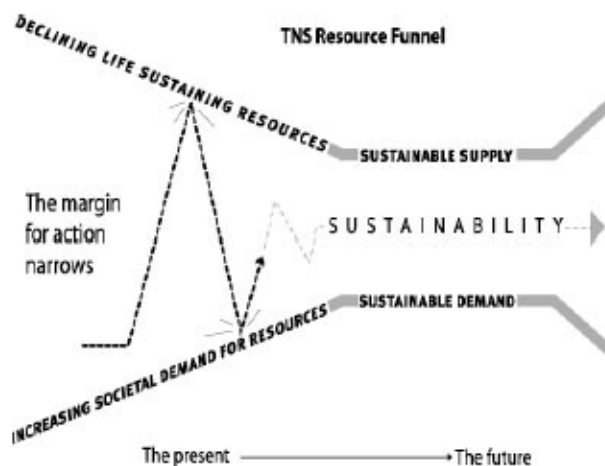
The Funnel

The Natural Step's Resource Funnel is a metaphor that illustrates the global trends of resource availability and the earth's ability to provide us with our material desires. Imagine the walls of a giant funnel, viewed from the side, as illustrated by Figure 1. The upper wall is resource availability and the ability of the ecosystem to continue to provide resources for our use.

The mechanisms that provide essential, life supporting goods and services for society's use, such as food and fiber, clean air and water, productive topsoil and climate control, are all in decline.

At the same time, the global populations demand for these resources and services is increasing. As the world economies demand increases and the capacity to meet this demand declines, society moves into a narrower portion of the funnel. As the funnel narrows there is less room to maneuver and there are fewer options available.

Figure 1. The Natural Step Funnel



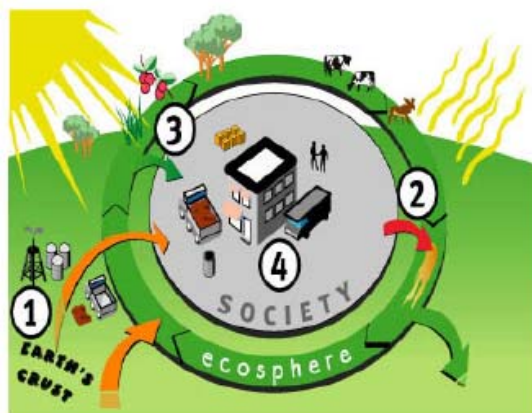
The Four System Conditions

In the sustainable society, nature is not subject to systematically increasing:

- 1) Concentrations of substances extracted from the earth's crust
- 2) Concentrations of substances produced by society
- 3) Degradation by physical means and, in that society
- 4) People are not subject to conditions that systematically undermine their capacity to meet their needs.

As part of future decision making by a municipality, the four system conditions will be fundamental in determining whether municipal projects have merit and these principles are represented by Figure 2.

Figure 2. Representation of the Four System Conditions

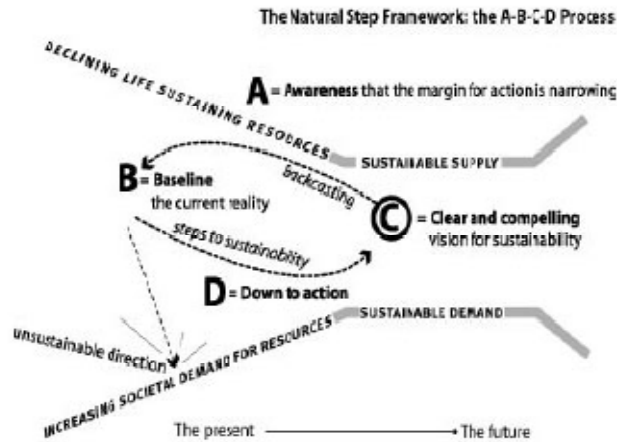


The Natural Step Framework for Decision-Making and Action

The Natural Step uses a process called backcasting to raise awareness (A), create baseline information (B), develop descriptions of success (C), and subsequent action plans (D). This concept is graphically represented in Figure 3. These action plans are developed via the creative tension experienced when the definition of the status-quo does not match with the desired outcome. A community vision is established and is followed by the creation of

the descriptions of success. By having the ability to relate back to a vision, the descriptions of success are kept within the community’s scope. The baseline data is compiled as supporting context ensuring a relevant description for success.

Figure 3. The Natural Step Framework



<http://www.naturalstep.ca/>

Appendix B

Strathmore Sustainability Plan Questions

Appendix B

NOTE: These interviews were conducted in early 2009.

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Brett Huston

Department: All departments

Position: GIS Technician

Interview Objective

The objective of this interview is to develop a list of sustainable initiatives undertaken and planned by the Town of Strathmore. The information that you are providing will be used in the preparation of a Municipal Sustainability Plan.

Prior to drafting the plan, we need to research what assets and resources the town currently has, and what is planned for the future. Assets can be persons, physical structures, natural resources, institutions, businesses, or informal organizations. Once we have completed the asset mapping, each asset will be grouped according to the pillars of sustainability. There are six dimensions of sustainability.

The Dimensions of Sustainability

Dimension	Description
Built Environment	<ul style="list-style-type: none"> Strathmore meets its resident's physical and material needs through infrastructure and products and services delivered. Development patterns, form and design of buildings and supporting streets and infrastructure. Energy efficiency measures are also addressed.
Cultural	<ul style="list-style-type: none"> Strathmore maintains its unique identity by fostering a diverse, creative and innovative cultural life. Ensuring/creating a vibrant and festive community and a sense of community identity and belonging. Explores opportunities for expression in the arts.
Economic	<ul style="list-style-type: none"> Strathmore's economy provides meaningful work and sufficient income for its citizens and other who do work here. Policies and programs for attracting investment and employment. Promoting local entrepreneurship. Ensuring the community is a net contributor to the fiscal strength of the area.
Governance	<ul style="list-style-type: none"> Strathmore's transparent, participative and inclusive decision making enables self determination. Strategic, visionary representation and accountable systems that enable inclusive, active and effective participation by individuals and organizations. The leadership is strong and informed and leads by example. There is a strong, inclusive community and voluntary sector, and a sense of civic values, responsibility and pride. The leadership strives for continuous improvement through effective delivery, monitoring and feedback at all levels.
Natural Environment	<ul style="list-style-type: none"> Strathmore's residents and visitors maintain and enjoy healthy ecosystems. Protecting and improving the supporting natural systems. Extensive studies and analysis have been undertaken to determine the current inventory of species

Dimension	Description
	and environments requiring protection and the best ways to accomplish this.
Social	<ul style="list-style-type: none"> Strathmore's strong sense of community is enhanced by social support and recreational opportunities, lifelong learning, and the general feeling of safety and security. The development of social and community services. Recognition of the historical and cultural background. Opportunity to include housing to meet a range of demographic and economic markets.

Interview Questions

1. What are your areas of responsibility?

Mapping and data services to Town employees, officers, and town contractors.

2. What does sustainability mean in terms of your responsibilities or work area?

Complete and update special and metadata, (as well as documentation to maintain steady workflow of updates), to be available at all times.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

Use updates and products are from industry leaders.

4. What sustainability initiatives have been undertaken by your department?

Documentation of procedures in parcel data downloads, metadata creation, updating road, sidewalk, and curb, gutter conditioning, up to date infrastructure inventory (AutoCAD standards).

5. What sustainability initiatives are planned for 2009?

Purchase GIS software that allows staff to use published maps interactively to become familiar with the idea of GIS, and will benefit their departments.

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

Purchase software that will change the workflow for assessors, development staff, bylaw and peace officers, system where all addresses, link no, roll no., etc. are all compiled into one database, limits data duplication, and makes people's lives easier. Train staff to use system.

7. What sustainability initiatives are planned for the future (3+ years)?

No specific comment.

8. How could the community be more sustainable?

Attract people by creating more recreation spots, paved paths, parks, more community events, and more attractive original downtown.

9. What sustainability initiatives or innovations would you suggest in your area?

Paperless documentation and records management, more structured process for as-builts, less data duplication through departments.

10. What's your vision for a sustainable future for the Town?

An attractive town, (fun for kids and visually appealing, with more community events, (brings people, people bring money, allow us to make better infrastructure and better community services, makes us a more attractive town.)

11. Other comments.

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Larry Butz & Don Arsenault

Department: Assessment

Position: Assessor

Interview Questions

1. What are your areas of responsibility?

Property assessment.

2. What does sustainability mean in terms of your responsibilities or work area?

- Streamline processes to save time and increase efficiency.
- Evaluate & integrate information to make everything more user friendly.
- Provide a stable assessment, keeping from going up and down constantly so that people can rely on the assessment.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

Don – Will buy locally when it is available. Usually will not go out of the way to purchase something because it is sustainable, but will look at cost, and quality to decide to purchase.

Larry – Cares where products actually come from.

4. What sustainability initiatives have been undertaken by your department?

- No paper files. All files are stored digitally.
- No paper pictures. All pictures are taken and stored digitally.
- Minimal driving to complete assessments.
- Each assessor limited to 6 pencils per year.

5. What sustainability initiatives are planned for 2009?

- Planning before leaving the office to do assessments by searching the best routes and combining close assessments in to a day to limit fuel consumption and time spent.

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

None specified.

7. What sustainability initiatives are planned for the future (3+ years)?

None specified.

8. How could the community be more sustainable?

- Actively go out to encourage at least one large company to come in to the town to provide more employment opportunity.
- Advertise that we have no business tax.
- Bring more financial institutions to town so people that bank there do not HAVE to go elsewhere.
- Create an energetic and creative downtown core.
- Vibrant & flexible City Hall.

9. What sustainability initiatives or innovations would you suggest in your area?

- New City Hall.
- Take Strathmore away from the western theme as it is fake to the town.
- Have the town move forward and not hang on to the old processes & ways of thinking.
- Be proactive, not reactive.

10. What's your vision for a sustainable future for the District?

- Modernizing the town.
- Having more starter homes.
- Having the large company to attract employment.

11. Other comments.

- We need to think big.
- The Town needs a new brand.

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Natasha Barron

Department: Aquatic Centre

Position: Manager

Interview Questions

1. What are your areas of responsibility?

- Manager – responsible for all areas of the Aquatic Centre.
- (Admin / Programming / Pool Operations, etc.)

2. What does sustainability mean in terms of your responsibilities or work area?

- Efficiency – looking for new ways to be more efficient.
- Example of trying to use more digital files and lessen the use of paper.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

- The pool runs on a UV system that is more environmental than many other facilities of the same use. This cuts back on the number of chemicals required to treat the water.
- The pool will be looking in to more environmental chemicals in the future.

4. What sustainability initiatives have been undertaken by your department?

- Minor recycling within the office (paper, pop cans, etc).
- Wage increase – keeps people interested in working and staying to work long term.
- UV system to treat water.

5. What sustainability initiatives are planned for 2009?

- Researching new chemicals to use with the UV system that can be more environmental.

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

- See #7.

7. What sustainability initiatives are planned for the future (3+ years)?

- Phases 2, 3, and 4; provided that council will approve.

8. How could the community be more sustainable?

- Shop locally.

9. What sustainability initiatives or innovations would you suggest in your area?

- Complete phases 2, 3, and 4 of the pool to keep people from travelling to other communities to use their facilities as they have more recreational opportunities within them that we do not have here.

10. What's your vision for a sustainable future for the District?

- Public transit.
- Connecting our pathways.
- See the new phases of the Aquatic Centre.
- Educational programs for sustainability.

11. Other comments.

**Town of Strathmore Municipal Sustainability Plan
Department Interviews - Interview Questions**

Name: Karen Kennedy

Department: Corporate Services

Position: Acting Director of Corporate Services

Interview Questions

1. What are your areas of responsibility?

Finance, investments, grants, reserves, day to day financial/accounting. This department oversees tax collection /assessment, and utilities and customer services, IT technologies.

2. What does sustainability mean in terms of your responsibilities or work area?

Long range financial planning to ensure the fiscal health of the community, and accountability to citizens. Economic resources to fund all other pillars of sustainability to sustain a healthy community.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

Yes, we look at the life of equipment and facilities, to make sure that we are getting the best buy. Using recycled materials.

4. What sustainability initiatives have been undertaken by your department?

10 year capital plan to ensure adequate financing is available for major projects. Upgrading servers and software to sustain our growth, and reporting capabilities.

Tangible capital assets committee.

5. What sustainability initiatives are planned for 2009?

Researching grant funding for infrastructure projects.

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

Continue to update 10 year capital plan.

7. What sustainability initiatives are planned for the future (3+ years)?

As above.

8. How could the community be more sustainable?

The Calgary regional plan and specifically with regard to improved transportation to the city so people are more willing to stay in Strathmore rather than move to the City. Provide more employment opportunities in the community.

9. What sustainability initiatives or innovations would you suggest in your area?

Continued growth to keep us viable as a community, in particular, industrial and commercial.

10. What's your vision for a sustainable future for the District?

N/A

11. Other comments.

N/A

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: None given

Department: Fire Department

Position: Assistant Director of Emergency and Disaster Management

Interview Questions

1. What are your areas of responsibility?

Fire protection, management of fire protection, Assistant Director of Emergency and Disaster Management.

2. What does sustainability mean in terms of your responsibilities or work area?

Maintaining a safe and viable community, and keeping up with current technology and growth management, so that the department grows at the same rate as the community. As the face of the community changes, (taller & with more density), we must ensure that we are equipped properly and able to protect the community to the level of service already established.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

Yes, fire trucks, ladder trucks, water distribution infrastructure, a secure source of water, business continuity plans, and communications capability. Look for best products, while staying within the parameters of our 10 year capital plan. There must be a degree of flexibility with regard to outside influences, (i.e. growth). For example, the provincial government taking over the provision of EMS, and the Town's ability to react to those changes.

4. What sustainability initiatives have been undertaken by your department?

Participate in the long range budget plans, and capital plans. We have a fire department master plan. Provide continuous training for the members. We have established a level of service policy for the Town, which establishes a clear definition of our roles and responsibilities, and greatly reduces liability for the Town. The fire department has an opportunity for input into development prior to a shovel being put into the ground, (i.e. the fire chief is circulated with all subdivision and development plans for input into where hydrants are located, emergency access, which allows for prevention through engineering, rather than cure). Educational component includes public education, (i.e. tours for children, which include child sized uniforms to wear for photographs, fire safety coloring books, plastic give away fire helmets, tours of the fire trucks, etc. We also target different sectors of the community, handicapped, seniors, etc.).

5. What sustainability initiatives are planned for 2009?

Continuing on with what we are doing. Educating seniors on fire prevention in their own homes and in institutions; and what to do in an emergency situation.

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

Seniors education to continue. 2010 is the fire department's 100th anniversary. We have preliminary plans for a fire department museum and park on Kinsmen Lake, immediately adjacent to existing fire hall. We will continue on in perpetuity with continuing education and initiatives already planned.

7. What sustainability initiatives are planned for the future (3+ years)?

Will develop plans for more full time coverage to match the growth of the community to provide the level of service already established. Plans for an additional fire hall and related equipment as required.

8. How could the community be more sustainable?

More economic development and create a full time economic development officer position. We need to attract more industrial and highway commercial developments within the Town limits.

9. What sustainability initiatives or innovations would you suggest in your area?

Move towards paid on call staff, with long range plans for a full time fire department in the future. Resolve division with the County, and merge the two fire departments together. Invest in modern and appropriate apparatus and equipment.

10. What's your vision for a sustainable future for the District?

We need more recreational facilities, not just for the youth, but for all age groups. (i.e. low impact sports area to accommodate seniors, such as botchi ball, shuffle board), more walking paths, (good interconnecting linkage with signage), including some form of public programming to encourage the use of the facilities. Need an area of Town for off leash dog walking, seasonal facilities, outdoor rinks, expand the existing spray park, or add new spray parks in new developments. An arena of sufficient size to accommodate a semi-professional sports team, which would enhance the economic development of the community.

11. Other comments.

Need to look at developing denser housing, reassess parking requirements for multi-family sites, and encourage housing innovation, (i.e. garden suites), encourage adhering to building and fire codes, particularly with the new codes coming into effect on April 1, 2009.

Culturally, the Town needs to work with our service groups, i.e. agricultural society, to give the Town a real identity, (lost our identity as a railway town years ago). We have no tourism, and need to establish a plan to make the Town stand out, and to encourage people to move to Strathmore.

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Dave Hamilton

Department: Municipal Enforcement

Position: Senior Peace Officer

Interview Questions

1. What are your areas of responsibility?

Bylaw Enforcement, Traffic Enforcement, answering citizen concerns, preventative patrols.

2. What does sustainability mean in terms of your responsibilities or work area?

Long term forecast after annexation will require additional personnel to maintain current level of service.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

Yes. Police cars are replaced after 8 years, uniforms 4 year life expectancy. Equipment is long term i.e. life expectancy. Lap tops must be maintained and computers upgraded (applications must be kept up to date for file maintenance).

4. What sustainability initiatives have been undertaken by your department?

Make everyone aware that our equipment must last a long time. Provide high visibility for prevention of Bylaw infractions, to provide accountability. Provide education to schools, community groups, other Law Enforcement Agencies, etc. on Bylaws requirements.

5. What sustainability initiatives are planned for 2009?

Ongoing training for personnel, (i.e. radar courses, peace officers course cvsa refresher course).

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

Continue professional development. Continue to attend annual Alberta Association Peace Officer Conference.

7. What sustainability initiatives are planned for the future (3+ years)?

As above.

8. How could the community be more sustainable?

Get involved with School groups; develop a seniors group where they could educate school children on the history of Strathmore.

9. What sustainability initiatives or innovations would you suggest in your area?

Encourage citizens on patrol, neighborhood watch groups, etc. Involve the community to be proactive with various law enforcement agencies within the Town.

10. What's your vision for a sustainable future for the District?

More recreational facilities, including outdoor activities, more youth groups, encourage youth groups to become more responsible for their activities, (i.e. come up with a plan, and submit for endorsement).

11. Other comments.

Happy to be a part of the Town of Strathmore Team.

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Dennis Arnold

Department: Operations

Position: Infrastructure Compliance Inspector

Interview Questions

1. What are your areas of responsibility?

- Maintain Engineering Department and operations of the Town.

2. What does sustainability mean in terms of your responsibilities or work area?

- Looking at infrastructure to meet current and future needs as we continue to expand and grow.
- Maintain existing infrastructure (roads, walkways, sidewalks).

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

- Try to purchase locally or nationally and environmentally friendly products if available.
- Minimal purchasing of foreign product if possible. This is the bottom line purchasing if the product is not available first locally, and then nationally.

4. What sustainability initiatives have been undertaken by your department?

- Minimizing work effort. Complete projects in a professional and timely manner.
- Not jeopardizing any maintenance of roadways.
- New Snow blower (minimizing the equipment and time that is required after a snowfall).
- Recycling facility (minimizing amount of product going to the landfill).

5. What sustainability initiatives are planned for 2009?

- Upgrade to the Wastewater Treatment Plant – match the needs of our current population and give us room to expand to 30,000.
- Regional waterline.

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

- None specified.

7. What sustainability initiatives are planned for the future (3+ years)?

- Upgrading Storm and Sanitary systems within the Town.

8. How could the community be more sustainable?

- Maintaining all of our green spaces.
- Using environmentally friendly products that do not jeopardize our Storm systems or kill our fish and wildlife.

9. What sustainability initiatives or innovations would you suggest in your area?

- Improving our roadways and infrastructure.
- Cleanliness of the Town.
- Create more green spaces.

10. What's your vision for a sustainable future for the District?

- Attract more commercial and industrial to the Town.
- Minimize our impact on renewable resources.

11. Other comments.

- Extraction of oil is an environmental nightmare.
- Too many products are dependent on the usage of oil, whether in the creation of the product, or using the product.

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Chuck Renkas

Department: Operations

Position: Project Coordinator

Interview Questions

1. What are your areas of responsibility?

I am the Project Coordinator for the town, my responsibilities range from project supervision and initiation of new projects that are created in house, to contract administration of major infrastructure and development projects that are tendered from the retained consultants. I oversee building maintenance for all town buildings, ensuring that buildings, mechanical, and structural components are being maintained, some of this work is performed by myself, and some that is out of my scope is sub contracted out to mechanical contractors. I am also the Town of Strathmore's Safety Coordinator, ensuring that all town employees have access to first aid, WHMIS and any other courses that are relevant to the job performance of all employees. This position also includes ensuring that all employees are performing their duties in a safe and secure environment as well as maintaining the safety of the public.

2. What does sustainability mean in terms of your responsibilities or work area?

Sustainability in my areas include ensuring that the best interests of the Town of Strathmore are being protected through the contract and tender process by eliminating excess economic and infrastructure risk, as well as ensuring that projects are being carried out in the most efficient and economic manners possible to ensure that our infrastructure and environment is protected.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

I ensure that the products that I choose for the town are products that are going to be in service for as long as possible. An example of this would be the new Waste Water Treatment Plant upgrade that is going to start construction very soon, this year in fact. Questions that are being posed to the contractors and designers are "how long will these underground components be in service?", "what is the life span of these products?" Products that are being chosen for the project are not products that are cheap by any means, but when you consider the life span of the product and the cost involved to replace inferior products, the economics speak for themselves. And that is a responsibility we have to uphold.

4. What sustainability initiatives have been undertaken by your department?

A project that I was involved in some time ago was to calculate the time and money spent clearing snow after major snow events. The results were staggering; in one event alone the town spent as much as \$117,000.00 for contractors to clear snow. After some research I was able to contact some local municipalities to inquire what they did. I found that the purchase of a snow blower would reduce our snow clearing costs by less than half using this machine. The costs would be recovered and the equipment would

be recovered in less than a year. These costs could then be allocated to other areas within the department to allow for other equipment or changes that would be required.

- Ultimately having a better use of time.

5. What sustainability initiatives are planned for 2009?

Waste water treatment plant upgrade, Calgary Regional water line from Calgary which is under way. Youth centre renovations, the opening of the Spray Park once again without the risk of a shortage of water.

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

I am not aware of anything at this time. But I believe that the annexation and development of new land would fall into this category.

7. What sustainability initiatives are planned for the future (3+ years)?

New Town Office.

8. How could the community be more sustainable?

The implementation of a single source of information regarding the operations of the town staff instead of multiple authority figures having their own agenda and input, this would create an environment where by the supervisors could meet with operations management every week to discuss critical path issues regarding the matters involving the scheduling of staff and equipment. The CAO could then meet with the operations management to discuss concerns brought forward by the public and council. The information could then be filtered and put on a priority list for future consideration. This methodology would breed an environment where staff supervisors could voice opinions as well as options for scheduling of work and council could also have a say in the operations of the town. That being said, the operations manager is ultimately responsible for the staff and work to be completed; other opinions need to be filtered to allow the process to work.

- Council doesn't need to be involved with the day to day operations, only the managers.
- Too many different people are pulling staff in different directions & we are losing efficiency.
- Strathmore to be an independent entity similar to that of High River or Okotoks where we do not rely on the resources of Calgary.
- Have a big leisure centre containing ice rinks, pool, dancing, gym, etc.

9. What sustainability initiatives or innovations would you suggest in your area?

Create areas of responsibility and empower individuals to make decisions and recommendations for their areas of responsibilities to immediate supervisors. Allow people to make mistakes but ensure that they learn from the mistakes, it is the only way people learn.

- Not micro-manage the departments.

10. What's your vision for a sustainable future for the District?

Discuss strengths and weaknesses within the departments of the town. Find people who are not afraid to think outside the box. Get rid of the phrase "we've always done it this way". We need to find new and

productive ways to do things; otherwise we can safely assume that Strathmore will fail to grow at the pace that other communities are growing. The town needs to become an attractive place that people want to live and work. The town also needs to develop ways to include arts and culture in our everyday lives; we have a dance studio here in town but no place for them to perform for the public. Somehow we need to make available land and or buildings so that these groups can construct their craft and invite other groups here to showcase talent. That being said we also need to make available affordable housing; there are many ways to make housing more affordable with new technology and products. With the downturn in the economy this would be a good time to react to getting some housing projects started perhaps a green or LEEDS community.

11. Other comments.

Strathmore has the ability to really grow and change; we have been limited by the events of the past in terms of the relationship with first nations and the provincial government. Once these hurdles are crossed I believe that this community will begin to thrive and grow at a pace that we have not ever seen. That growth will need to be controlled and monitored closely, we have the ability to allow this, but we also have ability to stifle this growth if we make poor decisions regarding our future. We have a strong management and council and I am quite confident that they will make the right decisions regarding the future growth and sustainability of our community.

- If we can't manage and grow within, how can we be able to manage the outside influences?

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Jody Barron

Department: Parks

Position:

Interview Questions

1. What are your areas of responsibility?

Manager of Parks Department includes maintaining all green spaces, parks, boulevards, trees, water ways, playgrounds, programs, i.e. pest management, weed control, special events, (parades, weddings in the parks, heritage days, etc.). Working with non-profit organizations such as Kinsmen, Lions, and Communities in Bloom on special projects.

2. What does sustainability mean in terms of your responsibilities or work area?

Working with Communities in bloom, Heritage Days, Canada Day, Lions, Kinsmen, parades, to ensure a vibrant festive community.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

Yes, removed out of date playground structures, and installed more durable structures that last a lot longer.

4. What sustainability initiatives have been undertaken by your department?

Use waste containers that separate recyclables, use recycled wood chips in all plans, purchasing drought resistant plants and trees in all parks. Cut back on the use of water for parks, do not use any fertilizers on grass, all trees and limbs cut are mulched and shredded for re-use in parks for bedding, (saves water). Skateboard Park.

5. What sustainability initiatives are planned for 2009?

Planting a variety of trees, rather than spruce, poplar, etc. (Good for pest control, as different varieties prohibit one type of tree being infected, and killing off one variety, variety is healthier for an urban tree system). Building an off leash dog park area; (will remove dogs from groomed parks, removes issues with health, children, etc.)

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

Building amphitheatre in Kinsmen Park, (Kinsmen will be donating money, to be used for cultural events, weddings, etc). Looking at more sports fields.

7. What sustainability initiatives are planned for the future (3+ years)?

Planning on xeriscaping parks, encouraging developers to use xeriscape methodologies with developers.

8. How could the community be more sustainable?

Water conservation, picking the right varieties of plant materials and trees, encourage developers to use a more wide variety of tree species. Encourage citizens to start developing their own community associations, i.e. neighborhood watch programs, fund raising, etc.

9. What sustainability initiatives or innovations would you suggest in your area?

Would like to start letting some of our green spaces grow out and be more natural, cuts down on mowing, pieces of equipment used, gasoline, water, etc. Longer grass cuts back on gophers, water, pesticide usage, etc. Enhance park areas for all ages, i.e. seniors' park-English garden theme.

10. What's your vision for a sustainable future for the Town?

More amenities in the parks, different varieties such as the amphitheatre, off leash area, sitting areas, sports fields, more natural areas. Annual winter festival, and area for, (led lights in winter park areas, pond hockey tournament, ice sculpting contest, hot chocolate, skating). Outdoor rink, maintained by Town.

11. Other comments.

Need more trees, connecting pathways throughout town for ease of movement and convenience, encourage pedestrian traffic.

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Larry Marzinzik

Department: RCMP

Position: Staff Sergeant

Interview Questions

1. What are your areas of responsibility?

Policing within the Town covering the criminal code, federal and provincial statutes, crime prevention and community relations or public awareness.

2. What does sustainability mean in terms of your responsibilities or work area?

Policing service 24/7 for detachment office hours with accessibility to the public maximized with relation to the resources available.

Safe homes and community including the perception of public through visibility.

Maintaining a safe and viable community, and keeping up with current technology and growth management, so that the department grows at the same rate as the community.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

N/A

4. What sustainability initiatives have been undertaken by your department?

24/7 scheduling through using the post system. Using both rural and municipal resources/man power for policing, extended office hours made possible by a previous additional municipal employee (Office is open 10 hr week Mon to Fri). Socially inter-agency involvement promoting community programs to address specific needs within the Town. Promote education with schools, traffic enforcement, and exceptional youth service awards. Involved with numerous committees, rodeo, heritage days, parades, extended patrols through agr. grounds, victim services.

5. What sustainability initiatives are planned for 2009?

Put together a community police service survey, collected at detachment and town office, through utility billing. For servicing and priorities. D.A.R.E. (Drug abuse resistance education) program at schools. Continue with services already established

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

Looking for community consultation group within the town (police committee?) Request additional municipal employees in order to extend office hours for public access. Extend inter-agency participation by having more members involved.

7. What sustainability initiatives are planned for the future (3+ years)?

Actively pursuing a drug enforcement member within the town.

8. How could the community be more sustainable?

Keeping pace with population growth with adequate or more than adequate resources, develop a unique town profile.

9. What sustainability initiatives or innovations would you suggest in your area?

Formal police committee would be a very proactive step forward, (more input from elected officials and town management, feedback from business and residents in a more formalized manner, would alleviate the need for council to express the public's needs and wants). More resources need additional staffing.

10. What's your vision for a sustainable future for the District?

Specific identity being established, matching resources to growth and service demands that come with it.

11. Other comments.

Very impressed with the commitment of Council and management team to provide services to Town.

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Ken Prepchuck

Department: Recycle Yard

Position: Recycling and Solid Waste Coordinator

Interview Questions

1. What are your areas of responsibility?

Daily operation, market procurements, facility expansions, fiscal responsibility, report to Council,

Solid waste management, administration of garbage contract, liaison between public and town on complaints, follow-up with public and management.

2. What does sustainability mean in terms of your responsibilities or work area?

The long term protection of the environment, we have to look at the relationship between what we are doing today and the effects on the future, while trying to meet today's needs, we have to be careful we don't compromise the ability of our children to meet their needs.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

Always good to go that route, however, we have only been in existence for 5 years, so we are very new. We have tried to buy used equipment and retrofitting to meet our needs. We could go further and research the viability of purchasing more sustainable products to close the recycle loop.

4. What sustainability initiatives have been undertaken by your department?

The recycle facility itself is a huge initiative that the Town has undertaken. In the past we have recycled our concrete and asphalt. We have a take it or leave it facility, which has been a tremendous success for not only our community, but for people from all areas, as far as Maple Creek Saskatchewan. We currently have a diversion rate of approximately 35%, which includes paper products, scrap metal, tin cans, glass, plastic, and compost material, (anything not taken to a landfill).

5. What sustainability initiatives are planned for 2009?

See #7

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

See #7

7. What sustainability initiatives are planned for the future (3+ years)?

Take it or leave it expanded to an enclosed building, perhaps have a donation system set up, where people can donate what they can in order to purchase a new building. Once set up, could turn it over to a non-profit org., where they could provide volunteers to monitor what goes in and out. (ensure that what is dropped off is not junk, as this becomes a burden to the town in disposing of it). County wide swap meet, where we could use the facility by marking off a certain area for the public to sell or trade used goods or services (summer only). Town getting involved in a school recycling program, (currently only grade 4 has, go further to higher levels, create a program in school, where a lunch time they could collect juice boxes, or cardboard and separate, school could have own awareness programs, look after program, hold annual "litter collection day", where groups could win trophies, or pizzas (have local businesses donate prizes).

Town has had a huge problem with getting rid of abandoned or stolen bikes, could restore bikes (needs community involvement), hold an annual bike roundup, where people could bring in unwanted bikes, refurbish bikes, and find a home for them, whether in our own community, or to a youth hostel, Salvation Army, or similar, (given to those less fortunate).

Lumber exchange at recycle facility where people could bring in doors, molding, trim, shutters, etc. that is still in good shape for people to drop off. Useful if people don't drop off junk, must be in good shape.

8. How could the community be more sustainable?

Town advisory committee, include all professions to advise the town on environmental concerns, and have them involved in decision making for environmental concerns. Town of Strathmore must advocate green corporate practices, i.e. New Town Hall to be Leeds Certified.

9. What sustainability initiatives or innovations would you suggest in your area?

See #7

10. What's your vision for a sustainable future for the District?

Strathmore needs a cultural identity, we have taken a lot of our culture away, (experimental farm that was once an Orchard), more downtown improvements, more community involvement in community, i.e. Christmas festival, enhance tourism experience, (could reduce vandalism, by enhancing civic pride).

Town is moving forward in water quality, and treatment of sanitary.

Put together an environmental purchasing guide for the Town and citizens, that would show what a sustainable purchase is, including guidelines for buying specific products i.e. building maintenance, cleaning products, office supplies, home lighting construction renovation, landscaping, etc.

In the past, we have had debates on wetlands, etc, we could have walking paths with interpretive areas to let people know why we are concerned, identify these areas and clean up and restore them. Continue with the Parks enhancement program. Go to schools and ask for student involvement, i.e. build birdhouses to place in parks.

People must have a commitment; if they want a sustainable community, there must be a commitment.

11. Other comments.

Town of Strathmore Municipal Sustainability Plan Department Interviews - Interview Questions

Name: Jennifer Brown

Department: Planning

Position: Planner

Interview Questions

1. What are your areas of responsibility?

- Land Use Planning and Policy.

2. What does sustainability mean in terms of your responsibilities or work area?

- Creation of communities which are viable, long term, and fiscally, socially responsible and to create policies that reflect this.

3. In purchasing goods and services, do you consider sustainable products or services? Examples?

- When researching consultants look for 3 quotes, and look at which product can be used for the longest time, while considering all the dimensions of sustainability.

4. What sustainability initiatives have been undertaken by your department?

- a. Growth Study.
- b. Review of wetlands policy.
- c. Annexation.
- d. Fiscal Impact of Annexation.
- e. ASP's.
- f. MDP.
- g. Policy directions – looking at our Town, including all dimensions of sustainability.

5. What sustainability initiatives are planned for 2009?

- Master Recreation Plan.
- Density & Parking review.
- MDP review and how policies on the highest level impact our plans.
- Review of policy and how we are going to deal with wetlands (i.e.: transferring); wetlands to areas.
- Review where we are at with CRP.

6. What sustainability initiatives are planned for 2010 (1 to 2 years)?

- Many of our 2009 initiatives will carry over into 2010 – 2011.
- Review the direction of the community as a whole.
- Incorporate what is planned by CRP into our documents.

7. What sustainability initiatives are planned for the future (3+ years)?

- Look at all the functionalities of sustainability plans through CRP are working (monitoring): i.e. lot sizes – do they work
- (Check after two budget years – is it working?).

8. How could the community be more sustainable?

- Reduce lot size.
- Reduce parking standards.
- Review our connections, i.e.: connected paths, design standards for MR etc.
- More effective use of our space.
- Create an image for ourselves.

9. What sustainability initiatives or innovations would you suggest in your area?

- Looking at urban design of our town, not only for environmental, but social as well.
- Re-look at how we are using our space.

10. What's your vision for a sustainable future for the Town?

- No specific comment.

11. Other comments.

Appendix C

Existing Plans, Strategies, and Reports

Appendix C

Town Of Strathmore Municipal Sustainability Plan Planning Integration

Adapted from: *Taking Action Towards Sustainability: The EarthCAT Guide to Community Development* pp. 25-27

Many communities have engaged in planning, and will at any point in time be in the middle of a planning process. Plans may be developed by government agencies, industry councils and other private sector groups, or utility companies.

The approach presented here helps to build on previous work and integrate it into sustainability planning, and translate the visions and principles into action. By incorporating other planning documents into this process, duplication is avoided.

Planning integration will take place at each step in the process. The purpose of Handout #10 is outlined in Step 1 below. Step 1 is followed by subsequent steps, which will be followed as we move through the process of preparing an MSP. The three steps, in terms of planning integration are:

1. At the beginning, we will note the planning commitments that the community has already made. Review existing plans that have been prepared and adopted, and whether or not they are in effect.
2. As deliberations progress the plans the community is committed to implementing would be an ongoing point of reference. These plans will be culled for ideas that can be brought into the deliberations for the plan.
3. At the end of the process, when creating an Action Plan, the work will include integrating the relevant action steps outlined in the existing plans, and making sure that the overall implementation plan continues the coordination of these efforts.

One important benefit of bringing the variety of different planning efforts together is that the community will be better able to see the links between the various concerns, and the interdependence of their proposed solutions. Priorities may then be set for the proposals taken as a whole, rather than dealing with each separate issue on its own.

Table 1: Existing Bylaw Overview

Policy Name	Overview
Special Events Bylaw, #09-01	To regulate and license concerts and other special events.
Taxi Bylaw, #08-25	To provide for the licensing, regulation and control of the taxi business within the Town of Strathmore.
Winter Street Maintenance, #3021	The Town of Strathmore will provide standards for the control of ice and snow conditions on streets and sidewalks at minimal expense.
Fees for Subdivision of Lands Bylaw, #03-01	To establish fees for the subdivision of lands.
Millrate Bylaw, #08-08	To authorize the rates of taxation to be levied assessable property within the Town of Strathmore for the 2008 taxation year.
Annual Supplementary Assessment Bylaw, #08-06	To authorize the assessor to prepare an Annual Supplementary Assessment.
Administrative Fees and Charges Bylaw, #04-02	To set fees and charges (for the provision of certain goods and services).
Animal Control Bylaw, #05-15	For the purpose of regulating and controlling animals.
Business License Bylaw, #98-03	To control and regulate all business carried on within the Town of Strathmore.
Cat Bylaw, #95-18	To restrain and regulate the running at large of cats.
Cemetery Bylaw, #08-03	With respect management and control of the Strathmore Cemetery.

Council Procedure Bylaw, #07-11	To regulate the proceedings and conduct of council and council committee meetings.
Curfew Bylaw, # 99-14	With respect to regulating the time after which children shall not be in a public place at night without proper guardianship.
Election Bylaw, # 07-01	Being a bylaw to provide for municipal elections in the Town of Strathmore.
Fire Regulations Bylaw, #05-02	To provide a fire service and develop regulations for the control of open fires.
FOIP Bylaw, # 99-16	To establish the administrative structure of the Town of Strathmore in relation to the Freedom of Information and Protection of Privacy Act, and to set fees thereunder.
Garbage Bylaw, #06-14	Respecting the regulation and management of waste collection services.
Noise Bylaw, #05-17	To prohibit certain activities creating noise and to abate the incidence of noise and restrict the hours when certain sounds may be made.
Offsite Levies Bylaw, #08-07	To provide for a system of providing for the imposition and collection of levies for offsite sewage costs, storm water retention ponds, erosion rehabilitation, water supply, storage and expansion, and general transportation to be paid by the registered owners of land, as shown in schedule "A".
Public Behaviour Bylaw, # 07-12	To regulate public behaviour.
Residential Irrigation Bylaw, #07-03	Respecting irrigation in the Town of Strathmore in the Province of Alberta.
Sanitary Sewer Bylaw, #95-34	Regulating sanitary sewer in the Town of Strathmore in the Province of Alberta.
Sidewalk Clearing Bylaw, # 03-09	To control the removal of snow and ice from sidewalks, awnings, canopies, marquees or other encroachments extending over any sidewalk.
Traffic Bylaw, #06-18	To regulate traffic within the Town of Strathmore.
Transportation of Dangerous Goods Bylaw, #04-04	To regulate the transportation of dangerous goods.
Utilities Rates and Penalties Bylaw, #03-04	Regulating utilities rates and penalties in the Town of Strathmore in the Province of Alberta.
Water Bylaw, #07-02	Regulating waterworks in the Town of Strathmore in the Province of Alberta.

Table 2: Existing Plans and Programs Overview

Plan Name	Overview
Affordable Housing	Affordable housing study wither recommendations
Growth Management	
Master Servicing	
Wetland Management	
Green Space Agreement	Agreement with WID for future trail systems
Master Recreation Plan	
Master trail and Pathway Plan	
10 Year Capital Plan	Prepared annually
Safety Manual	The development of a safety program for employees of the Town.
Municipal Sustainable Housing Bylaw	
Habitat for Humanity Project	An example of an affordable housing project by habitat for humanity.
Affordable Housing Project	
Effluent Testing and Monitoring Program	A testing program to ensure that the parameters that Alberta Environmental is concerned about are not exceeded. Groundbreaking program.
Water line from Calgary	4. A new treated water supply pipeline for the Town of Strathmore is under construction.
Wastewater Treatment Plant Upgrades	The design for the upgrades is ongoing.
No net Impact Water Fixture Installation Program	Developer contribution to the replace inefficient water fixtures with conservation fixtures - condition of every development permit
Low Flow Plumbing Policy	Installation of low flow fixtures is ongoing. Rebate for replacing front load washers.
Garden Suite	Site specific zoning. Garden suite complies with all the requirements of an accessory building – accessory suite for second residence.
Temporary Secondary Suite	Allows a homeowner to create a temporary secondary suite. This use is registered

	against the title and comes off when sold.
Tangible Asset Committee	Ensures a comprehensive asset list of every item owned by the Town, i.e. every manhole.
Annexation Area	Under review
Home based Physician Clinic	Allows the operation of a clinic from home. This innovation helps ensure medical care for the residents of Strathmore.
Home Office/Home Croft Office	Onetime fee and application. Valid for as long as they own the business.
Land Acquisition	Land associated with the storm pond was transferred to the Town - also includes a developable portion.

Appendix D

Inventory of Community Assets

Appendix D

Community Sustainability Plan Inventory of Community Assets

What is a community asset?

- Asset mapping involves documenting the tangible and intangible resources of a community, viewing it as a place with assets to be preserved and enhanced.
- Asset-based community development draws on appreciative inquiry; the recognition of social capital; participatory approaches to development, which are based on principles of empowerment and ownership; collaborative economic development models that place priority on making the best use of a community's resource base; and efforts to strengthen society by engaging people as citizens.
- Assets may be persons, physical structures, natural resources, institutions, businesses, or informal organizations. For this sustainability plan, the assets will be grouped according to the pillars of sustainability.
- The process involves the community in making an inventory of assets and capacity, building relationships, developing a vision of the future, and leveraging internal and external resources to support actions to achieve it.
- Asset mapping is positive, realistic (starting with what the community has), and inclusive. It provides an alternative to the service delivery/institutional model in which external, often government funding meant government agenda setting and less local control.
- Some barriers to asset mapping may be lack of process, lack of time, resistant agencies/ professionals, or negative attitudes and fear on the part of marginalized and powerless groups. Recent projects are changing the focus from community development to community building.

What's the process to listing community assets?

- Develop a draft inventory of the kinds of capital and assets available to the community. There are several kinds or classes of capital and corresponding assets, such as human capital, financial capital, and environmental capital.
- Explore the social, economic and physical landscape around the community to identify external resources that either already have links to the community, or that could develop links to the community.
- Focus on resources that could help the community mobilize to address the sustainability focus of the project.
- From this very inclusive listing, identify the key assets that you believe need to be mobilized in order to address a sustainability focus. Describe these key assets in some detail, explaining why they are important to addressing sustainability in the community.
- The draft inventory will be reviewed with the Community Advisory Committee and then with the public at the public workshop

Pillars of Sustainability

Assets are listed under a pillar of sustainability. Five dimensions of sustainable planning would guide the development of sustainable communities in the District. Each of these five dimensions acts as a pillar upon which the physical and ideological fabric of a community is built. As such, a sustainable community balances cultural, social, economic, environmental, and governance dimensions to create a place that offers a high quality of life, where people desire to live, work and play.

Cultural - The development of a cultural dimension within the community ensures the creation of a vibrant and festive community that exudes a sense of identity and belonging, including:

- Opportunities for cultural expression
- Variety of art forms (visual, dramatic, musical, etc.)
- Strong sense of community heritage
- Pride in community.

Cultural Assets

- United Church
- St Michael's & All Angels Anglican
- Hope Community Covenant Church
- Full Gospel Church
- Sacred Heart Catholic Church
- Lord of All ELCIC Lutheran
- Alliance Church
- Church of Jesus Christ of Latter-Day Saints
- Strathmore Cemetery
- The irrigation system
- Harvest Fellowship Centre
- Jehovah's Witnesses

Social - The development of social and community services includes the recognition of the historical and cultural context of the community, and the opportunity to develop inclusive neighbourhoods and housing to meet a range of demographic and economic markets, including:

- Tolerance and respect for different cultures, backgrounds and beliefs
- Friendly, cooperative neighbourhoods
- Leisure, recreation, sport, and other activities
- Safe communities with visible, effective, and community-friendly policing
- Social inclusion and opportunity
- Accessible and attractive housing.

Social Assets

- Canada Day Celebrations
 - Canoe Races
 - Bands
 - Fireworks
- Strathmore Fun Runners Annual Car Show & Shine
 - Car show
 - Dance
- Strathmore High School Rodeo
- Strathmore Farmer's Market
 - Multiple vendors
 - Handibus Service to and from the Farmer's Market for seniors
- Spring Festival
 - Street Festival
 - Food vendors
 - Outdoor Entertainment
- Strathmore Heritage Days Stampede

Social Assets

- Rodeo
 - Chuck Wagons
 - Livestock Show
 - Running with the Bulls
 - Smokin' Bull BBQ
 - Trade Show
 - Parade
 - Farmer's Market, and much more
- Campgrounds - Strathmore and District Agricultural Society, Strathmore Highway Camping, Calderon Acres Campground
- Restaurants
 - Royal Canadian Legion #10
 - Dairy Queen
 - Happy Land Family Restaurant
 - Joey's Only Seafood
 - KFC
 - The Little Village Café
 - Madison's Café
 - McDonald's Restaurant
 - Pizza 2/49
 - Roadhouse Restaurant & Saloon Ltd
 - Smiley's Restaurant & Lounge
 - Smitty's Restaurant
 - A & W
 - Strathmore Palace
 - Strathmore Station Restaurant & Pub
 - Subway Sandwiches & Salads
 - Tim Hortons
- Pubs & Bars
 - Royal Canadian Legion #10
 - Strathmore Station Restaurant & Pub
 - Boston Pizza & Lounge
 - Old Mill Pub
- Annual Spring REVS (Registration, Education, Volunteer and Services)
- Annual Fall REVS
- Community Calendar of organized events
- Welcome Wagon
 - Greeting people who are undergoing lifestyle changes (new neighbourhood, planning a wedding, new executive, etc)
- Educational Facilities
 - Strathmore High School
 - Crowther Memorial Junior High
 - Westmount Elementary School
 - Wheatland Elementary School
 - Brentwood Elementary School
 - Trinity Lutheran Christian Academy
 - Strathmore Storefront School
 - Golden Hills Virtual School

Social Assets

- Sacred Heart Academy
 - Holy Cross Collegiate
- Strathmore Municipal Library
- Committees:
 - Communities in Bloom
 - Community Futures
- HEAL (Healthy Eating Active Living)
 - Creating a healthy, active community
 - Sign up on walkertracker.com to keep track of progress
- Recreation:
 - Strathmore Golf Course
 - Strathmore Ag Society - Four sheet curling rink, Aquatic Centre, Family Centre (twin ice surfaces, community room and meeting rooms), Tennis court
 - Baseball diamonds
 - Bike paths
 - Multiple parks
 - Grandstand
 - Outdoor rodeo
 - 5/8 mile track
- Clubs and organizations
 - Square dance club - Wheatland Whirlers
 - Strathmore Photography Club
 - Strathmore Golf Club
 - Strathmore Lacrosse Club
 - Strathmore Curling Club
 - Strathmore Lions Club
 - Strathmore Soccer Club
 - Strathmore Karate Club
 - Strathmore Skate Club
 - Strathmore Ag Society
 - Numerous high school clubs including scrapbooking, debate, chess, etc
 - And many more

Economic - The economic dimension of a sustainable community includes policies and programs that attract investment and employment, as well as promote local entrepreneurship and business retention, and ensure the community is a net contributor to the fiscal strength of the area, including:

- Providing a wide range of jobs and training opportunities
- Sufficient land and buildings to support economic prosperity and change
- Dynamic job and business creation
- A strong business community with links into the wider economy.

Economic Assets

- #1 Highway
- Proximity to Calgary
- Hotels & Motels – Travelodge, Best Western Strathmore Inn, Super 8 Motel, Holiday Inn Express, Wheatland Inn, Leroy's Motor Inn, My Secret Garden Bed & Breakfast, Strathmore Highway Camping, Calderon Acres Campground

Economic Assets

- Handibus for seniors and disabled
- Bus – Greyhound, Strathmore/Chestermere Commuter
- Financial Institutions – RBC Royal Bank, Scotia Bank, Chinook Credit Union, Alberta Treasury Branch
- Over 550 businesses ranging from photography and printing to auto service centres and much, much more

Environmental - The environmental dimension of a sustainable community strives to achieve a quality natural and built environment that addresses development patterns, building design, supporting streets and infrastructure, and the overall will to protect and improve supporting natural systems and energy efficiency, including:

- Well designed municipal planning
- User friendly public places
- Green space, walking paths
- Energy efficiency
- Protecting natural resources
- Biodiversity
- Mixed-use, durable buildings

Environmental Assets

- Kinsman Park
- Lambert Park
- Lawrence Hill Park
- Leboldus Park
- Recycling
- “Take It or Leave It” service
- Convenient access to Bow River

Governance - The governance dimension of a sustainable community includes strong, informed, and effective leadership, inclusive partnerships with the community, instilling a sense of civic pride, responsibility, accountability and values, and ensuring the continuous improvement of the community through effective delivery of programs and services, monitoring and feedback at all levels.

Governance Assets

- Chamber of Commerce
- Corporate Services:
 - Council
 - Fire Department
 - RCMP & Victims Services
 - Corporate Services Department
 - Planning & Development Department
 - Engineering and Operations Department
 - Garbage Removal
 - Recycling
 - “Take It or Leave It” service
 - Strathmore Youth Centre

Governance Assets

- Wheatland Family and Community Support Services
- Emergency and Health Services:
 - Hospital - Strathmore District Health Services
 - Paramedic/Ambulance – Wheatland & District Emergency Medical Services Association
 - Health Unit – Strathmore Health Unit
 - Medical Clinics – Valley Medical Clinic, Crystal Ridge Family Medical Clinic, Private Practise Dr. M. Muller, Strathmore Medical Clinic
 - Dental Clinics – Crystal Ridge Dental Centre, Valley Dental Clinic, Strathmore Dental Centre
 - Denturists – Strathmore Denture Clinic, Wheatland Denture Centre
 - Optometry Clinics – Strathmore Vision Clinic, Crystal Clear Vision
 - Pharmacies – Strathmore Value Drug Mart, Strathmore Co-op Pharmacy, Super Drug Mart, Crystal Ridge Professional Pharmacy, No Frills, Wal-Mart

Appendix E

Community Advisory Steering Committee

Appendix E

Town of Strathmore Integrated Community Sustainability Plan Steering Committee

Community

Claude Gauvin

Local builder/developer has lived and worked in the area for numerous years.

Robert Breitwieser

Local citizen, involved in Communities in Bloom and HEAL.

Mike Ell

Local citizen, wetland and wildlife advocate.

Lloyd Penner

Local citizen, retired, attends all Council meetings, interested in future planning of the Town.

Jim Webber

General Manager for WID. Local resident. Is currently working with the Town to provide paths/greenspace along the canals within the Town.

Steve Grajczyk

Local citizen. Member of the Agricultural Society. Owned a business in the Town in the past.

Perry Banadyga

Local resident and business owner.

Roger Nelson

Principle of Storefront School. Past Council member.

Two Student Representatives

- Jessica Beingessner
- Jordan McDougall

Town

George Lattery, Mayor

Dwight Stanford, CAO

Linda Nelson, Deputy CAO, (Director of Development & Building)

Greg Stanley, Development Officer

AECOM

Lorene Archdekin

Hugh MacKenzie

Maina Waiguru

Cory Armfelt

Mark Ruault

Appendix F

Visioning

Appendix F

Strathmore Community Sustainability Plan Visioning Exercise

At its meeting on Thursday, March 19, 2009, the Sustainability Steering Committee started a visioning exercise with a considerable number of ideas. The committee decided to group the ideas under each pillar of sustainability with a view to creating a bullet point for each sustainability pillar that would be incorporated into the overall vision statement.

<p>Cultural</p> <ul style="list-style-type: none"> • “Spiced up” – events – social activities • Functions for youth - outdoor dances and parent/tot days • Events that foster community pride • Promote/recognize cultural arts • Celebrate our history and past • Heritage recognition/education • Develop our personality • Heritage site/town hall • Town identifier • Heritage appreciation • Recognize the agricultural community • Museum • Celebrate summer • Street festivals/spit n' shine car show • Gathering Place to meet from hwy • Historical murals/community artwork • Central meeting place/focus/congregate • Skateboard park/busy youth • Expand on accomplishments • Community feel • Youth interest/engagement/entertainment 	<p>Social</p> <ul style="list-style-type: none"> • Clean and attractive downtown • Identifiable communities within the Town • Recognize our responsibility • Population to support services • Population – require a critical mass • Sustain small town feel • Know our neighbours • Community involvement • Safe, nice place to live, secure • Sustained level of community involvement • Community gardens/social
<p>Economics</p> <ul style="list-style-type: none"> • Attractive #1 highway entranceway to Strathmore • Employment opportunities • Affordable housing • Strathmore is a sustainable place • Look beyond paradigm • Look outside the box • Unified/central commercial district • Highway #1 – commercial focus • Promotion of locally grown and produced food • Make use of local resources • Create a “stay in Strathmore” community • Increase proportion of residents working in Strathmore 	<p>Built Environment including Infrastructure</p> <ul style="list-style-type: none"> • Ideal size to support amenities • Beautification/revitalization of downtown • Compact/sustainable • Minimal impact building/developments • Water treatment • Waste water treatment • New town hall/cultural centre/theatre/ events • Pedestrian friendly/pathways <ol style="list-style-type: none"> 1. Terracotta sidewalks in downtown

Environment

- Green development/research/investment
- Walkable
- Enhance and protect natural areas
- Conservation teaching
- Conservation minded
- Awareness/educated re: sustainability

Governance

- Heritage restoration/ protection
- Heritage district/architectural regulations/ theme
- New construction guidelines/ review for commercial
- Focus on our future
- Heritage resource inventory

Draft Vision

Strathmore is a sustainable community where the residents are involved. There are year round amenities, walkable paths, protected natural areas, evident civic pride, and residents are sensitive and responsible.

Vision for Public Workshop

Strathmore is a full service, sustainable community where persons of all ages are responsibly involved. There are year round amenities, walkable paths, protected natural areas and evident civic pride. We are committed to local and global economic development, cultural diversity and the artistic/architectural expression of the Town.

Parked Thoughts

- Smaller lots
- Time horizon- 20, 20, 50 years?
- Population growth limit
- Full service hospital/fire, etc.
- Promote economic development
- OUR YOUTH-OUR FUTURE

Appendix G

Survey Results

Appendix G

Strathmore Community Sustainability Plan Survey Results

The Town of Strathmore initiated a survey to all the residents of Strathmore in July 2009 in order to obtain a wider input into the preliminary results of the Community Sustainability Plan. The survey was included within the Town utility bill mailing and residents were asked to respond. The survey included questions on each of the goals or descriptions of success established through the sustainability planning process. 137 survey responses were submitted as a result of this initiative.

A lot of very useful information was gained through the surveys received. Key survey results will be outlined below by pillar. This information has been added to the summary sheet showing Descriptions of Success, Action Items, Magnitude of Cost and Time Frame.

Survey Results by Sustainability Pillar

Supportive Comments (including if funds are available/maybe)	Not Supportive Comments	Mixed Response
Cultural <ul style="list-style-type: none"> Support for a downtown theme such as CPR or western heritage theme Support local cultural leader appreciation & recognition 	Cultural	Cultural <ul style="list-style-type: none"> Construction of a Heritage Hall of Fame and Museum Establishment of community associations
Social <ul style="list-style-type: none"> Community gardens Community College Satellite educational facility Multi-purpose recreational & cultural building Like a more visible policing More youth facilities Sustainability Education 	Social	Social
Natural Environment <ul style="list-style-type: none"> Green spaces, native plants & trails Protect natural areas & wildlife Recreation paths & linkages Support Farmers Market Use natural areas for appropriate activity/interpretive functions Interpretive trails in wetlands 	Natural Environment	Natural Environment
Built Environment <ul style="list-style-type: none"> Municipal buildings should be materials & energy efficient Like a revitalized, attractive downtown incl. Kinsmen Park Enhance storm water management ponds as amenity features Clusters of businesses throughout the community including a strong highway commercial 	Built Environment <ul style="list-style-type: none"> Long term care does not meet the needs of the community 	Built Environment <ul style="list-style-type: none"> Emergency services and emergency medical services do not meet the needs of the community Support mixed use commercial & higher densities LEED Accredited "new heart of town:

Supportive Comments (including if funds are available/maybe)	Not Supportive Comments	Mixed Response
Governance <ul style="list-style-type: none"> Recognize the citizens are interested in sustainability Implement architectural guidelines for the downtown area Recognize all historical properties and sites 	Governance <ul style="list-style-type: none"> Citizens have sufficient information about Town governance Citizens are actively engaged in Town governance 	Governance
Economic <ul style="list-style-type: none"> Town should continue to plan for sustainable long term capital projects Supportive of a regional transportation system (i.e. shuttle to the city) Town should plan for a future local transit system Implement architectural guidelines for the highway commercial corridor 	Economic	Economic

COMMUNITY SUSTAINABILITY PLAN SURVEY RESULTS

Total Surveys Received	137
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CULTURAL PILLAR OF SUSTAINABILITY									
		YES / VERY		YES IF FUNDS AVAILABLE / MAYBE		NO / NOT VERY		NO COMMENT	
1	Would you support the construction of a Heritage Hall of Fame and museum to celebrate culture and cultural groups?	43	31%	17	12%	65	47%	12	9%
2	Should local cultural leaders be appreciated and recognized? How?	56	41%	12	9%	35	26%	34	25%
3	Would you support a downtown theme, such as a CPR or western heritage theme?	79	58%	9	7%	36	26%	13	9%
4	Does your neighbourhood have a community association?	64	47%	14	10%	50	36%	9	7%
	If not, would you be in favour of a community association?	55	40%	12	9%	59	43%	11	8%

SOCIAL PILLAR OF SUSTAINABILITY									
		YES / VERY		YES IF FUNDS AVAILABLE / MAYBE		NO / NOT VERY		NO COMMENT	
1	Do you think Strathmore lacks year round social and physical activities for all age groups? How would you address this?	76	55%	9	7%	39	28%	13	9%
2	Would you like to see a multi-purpose recreational and cultural building?	82	60%	11	8%	33	24%	11	8%
3	Are you in favour of community gardens on Town owned property?	97	71%	8	6%	21	15%	11	8%
4	Would you support a community college satellite educational facility?	94	69%	7	5%	23	17%	13	9%
5	Do you feel that Strathmore lacks youth facilities? What would you suggest to remedy this?	68	50%	15	11%	38	28%	16	12%
6	Do you feel Strathmore's citizens should be more educated on conservation and sustainability? How?	67	49%	7	5%	40	29%	23	17%
7	Do you feel Strathmore is a safe community?	79	58%	29	21%	21	15%	8	6%
	Would you like to see a more visible police force?	77	56%	15	11%	30	22%	15	11%

NATURAL ENVIRONMENT PILLAR OF SUSTAINABILITY									
		YES / VERY		YES IF FUNDS AVAILABLE / MAYBE		NO / NOT VERY		NO COMMENT	
1	Do you think Strathmore should focus on the protection of natural areas and wildlife habitat?	107	78%	10	7%	11	8%	9	7%
2	Would you like to see green spaces planted with native species, and associated trails, amenities and services?	112	82%	6	4%	12	9%	7	5%
3	Should Strathmore utilize natural areas for appropriate outdoor activities and/or interpretive functions?	96	70%	11	8%	18	13%	12	9%
4	Would you like to see interpretive trails/boardwalks in wetland areas?	88	64%	17	12%	26	19%	6	4%
5	Do you support the Farmer's Market by purchasing locally grown organic products and other agricultural products?	95	69%	14	10%	24	18%	4	3%
6	Do you currently collect rainwater for outdoor watering?	72	53%	5	4%	55	40%	5	4%
7	How important are recreational pathways and related linkages, (including parkland and the rebuilt WID canal), to you?.	102	74%	15	11%	12	9%	8	6%

BUILT ENVIRONMENT PILLAR OF SUSTAINABILITY									
		YES / VERY		YES IF FUNDS AVAILABLE / MAYBE		NO / NOT VERY		NO COMMENT	
1	Would you like to see a revitalized, attractive downtown, with Kinsmen Park integrated with the downtown environment?	109	80%	7	5%	13	9%	8	6%
2	Are you in favour of the Town building a sustainable LEED accredited new “heart of the town” town hall/cultural centre/heritage/theatre with a library and offices and meeting rooms for service clubs?	47	34%	28	20%	51	37%	11	8%
3	Should all new municipal buildings be efficient in terms of energy use and materials management?	115	84%	6	4%	6	4%	10	7%
4	Would you support the enhancement of the Town's storm water management ponds as amenity features?	81	59%	20	15%	14	10%	22	16%
5	Would you like to see clusters of businesses and services throughout the community, including a strong highway commercial district, all with integrated technologies?	64	47%	25	18%	29	21%	19	14%
6	Do you feel the quality of emergency services, emergency medical services meet the needs of the community?	51	37%	8	6%	65	47%	13	9%
	Do you feel the quality of long term care meet the needs of the community?	30	22%	8	6%	91	66%	8	6%
7	Do you support mixed use commercial /residential development and higher densities support a more compact / affordable community?	48	35%	20	15%	52	38%	17	12%

GOVERNANCE PILLAR OF SUSTAINABILITY									
		YES / VERY		YES IF FUNDS AVAILABLE / MAYBE		NO / NOT VERY		NO COMMENT	
1	Do you feel citizens are interested in sustainability?	60	44%	34	25%	28	20%	15	11%
2	Do you feel that Strathmore's citizens have sufficient information in the governance of the Town?	28	20%	13	9%	87	64%	9	7%
	Do you feel that Strathmore's citizens are actively engaged in the governance of the Town?	20	15%	15	11%	93	68%	9	7%
3	Should Strathmore implement architectural guidelines for the downtown area? What would you suggest as a theme?	81	59%	9	7%	31	23%	16	12%
4	Should all historical properties and sites in Strathmore be recognized? How?	75	55%	21	15%	26	19%	15	11%

ECONOMIC PILLAR OF SUSTAINABILITY									
		YES / VERY		YES IF FUNDS AVAILABLE / MAYBE		NO / NOT VERY		NO COMMENT	
1	Would you like to see architectural controls in place for the highway commercial corridor?.	84	61%	7	5%	33	24%	13	9%
2	What is your vision for the future of Strathmore?	SEE COMMENTS SHEETS							
3	How could Strathmore become more sustainable?	SEE COMMENTS SHEETS							
4	Are you in favour of a regional transportation system, (ie shuttle to the city)?	102	74%	9	7%	15	11%	11	8%
5	Should Strathmore continue to plan for sustainable long term capital projects?	103	75%	13	9%	4	3%	17	12%
6	Should Strathmore plan for a future local transit system?	74	54%	19	14%	29	21%	15	11%