

AGENDA
COMMITTEE OF THE WHOLE MEETING
Wednesday, May 14, 2025 @ 6:00 PM
Council Chambers, 1 Parklane Drive, Strathmore AB

Page

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

3. CLOSED MEETING

3.1. Strathmore Stampede Planning Update – Advice from officials – FOIP S. 24(1)(a)

3.2. Memorandum of Agreement – Strathmore Lions Club – Advice from officials – FOIP S. 24(1)(a)

3.3. Council CAO Dialogue – Advice from officials – FOIP S. 24 1(b)(i)

4. PUBLIC COMMENTS

Members of the public are welcome to provide comments regarding items on the agenda in person during the Council meeting, virtually, or in writing. Should you wish to provide public comments virtually or in writing, please fill out the Request to Speak at a Council Meeting form that can be located on the Town's website and submit it to: LSAdmin@strathmore.ca by the end of the day on the Sunday before the Council meeting. In order to ensure procedural fairness, Council requests that the public refrain from speaking on items that have been or will be heard through a public hearing process.

5. DELEGATIONS

Members of the public and community organizations are welcome to attend a Council Meeting as a delegation to present an item to Town Council for consideration. If you are interested in attending as a delegation please fill out the Delegation Request form that can be located on the Town's website and submit it to: LSAdmin@strathmore.ca by noon, seven (7) days before a Council Meeting.

6. CONFIRMATION OF MINUTES

6.1. Committee of the Whole Meeting Minutes – April 9, 2025
[Agenda Item - AIR-25-097 - Pdf](#)

2 - 7

7. BUSINESS

7.1. 2024 Recreation and Cultural Needs Assessment
[Agenda Item - AIR-25-081 - Pdf](#)

8 - 147

7.2. Debt Management Policy No. 1821
[Agenda Item - AIR-25-121 - Pdf](#)

148 - 159

7.3. Budget Policy No. 1809
[Agenda Item - AIR-25-120 - Pdf](#)

160 - 169

8. QUESTION AND ANSWER PERIOD

9. ADJOURNMENT



Request for Decision

To: Council

Staff Contact: Veronica Anderson, Legislative Services Officer

Date Prepared: April 9, 2025

Meeting Date: May 14, 2025

SUBJECT: Committee of the Whole Meeting Minutes - April 9, 2025

RECOMMENDATION: THAT Council adopt the April 9, 2025 Committee of the Whole Meeting Minutes as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the April 9, 2025 Committee of the Whole Meeting are given to Council for adoption.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

Once signed, the April 9, 2025 Committee of the Whole Meeting Minutes will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.

2. Council may provide further direction regarding the Committee of the Whole Meeting Minutes.

ATTACHMENTS:

[Attachment I: COMMITTEE OF THE WHOLE - 09 Apr 2025 - Minutes](#)

Claudette Thorhaug, Legislative Services Officer

Approved
- 10 Apr
2025

Johnathan Stratthdee, Manager of Legislative Services

Approved
- 10 Apr
2025



MINUTES COMMITTEE OF THE WHOLE MEETING

6:00 PM - Wednesday, April 9, 2025

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT: Mayor Pat Fule, Councillor Melissa Langmaid, Deputy Mayor Debbie Mitzner, Councillor Jason Montgomery (virtual), Councillor Denise Peterson, and Councillor Richard Wegener

COUNCIL ABSENT: Councillor Brent Wiley

STAFF PRESENT: Kevin Scoble (Chief Administrative Officer), Jamie Dugdale (Director of Infrastructure, Operations, and Development Services), Mark Pretzlaff (Director of Community and Protective Services), Kara Rusk (Director of Strategic, Administrative, and Financial Services), and Johnathan Strathdee (Manager of Legislative Services)

1. **CALL TO ORDER**

Mayor Fule called the April 9, 2025 Committee of the Whole Meeting to order at 6:01 p.m.

2. **CONFIRMATION OF AGENDA**

Resolution No. 012.04.25A

Moved by Councillor Langmaid

THAT Council adopt the April 9, 2025 Committee of the Whole Meeting Agenda as amended:

ADDITION:

3.3 Council CAO Dialogue – Advice from officials – FOIP S. 24(1)(b)(i)

7.1 Statement from Councillor Peterson

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, and Councillor Wegener

AGAINST: None.

CARRIED

3. **CLOSED MEETING**

Resolution No. 013.04.25A

Moved by Councillor Langmaid

THAT Council move In Camera to discuss items related to section 24(1)(a), 24(1)(b)(i) and 19(1) of the *Freedom of Information and Protection of Privacy Act* at 6:04 p.m.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, and Councillor Wegener

AGAINST: None.

CARRIED

3.1. Land item – Advice from officials – FOIP S. 24(1)(a)

3.2. CAO Performance Review – Confidential evaluations – FOIP S. 19(1)

3.3. Council CAO Dialogue – Advice from officials – FOIP S. 24(1)(b)(i)

Councillor Montgomery left the meeting at 6:25 p.m.

Resolution No. 014.04.25A

Moved by Councillor Langmaid

THAT Council move out of Camera at 7:13 p.m.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Peterson, and Councillor Wegener

AGAINST: None.

CARRIED

4. DELEGATIONS

None.

5. CONFIRMATION OF MINUTES

5.1. Committee of the Whole Meeting Minutes – February 12, 2025

Resolution No. 015.04.25A

Moved by Councillor Wegener

THAT Council adopt the February 12, 2025 Committee of the Whole Meeting Minutes as presented in Attachment I.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Peterson, and Councillor Wegener

AGAINST: None.

CARRIED

6. BUSINESS

6.1. Strathmore Legion Crosswalk

6.2. Water Utility Rate Options

6.3. 2024 Assessment Update (for 2025 Taxes)

Councillor Langmaid left the meeting at 8:08 p.m.

Councillor Langmaid returned at 8:10 p.m.

6.4. Land Use Bylaw Amending Bylaw No. 24-14 (Garden and Garage Suites) Review and Discussion

7. QUESTION AND ANSWER PERIOD

7.1. Statement from Councillor Peterson

Councillor Peterson expressed condolences to the family of Eve Yellow Old Woman, who passed away on April 2, 2025.

8. ADJOURNMENT

Mayor Fule adjourned the April 9, 2025 Committee of the Whole Meeting at 8:57 p.m.

Mayor

Director of Strategic, Administrative,
and Financial Services



Report for Council

To: Mayor & Council

Staff Contact: Mark Pretzlaff, Director of Community and Protective Services

Date Prepared: March 27, 2025

Meeting Date: May 14, 2025

SUBJECT: 2024 Recreation and Cultural Needs Assessment

RECOMMENDATION: Information for Council

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The 2024 Recreation and Culture Needs Assessment will serve as a vital tool in ensuring the Town's recreation and culture offerings are aligned with the interests and needs of its residents, helping to ultimately enhance community wellness.

As part of its Strategic Plan, Council has prioritized the maintenance, protection, and improvement of community wellness services which support the Strathmore community.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

Understanding what assets and services are most important to the community will help Council and Administration allocate funding and resources more efficiently to maximize the overall impact on the community. This will allow for sustainable financial decision making surrounding recreational and cultural improvements, and ensuring a fiscally responsible approach when looking at investment needs in existing infrastructure, facilities, and programming.

SOCIAL SUSTAINABILITY:

While recreation and culture have the potential to address socio-demographic challenges, social sustainability is not currently applicable.

ENVIRONMENTAL SUSTAINABILITY:

Environmental sustainability is not applicable at this time.

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

This report will serve as a starting point for further discussion surrounding recreation and culture service delivery, including resource allocation, future facility planning, and asset management planning.

With the findings from this report, Council and Administration can plan for new recreation and culture amenities, and make plans to improve existing ones to meet future demand as Strathmore's population continues to grow.

ORGANIZATIONAL:

No organizational implications at this time.

OPERATIONAL:

No operational implications at this time.

FINANCIAL:

There are no financial implications, other than the staff time needed to write this report and conduct the Recreation and Culture Needs Assessment.

POLICY:

In January 2020, Council approved the [Town of Strathmore Recreation and Culture Master Plan](#).

As part of this plan, one of the recommendations (#12) was to complete a thorough analysis and have a complete sense of the needs and the costs that any new amenity will require, and the impact to the community.

Accordingly, a recreation and cultural needs assessment was conducted. It includes:

- Alignment with Town and Master Plan vision and principles.

- Determination of condition and functionality of existing spaces.
- Understanding of the utilization levels of existing spaces.
- Examination of the demographics and growth of the Town and region.
- Public and stakeholder consultation.

IMPLEMENTATION:

No immediate implementation actions need to be taken as this report is for information purposes, at this time.

BACKGROUND:

In January 2020, Council adopted a Recreation & Culture Master Plan, replacing the 2010 Quality of Life Master Plan, to serve as the primary document guiding the Town's provision of recreation and culture services in the community.

When it was adopted, the Master Plan assessed the current state, and identified priorities and recommendations regarding the provision of recreation, culture, active and creative lifestyle opportunities, and services to meet the needs of residents and visitors over the next ten years.

As new trends have emerged, priorities have shifted, and different opportunities have arisen, the need to conduct a Needs Assessment was identified in early 2024 to help understand and prioritize present and future recreation and cultural needs within the community.

On March 6th, 2024 Council approved a Capital Budget Request to fund a Recreation and Culture Needs Assessment. Shortly after, RC Strategies was awarded the contract to conduct the needs assessment and performed numerous engagement strategies in order to gather the information and data outlined in this report.

On March 19th, Administration and the report consultant, RC Strategies presented the report to Council for information and to seek direction on next steps.

At that time, Council directed Administration to bring the needs assessment report to the May Committee of the Whole for further discussion.

KEY ISSUE(S)/CONCEPT(S):

This report contains the detailed findings from the research and community engagement methods used, which have provided recommendations for priorities to address short-, medium-, and long-term priorities and direction of future investments in recreation and cultural facilities and amenities.

With limited resources, the Town must balance a wide range of resident and community demands for recreation and culture facilities, amenities, and programs. But at the same time,

the framework associated with the prioritization list is designed to be adaptable to changes in the recreation and culture community, shifts in demographics, and the strategic goals of the community.

Accordingly, the Council may choose to prioritize the lists as a result of business cases (costs) and other operational and capital development.

In order to move forward with addressing the community's recreational and cultural needs, as identified in this report, Council may wish to consider the alternative actions/motions:

1. To identify which priorities (high, medium, low) for further exploration
2. To determine if the proposed priorities warrant a business case, and if so, that Council directs Administration to complete the identified business cases for further discussion.
3. To rank the various priorities based on the results of the business cases and other operational and capital development priorities.

DESIRED OUTCOMES:

Considering the report's priorities and in order to address the community's recreational and cultural needs, Administration is seeking direction from Council on next steps.

In addition to the priorities listed in the report, areas of focus could include:

- New Amenities
- Rates & Fees
- Facility Utilization

COMMUNICATIONS:

This report has been posted on the Town of Strathmore website.

ALTERNATIVE ACTIONS/MOTIONS:

Moving forward, Council may wish to consider the alternative actions/motions:

1. To identify which priorities (high, medium, low) for further exploration
2. To determine if the proposed priorities warrant a business case, and if so, that Council directs Administration to complete the identified business cases for further discussion.
3. To rank the various priorities based on the results of the business cases and other operational and capital development priorities.

ATTACHMENTS:

[Attachment I: 2024 Recreation & Culture Needs Assessment](#)

Kevin Scoble, Chief Administrative Officer

Approved
- 09 May

2025
Approved
- 09 May
2025

Johnathan Strathee, Manager of Legislative Services



Strathmore

RECREATION AND CULTURE **NEEDS** ASSESSMENT

FEBRUARY
2025

Photo: facebook.com/TownOfStrathmore/photos



EXECUTIVE SUMMARY

The Town of Strathmore invests in recreation and culture to support resident health, community vibrancy, and economic growth by attracting and retaining residents and businesses. With limited resources, the Town must balance diverse demands for facilities, amenities, and programs. Since the Municipal Government Act does not mandate specific recreation and culture services, decisions are influenced by community demand and political will. To ensure resources are allocated effectively, the Town has completed a Recreation and Culture Needs Assessment to guide future investments and service delivery.

The Needs Assessment has been developed through research and community engagement.

Research Inputs



Demographic Analysis



Background Review



Program Review



Facility Utilization Analysis



Trends

Engagement Tactics



Community Forum
15 attendees



Household Survey
358 responses



Group Survey
26 responses



Group Conversations
11 sessions with 32 organizations

Research Synopsis

Demographics

- Strathmore's population grew by 4.2% in the last census period, with overall growth across most age groups except for declines in the 0–4 and 20–29 age groups. This trend is expected to continue, with the population projected to reach 24,889 by 2041.

Policy and Planning Review

- The Town of Strathmore is actively planning for the future of recreation and culture services, recognizing the value of regional partnerships through the Intermunicipal Development Plan. Additionally, the Town has Joint Use agreements in place for the SMP Centre and Civic Centre, as well as a lease agreement with the Curling Club to support facility access and community programming.

Recreation Infrastructure and Utilization Analysis

- The Family Centre Arenas are highly utilized, operating near full capacity during prime hours, with 93% and 97% usage rates.
- At the Aquatic Centre, public and family swims remain the most popular activities; annual swim visits have experienced sizeable growth from 2022. Increases have also been experienced in swim lessons. The Aquatic Centre however has capacity to accommodate additional swim visits.
- The Strathmore Motor Products Sports Centre Indoor Field, Magnum Gymnasium and GFS Gymnasium have experienced steady growth since opening in 2019.
- Similarly, the Civic Centre has seen increased bookings for its rooms and hall compared to pre-pandemic levels.
- The Town is actively managing its recreation facility inventory. Formal assessments have been completed (2019) and ongoing assessments are being undertaken. Identified issues (as noted in the formal assessments) have and are being addressed. The Motor Products Sports Centre remains in good condition with no immediate investment needs. The Aquatic Centre has received approximately \$1M in investments since 2019, while the Curling Club has received approximately \$470,000 of improvements. Approximately \$1.7M has been allocated to the Family Centre – much of this was related to a roof replacement.

Program and Events Review

- The Town of Strathmore offers drop-in opportunities for aquatics, gymnasium activities, and fitness classes, along with registered programs for children, adults, and seniors. Additionally, a variety of local organizations provide recreation and cultural programs, ensuring diverse opportunities for residents to engage in active and creative pursuits.

Trends

- Asset management planning is essential. Generally aging infrastructure is a challenge many communities are facing.
- Public spaces and facilities need to be accessible for all in the community. This requires attention to ensure it is addressed.
- Air quality and major weather events are impacting the use of indoor spaces.
- There is an increasing demand for spontaneous and unstructured recreation and culture activities.
- There remains significant barriers to participation in sport for women.
- Allocation policies are important to revisit to ensure that they overemphasize traditional and tenured groups and activities.
- Volunteer fatigue and the changing nature of volunteerism is impacting volunteer groups and their sustainability.
- An important element of cultural planning is mapping cultural resources to promote strengths and assets and identify gaps.

Engagement Synopsis

Resident Survey

- Physical health and exercise and pleasure and entertainment are the main reasons respondents participate in recreation and culture opportunities.
- Home leisure activities such as games, reading and computer games and in outdoor physical activities such as walking, hiking or playing at the playground are the most popular activities.
- Paved trails and parks in Strathmore are the most heavily used facilities.
- Facility operation issues such as hours of operation of crowded facilities is a top barrier respondents are facing.
- There is general satisfaction with the availability of recreation and culture amenities and spaces.
- There is general satisfaction with the availability of events and programs.
- Over half believe there are not adequate facilities in the Town.
- Ice arena facilities, leisure swimming pools, nature trails, community gardens and paved pathways should be investment priorities for the Town.
- Lowering the cost and having a more convenient schedule are program improvements identified.
- Programming needs include:
 - Nature and outdoor programming for children and youth.
 - Fitness and wellness programs for young adults and older adults.
 - Programs that encourage socialization for seniors.
- Cost sharing and grant opportunities is a very important criteria the Town should consider when determining priorities.
- There is some support to increase taxes to ensure community recreation and culture needs are met.

Group Survey

- Half of group respondents use facilities outside of the Town to deliver their programs.
- Reasons groups use facilities outside the Town include, lack of local ice availability, travelling for recreation and sports, insufficient facilities in town such as ball diamonds, football fields and pool times and facility access and costs.
- There is belief that there are not adequate recreation and culture facilities in the Town.
- Indoor multi sport field house type facilities, ice arena facilities, ball diamonds and artificial turf fields should be investment priorities for the Town.
- Generally there is support to increase user and rental fees to ensure needs are met and for improved spaces or services.
- Getting sufficient access to facilities and spaces and funding are challenges organizations are facing.

Group Meetings

Recreation, Education, Business and Service Clubs

- Groups are facing challenges in accessing indoor and outdoor facilities.
- Groups say there is a need for new / upgrade facilities to support growing participation.
- Some facilities are not fully physically accessible. As well some maintenance issues discourage participation.
- There is a strong desire for better communication and collaboration with the Town.
- Businesses play an important role in the delivery of services for community groups.
- Strathmore is growing which is resulting in growth of demand.

Arts and Culture Organizations

- There appears to be a lack of awareness of many of the arts and culture groups in Strathmore by residents.
- Groups are experiencing volunteer recruitment challenges which is a significant risk to many.
- Groups need support in capacity building, particularly related to fundraising.
- There is a pressing need for a performing arts theatre.

Facility and Amenity Framework



Service Level Assessment

- Using specific criteria that describe supply and demand factors, facilities and amenities are categorized into one of three groups: enhance, protect, or limit / innovate.
 - Enhance: Facilities or amenities with high demand and low supply are prioritized for investment and improvement.
 - Protect: Those with high demand and high supply require efforts to maintain and safeguard existing infrastructure.
 - Limit/Innovate: For facilities or amenities with low demand, strategies may include exploring innovative ways to boost demand or limit further investment.

Prioritization Assessment

- Using the Service Level Assessment, a prioritization framework is utilized to assist the Town in its allocation of facility / amenity projects. High priorities include the following:
 1. Open spaces (e.g. parks, green fields)
 2. Performing arts theatre / space (e.g 250 seats)¹
 3. Community gardens
 4. Outdoor public art
 5. Picnic areas
 6. Event hosting facilities
 7. Fitness / wellness facilities (e.g. exercise / weight room)
 8. Indoor public art
 9. Nature trails
 10. Natural areas

Conclusions

1. The Town should consider investment in new recreation and cultural facilities and amenities to meet growing demand.
2. Working with regional partners and communities has been critical to organizations and programming.
3. The Town should continue to address program gaps.
4. The Town should work to improve communications regarding recreation and culture opportunities.
5. Clarify culture's positive benefits through renewed vision and policy.
6. Provide additional Town staffing support.
7. Increase funding or fundraising support.
8. Aquatic Centre – there is sufficient space for additional use.
9. Family Centre – consideration is needed for additional ice. Collaborate with neighbouring municipalities regarding this issue.
10. Strathmore Motor Products Centre - continue to monitor usage and look for innovative ways for the facility to be used more frequently.

¹The Performing arts / theatre space included a descriptor of 250 seats. This figure is to provide some description to give a sense of scale and differentiate from a small and a large theatre.



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1.0 INTRODUCTION

The Town of Strathmore invests in recreation and culture services and opportunities for a myriad of reasons. These services can contribute to resident health, community vibrancy, and the attraction and retention of residents and businesses. Like many communities, Strathmore must balance a wide range of resident demands for recreation and culture facilities, amenities and programs with limited resources.

Recreation and culture services are subjective, and the Municipal Government Act does not dictate what types of facilities and services a community needs to provide. As such, recreation and culture service delivery is, in part, based upon community demand and political will.

To ensure recreation and culture investment is managed effectively and efficiently, the Town has completed a Recreation and Culture Needs Assessment. Ultimately this assessment will inform the decision making of the Town related to the allocation of resources for recreation and cultural services.

1.1 Purpose of the Document

This document contains the detailed findings from the research and engagement tasks that, together, comprise the Needs Assessment. The graphic below summarizes the different research and engagement inputs that provide insight on the current state of recreation and culture in Strathmore.

Understanding the Recreation and Culture Context



**Demographic
Analysis**



**Background
Review**



**Inventory
Review**



**Program
Review**



Trends



**Facility
Utilization
Analysis**



**Household
Survey**



Group Survey

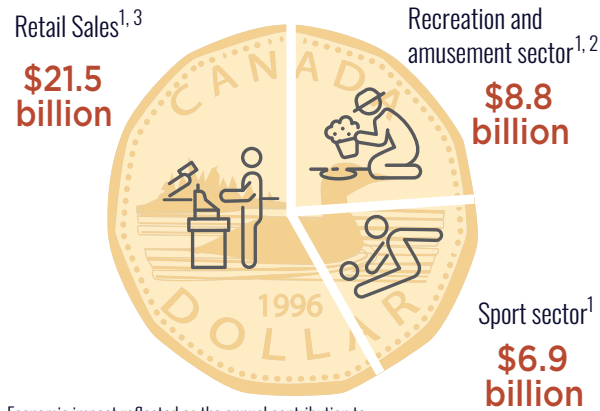


**Group
Conversations**

1.2 Benefits of Recreation

The report Measuring Impact (2024), produced by the Canadian Parks and Recreation Association and the Canadian Fitness and Lifestyle Research Institute, quantifies the benefits of recreation (including culture). It serves as a valuable resource for decision-makers and policymakers, helping them advocate for and justify investments in recreation within their communities. According to the report, sport, physical activity, and recreation (SPAR) collectively generate an annual social impact of \$14 billion, a health impact of \$4 billion, and an economic impact of \$37 billion—totaling over \$55 billion across Canada (measuring-impact.ca).

Economic Impact (2022) **\$37.2 billion**



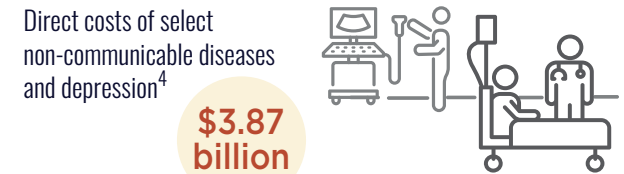
Economic impact reflected as the annual contribution to Canada's economy from SPAR and retail sales.

Social Impact (2020) **\$13.6 billion**



Social impact reflected as the value of volunteering for SPAR-based activities.

Health Impact (2022) **\$3.9 billion**



Direct costs of select non-communicable diseases and depression⁴

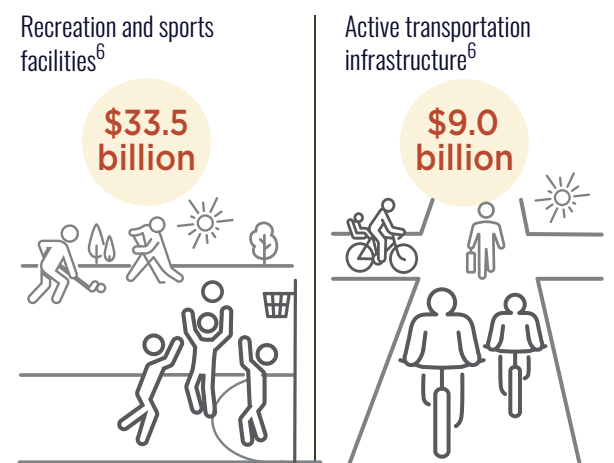
\$3.87 billion

Cost associated with pre-mature mortality⁴

\$36.9 million

Health impact reflected as the annual contribution to health care costs for select health conditions related to physical inactivity.

Environmental Impact (2020) **\$42.5 billion**



Recreation and sports facilities⁶

\$33.5 billion

Active transportation infrastructure⁶

\$9.0 billion

Environmental impact reflected as the replacement value of SPAR facilities and active transportation infrastructure.

¹ Value as it relates to the gross domestic product.

² Recreation and amusement sector comprised of golf and country clubs, skiing facilities, fitness and recreational sports, and all other amusement and recreation facilities.

³ Retail sales comprised of athletic footwear, sporting equipment and recreation vehicles.

⁴ Based on non-communicable diseases which include coronary heart disease, stroke, Type 2 diabetes, breast cancer, colon cancer, hypertension, osteoporosis, depression.

⁵ Calculated using percentage of volunteers in sport, physical activity and recreation and hours spent.

⁶ Based on estimated replacement value of sport and recreation facilities, and active transportation infrastructure in 'very poor', 'poor' or 'fair' condition.

2.0 DEMOGRAPHICS



Key Takeaways

- The population increased 4.2% over the previous census period. The growth is expected to continue.
- Generally, the town has experienced growth in all age segments over the last three census periods. The exceptions are in the 0-4 year age group and the 20-29 year age group.
- The town is projected to reach a population of 24,889 by 2041.

Understanding the makeup of a community is essential to ensuring decisions about recreation and playgrounds reflect the community's composition. Age, gender, ethnicity, and socioeconomic status are all important factors to consider. Whether a community has a high newcomer's population or growing youth cohort (for example), it is important to understand the context in order to best make subjective decisions about the provision of services. This section outlines the demographic indicators for the Town.

2.1 Population and Growth

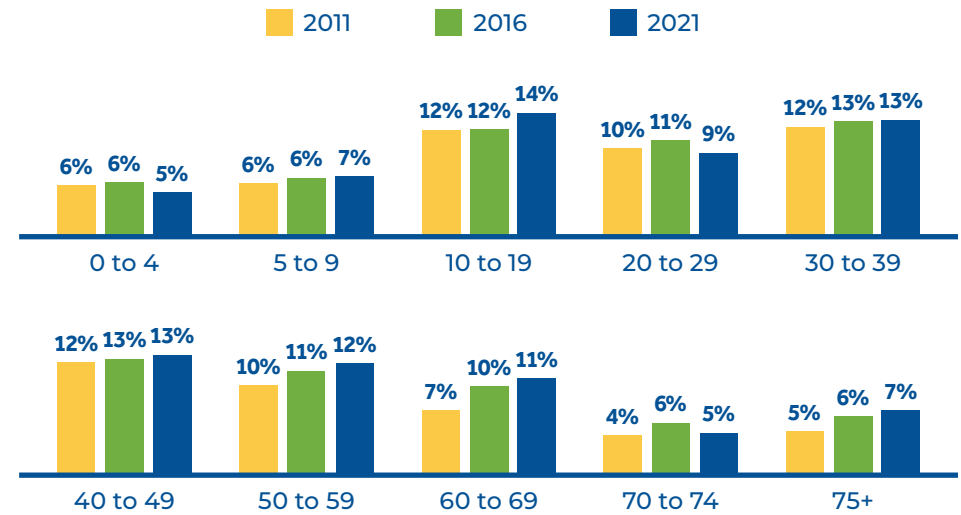
The 2021 Census reported a population of 14,339 in the Town, reflecting a 4% growth from the 2016 Census figure of 13,756. Since 2001, the Town's population has grown at an average annual rate of 2.26%.

| | 2006 | 2011 | 2016 | 2021 |
|-----------------------------------------|--------|--------|--------|--------|
| Population | 10,225 | 12,305 | 13,756 | 14,339 |
| Population changes from previous census | 25% | 20.3% | 11.7% | 4.2% |
| Median age | 33.7 | 36.5 | 38.4 | 40.0 |

Note: the graph rounds the percentages to the nearest whole number.

Graph 1 illustrates the population by age segment. As shown over the last three census. There has been growth in the proportion of the population aged 10 to 19 years, as well as those aged 30-69 years, and seniors 75 years and older, compared to the previous census year. This trend highlights the Town's aging population; however, there has been growth in the number of children and youth (5-19 years).

Graph 1. Population Proportions by Age



Graph 2. Population by Age

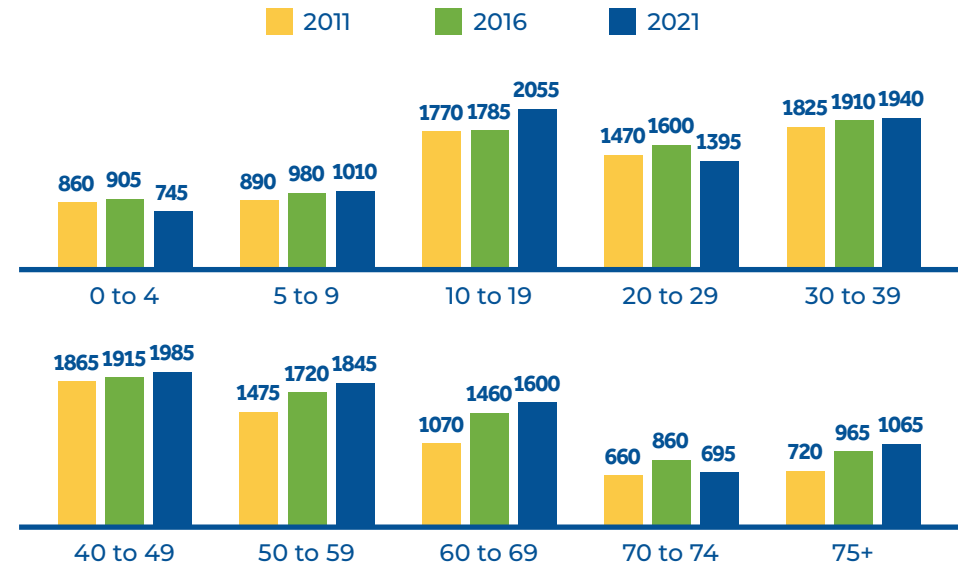


Photo: facebook.com/TownOfStrathmore/photos

2.2 Growth

This table presents population projections for the Town over the next 20 years, based on projections from the Town of Strathmore and Wheatland County's Intermunicipal Development Plan. These projections were developed using historical growth trends, reflecting the Town's steady to moderate annual growth.

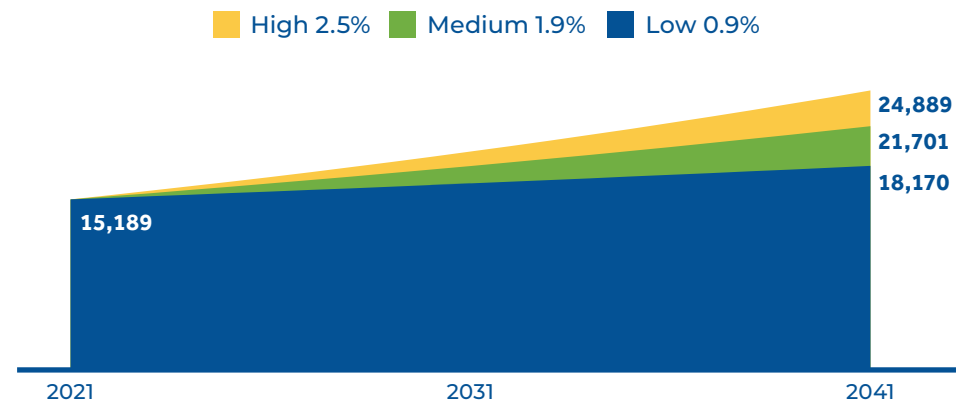
| Year | High 2.5% | Medium 1.9% | Low 0.9% |
|------|-----------|-------------|----------|
| 2021 | 15,189 | 15,189 | 15,189 |
| 2022 | 15,569 | 15,462 | 15,326 |
| 2023 | 15,958 | 15,741 | 15,464 |
| 2024 | 16,357 | 16,024 | 15,603 |
| 2025 | 16,766 | 16,312 | 15,743 |
| 2026 | 17,185 | 16,606 | 15,885 |
| 2027 | 17,615 | 16,905 | 16,028 |
| 2028 | 18,055 | 17,209 | 16,172 |
| 2029 | 18,506 | 17,519 | 16,318 |
| 2030 | 18,969 | 17,834 | 16,465 |
| 2031 | 19,443 | 18,155 | 16,613 |
| 2032 | 19,929 | 18,482 | 16,762 |
| 2033 | 20,428 | 18,815 | 16,913 |
| 2034 | 20,938 | 19,154 | 17,065 |
| 2035 | 21,462 | 19,498 | 17,219 |
| 2036 | 21,998 | 19,849 | 17,374 |
| 2037 | 22,548 | 20,207 | 17,530 |
| 2038 | 23,112 | 20,570 | 17,688 |
| 2039 | 23,690 | 20,941 | 17,847 |
| 2040 | 24,282 | 21,318 | 18,008 |
| 2041 | 24,889 | 21,701 | 18,170 |



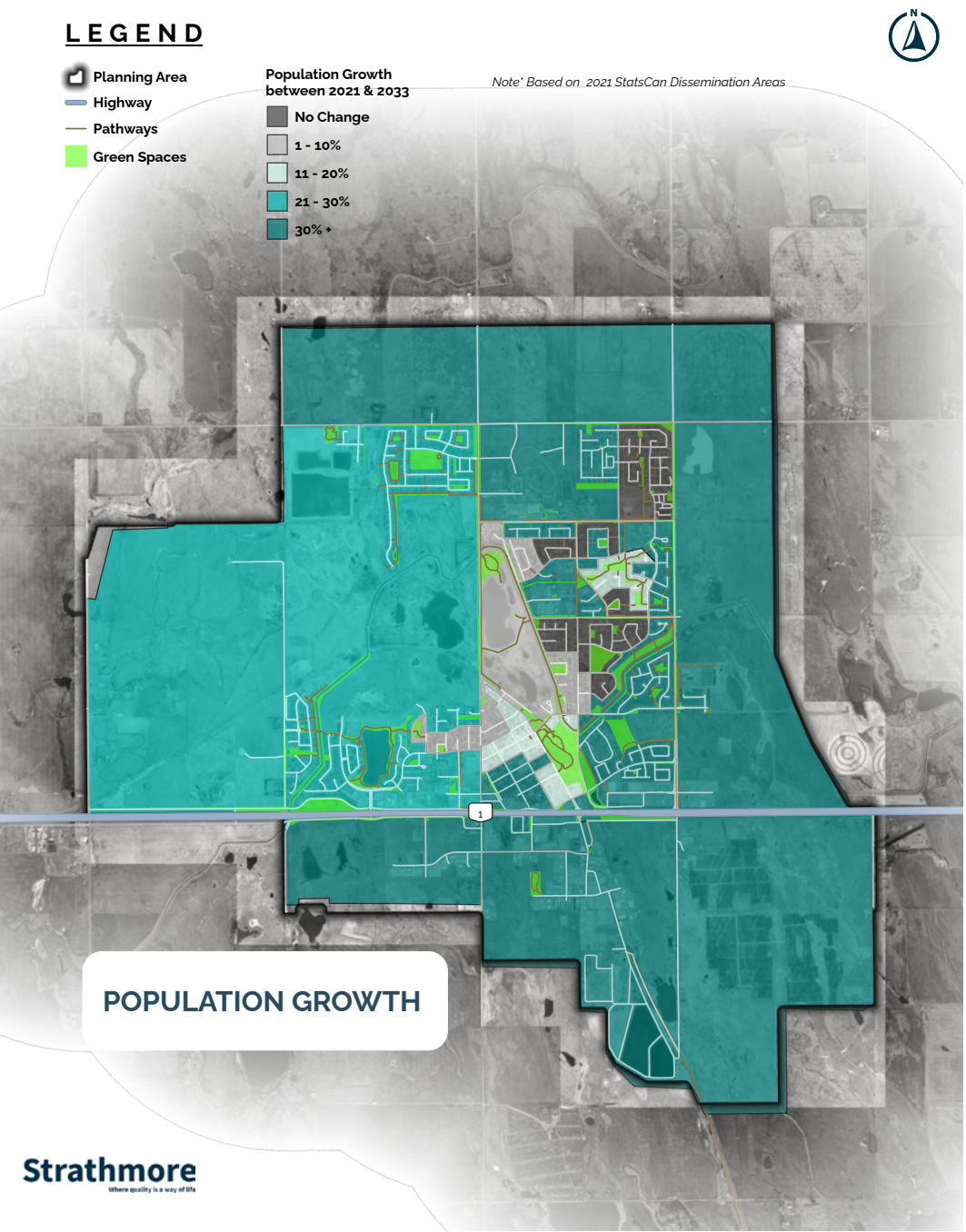
Photo: facebook.com/TownOfStrathmore/photos

As illustrated in Graph 3 below, the low projection predicts a population of 18,170 by 2041, while the high projection predicts a population of 24,889 by 2041.

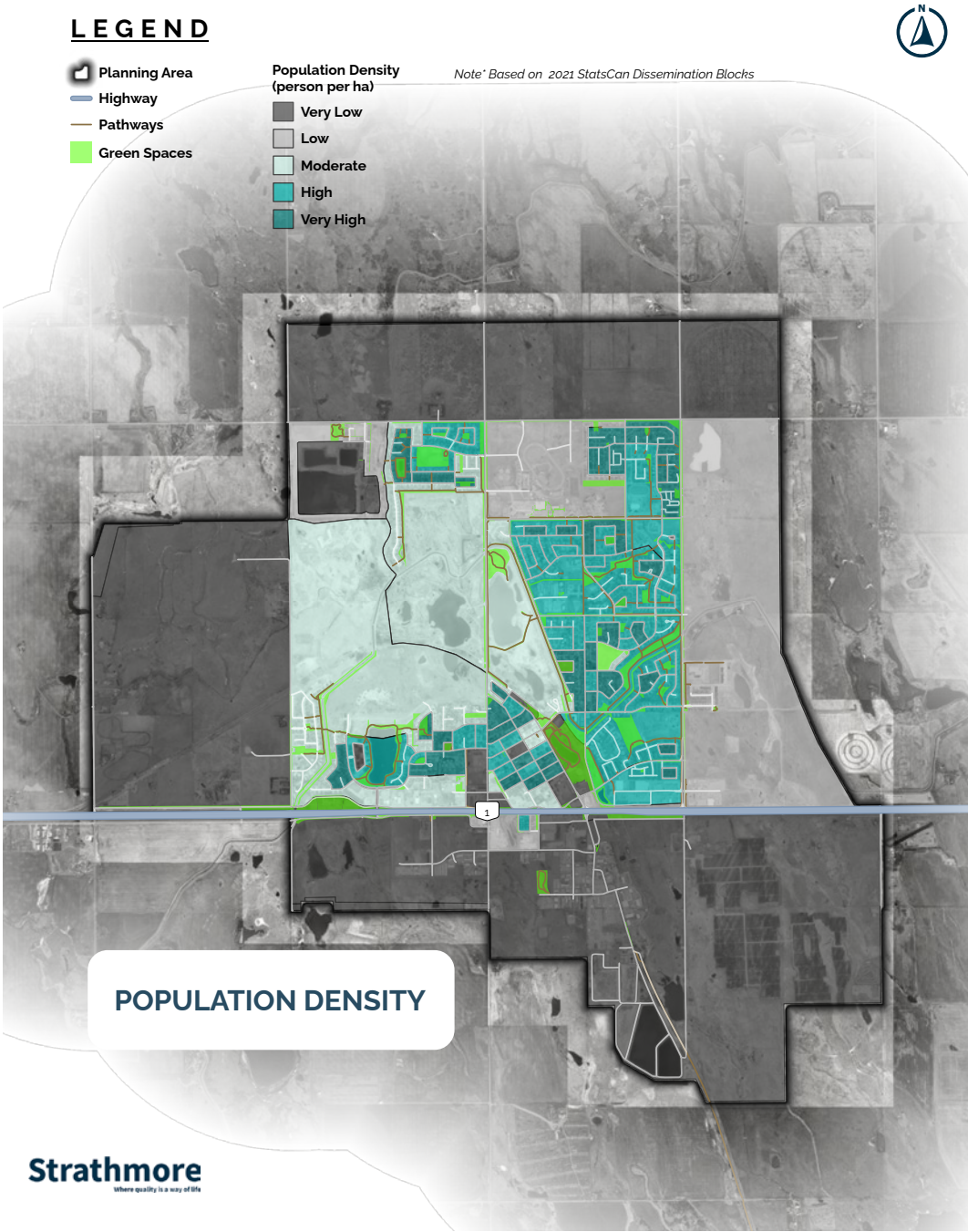
Graph 3. Population Projections



An examination of the Town's growth has been completed spatially. As illustrated in the adjacent map, the outer areas of the Town are anticipated to see the higher rates of growth from 2021-2033. The dark grey areas indicate no increase in population or even no growth.



This map illustrates the population density in Strathmore. The darker teal parcels indicate high levels of population whereas the light grey areas indicate lower levels of population density.



2.3 Multiple Deprivation Index

The accompanying map illustrates the Multiple Deprivation for residents of the Town. The Index of Multiple Deprivation is used to identify areas of a community that may experience lower levels of service or higher levels of deprivation than other areas in the community. The Index considers four dimensions² :

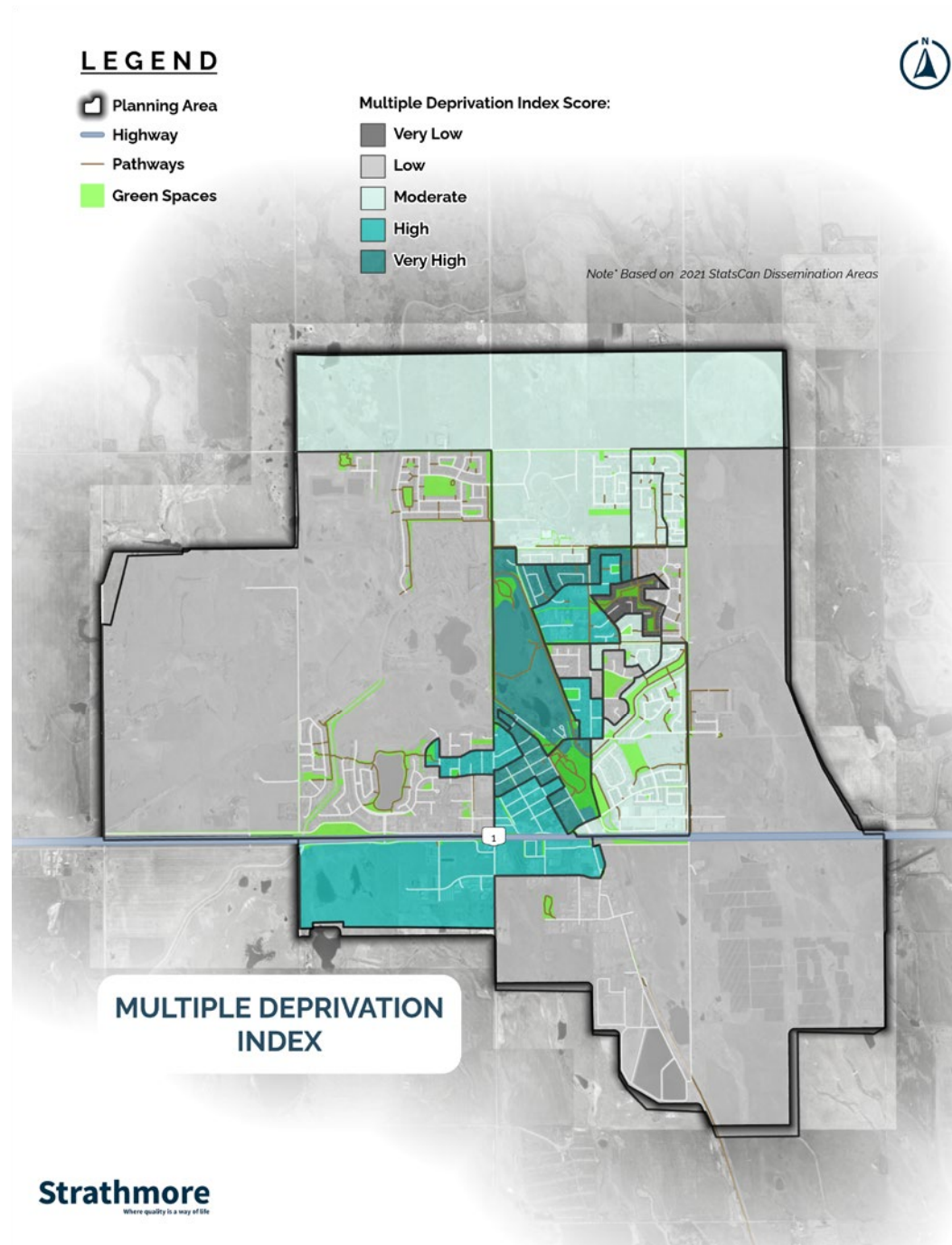
1. **Residential instability:** includes indicators such as: proportion of dwellings that are apartment buildings; proportion of people living alone; dwellings that are owned; proportion of those who have moved in a five-year period; proportion of those married/common law; and the median household income.
2. **Ethno-cultural composition:** proportion of those who have immigrated to the area; proportion of visible minorities; proportion of those who do not speak an official language; average number of people per room in a dwelling; and the proportion of the population that are recent immigrants.
3. **Economic dependency:** includes indicators such as: proportion of those working; proportion of those who are 65 and older; ratio of employment to population; dependency ratio (those aged 0-14 and population aged 65 years and older divided by the total population); and proportion of population receiving government funding.
4. **Situational vulnerability:** includes indicators such as: those that identify as Indigenous; proportion of those aged 25-64 without a high school diploma; proportion of homes that need major repairs; median income, proportion of single family homes; and the median home value.



Photo: facebook.com/TownOfStrathmore/photos

²Canadian Index of Multiple Deprivation: User Guide, 2021 ([statcan.gc.ca](https://www.statcan.gc.ca))

It is important to note that the levels of deprivation are relative in nature and identify areas of Strathmore that are rated as having a higher level of deprivation than other areas. The dark teal areas on the map indicate elevated levels of deprivation (relative) where more resources may be needed whereas the lighter areas on the map may not need as much of a focus. The map is based on 2021 dissemination areas, which may include both industrial and residential portions within the same boundary. However, the multiple deprivation analysis focuses solely on the residential areas, excluding the industrial portions.



3.0 BACKGROUND REVIEW



Key Takeaways

- The Town has invested in planning for the future of recreation and culture services in Strathmore.
- The Town recognizes the importance of working with regional partners to deliver and provide recreation and culture services and facilities through the Intermunicipal Development Plan.
- The Town has Joint Use agreements in place for the SMP Centre and the Civic Centre.
- The Town has a lease agreement in place with the Curling Club.

Various strategy, planning, and policy documents were reviewed at the municipal, provincial, and national level. These documents contain important strategic objectives, directions, and insights that may inform the Town's provision and support of recreation and culture services or support the current or planned levels of investment. A synopsis of the documents is presented on the next page followed by a detailed overview.

Areas of Focus in Municipal Policies and Plans

- The Town recognizes the need for and importance of intermunicipal planning as the Town and County strategically plan for growth in the area.
- The Town recognizes that there needs to be a focus on the social well being of residents as outline in the 2023 Social Needs Assessment.
- The Town recognizes the importance of working collaboratively through joint use agreements with the County and school divisions.
- The Town recognizes and understands that it is important for residents to have the ability to provide their voice in the planning process.
- The Town has a Fees Bylaw that identifies the fees users and groups are charged for using Town facilities. These fees reflect the relative importance the Town places on youth participation.

Areas of Focus in Provincial and National Policies

- Provides rationale for investment in recreation including fostering active lifestyles, fostering inclusion and accessibility in recreation, connecting people to nature, and building capacity in the sector as outline in the Framework for Recreation in Canada.
- Outlines the provincial approach to supporting sport organizations as outlined in the Safe Sport in Canada report.
- The Truth and Reconciliation Commission of Canada Final Report educates about indigenous sport history and participation.
- The common vision for increasing physical activity reiterates the importance of increasing physical activity and to reducing sedentary behaviours among all Canadians across their lifetime.
- Understanding that creating inclusive opportunities for newcomers and providing solutions and opportunities to improve the barriers is important when considering planning and development is outlined in the Sport for Life for all Newcomers to Canada.
- Understands and reiterates the importance of supporting the arts, culture and creative industries through the Creative Canada Policy Framework.
- The parks and recreation sector can play a role in ensuring policies, the design of facilities and utilization of facilities aligns with Safe Sport in Canada.



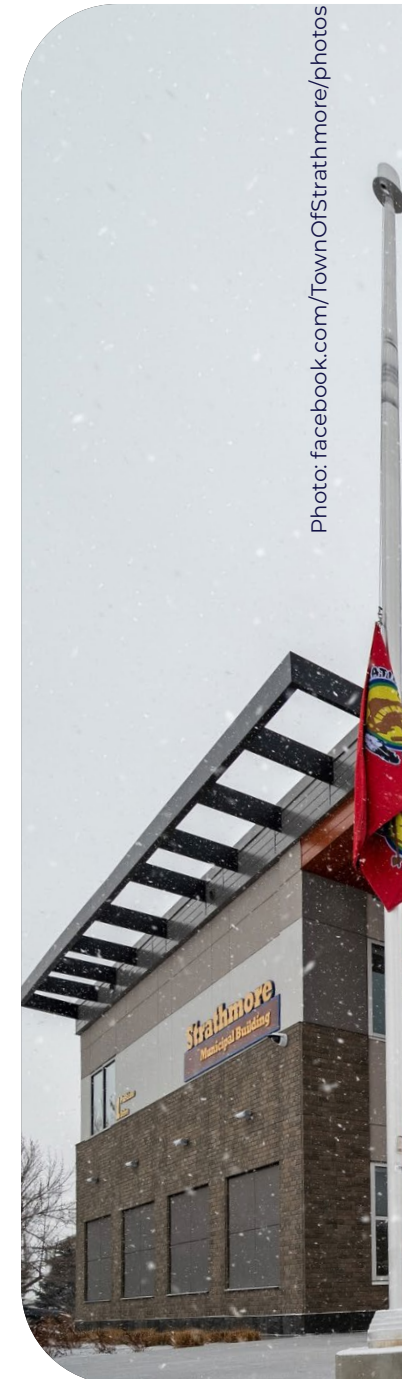
Photo: facebook.com/TownOfStrathmore/photos



Photo: facebook.com/TownOfStrathmore/photos

3.1 Municipal Policy and Planning Documents

| Municipal Policy / Planning | | |
|-----------------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Policy | Year | Synopsis |
| Intermunicipal Development Plan (IDP) – draft | 2024 | <p>The purpose of the IDP is to identify joint opportunities between the Town of Strathmore and Wheatland County. Additionally, the IDP allows for both parties to strategically plan for growth in the area.</p> <p>Policy 2.8.3 identifies that the Town and County may work together to provide recreation, social and economic opportunities that benefit the area.</p> |
| Fees Bylaw | 2024 | The purpose of the bylaw is to establish fees, rates, charges and penalties for services provided by the Town. The bylaw outlines fees for the Family Centre, Aquatic Centre, Motor Products Sports Centre and the Strathmore Civic Centre. |
| Social Needs Assessment | 2023 | The Social Needs Assessment aims to understand the well-being of residents and understand barriers and service gaps regarding health, housing, crime and other characteristics. Throughout the document recreation is sited as important, however there is mention that some youth are facing barriers to accessing recreation in the Town. Additionally, it is mentioned that the Town should develop a social infrastructure plan regarding the growth and demand on recreation infrastructure in the Town. |
| Citizen Survey | 2022 | The primary reason for the citizen survey was to understand residents satisfaction levels with all facets of the Towns services. There was support indicated through the survey for tax increased regarding new or additional recreation facilities in the Town. |
| Council Strategic Plan | 2021 | The Strategic Plan outlined six areas of focus for their tenure. In relation to recreation, council is committed to community wellness with a focus on the maintenance and protection of services that aid in residents wellbeing. |
| Recreation and Culture Master Plan | 2019 | <p>The 2019 Master Plan was developed to replace the 2010 Quality of Life Master Plan. The Master Plan is a guiding strategic document that provides direction to council and administration. The plan outlined a variety of recommendations including:</p> <ul style="list-style-type: none"> • Developing new partnerships. • Develop a centralized booking process. • Enhance communication efforts. • Strengthen capacity by supporting groups. • Assist in the development of an umbrella organization for the arts and culture community. • Reduce barriers to participation. • Develop a fees and charges policy. • Focus on the delivery of community wide events. • Ensure programs respond to community needs. • Implement the prioritization framework. • Implement an asset management approach. • Implement a process for data collection. |



Municipal Policy / Planning

| Policy | Year | Synopsis |
|--------------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Civic Centre Joint Use Agreement | 2020 | The Town has a joint use agreement with Golden Hills School Division No. 75 that pertains to the Strathmore High School and the Civic Centre. The Complex is comprised of the High School, the Civic Centre and the common facilities including the cafeteria and commercial kitchen. |
| Curling Club Lease Agreement | 2021-2026 | The Town owns the curling club and leases the facility to the Club. The lease agreement outlines responsibilities for maintenance, facility upkeep, operating expenses, and utilities. |
| Facility Assessment and Lifecycle Reports | 2019 | Facility Assessments and lifecycle reports were completed on the Aquatic Centre, Civic Centre, Curling Rink and the Family Centre Arena in 2019. The assessments evaluated the condition of the facilities to ensure that they comply with safety standards and to identify any capital improvements needed (accompanied by cost estimates). |
| Motor Products Sports Centre Joint Use Agreement | 2016 | The Town has a joint use agreement with Golden Hills School Division No. 75 and Wheatland County as it pertains to the Strathmore Motor Products Sports Centre. This specifically pertains to the “school gym”, the “community” area and the “shared after hours” areas. The community books spaces through the municipality. The agreement also covers financial contributions that typically are apportioned at Town 50%; County 30%; and School Division 20%. |
| Family Centre Policy | 2014 | The family centre policy is in place to establish and define the distribution of spaces within the Family Centre. The policy aims to provide fair distribution, to ensure a reasonable financial return, to ensure optimum use and to provide a range and balance of services and activities. |
| Property Lease – Strathmore Agricultural Society | N/A | The Ag Society owns the land where the Town constructed, maintains, and operates an outdoor rink. Ownership of the rink remains with the Ag Society. |

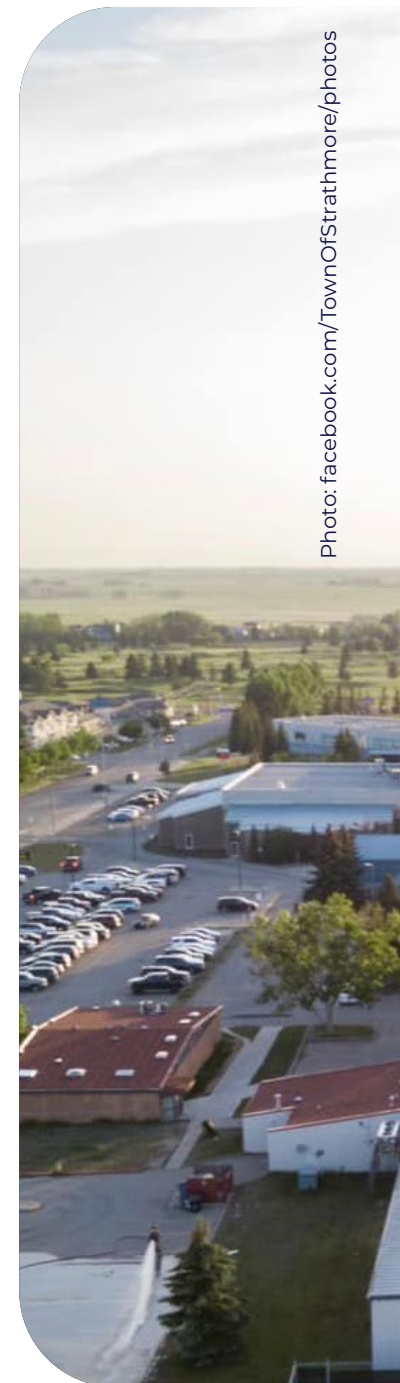
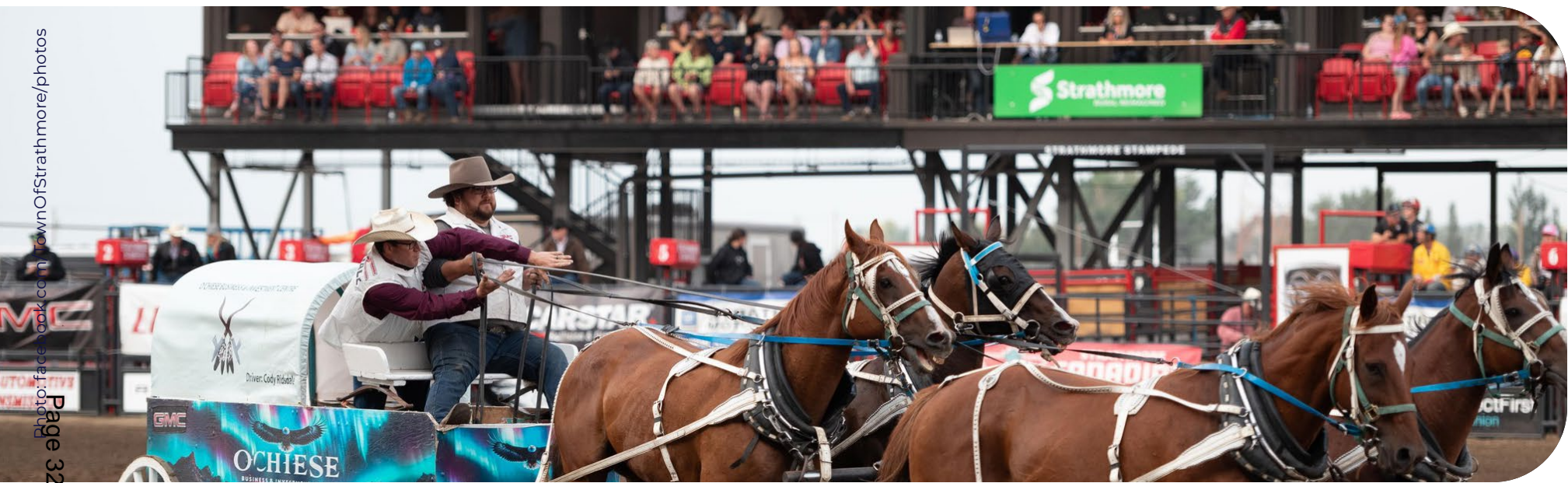


Photo: facebook.com/TownOfStrathmore/photos

3.2 Provincial Policy and Planning Documents

| Provincial Documents and Policy | | |
|--------------------------------------------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Document | Year | Synopsis |
| Going the Distance- The Alberta Sport Plan | 2014-2024 | <p>This plan highlights the roles of Municipal governments as it relates to the Sport Plan, some roles include:</p> <ul style="list-style-type: none">• Ensure availability, affordability, and accessibility of a broad range of sport, recreation, and physical activity opportunities.• Facilitate local development through municipal policy and program design.• Support provincial sport organizations and local sport delivery bodies in the provision of sport, recreation, and physical activity opportunities.• Facility operation and maintenance.• Understanding these roles outlined by the Province will assist in developing the Master Plan, ensuring the work of the Municipality is meeting the expected responsibilities. |
| Active Alberta Policy | 2011-2021 | <p>The policy outlines the GoA's priorities related to recreation, active living, and sport, which are important to highlight when applying for funding. The document also outlines the provinces' role in recreation and sport as well as the role of Municipalities. Coordination is an important element of collaboration, and the Active Alberta policy provides direct support to partners involved in recreation to work more closely together.</p> |



3.3 National Policy and Planning Documents

| National Documents and Policy | | |
|------------------------------------------------------------------------------------------------------------|------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Document | Year | Synopsis |
| Framework for Recreation in Canada | 2024 | The framework aims to bolster the case for provincial and federal investments in recreation. Goals include supporting active living, inclusion, and access, connecting people with nature, creating supportive environments, and building sector capacity. |
| Building Safe Sport in Canada | 2023 | The Future of Sport in Canada Commission aims to make improvements to the sport system in Canada to increase safety through a human rights approach. The parks and recreation sector can play a role in ensuring policies, the design of facilities and utilization of facilities aligns with safe sport in Canada. |
| Canada at a Glance | 2023 | A document that highlights the demographic changes in the country along with accessibility and inclusivity insights. Highlights relevant to recreation include: <ul style="list-style-type: none"> • Canadian domestic travel surpassed the pre COVID-19 levels in 2023. • In 2022, 27% of Canadians or 8 million people aged 15 years and older had at least one disability. |
| Canadian Sport for Life Long Term Development (2021). | 2021 | Canadian Sport for Life (CS4L) promotes quality sport and physical activity by focusing on Long-Term Athlete Development and Physical Literacy in Canadian communities. |
| Let's Get Moving: A Common Vision for Increasing Physical Activity and Reducing Sedentary Living in Canada | 2018 | The primary purpose of this initiative is to stimulate coordinated policies and actions to increase physical activity and to reduce sedentary behaviours among all Canadians across their lifetime. It was developed and endorsed by Provincial and Territorial Governments as well as the Government of Canada. There are six areas of focus for collaborative action identified through a comprehensive national consultation and engagement process. <p>There are several ideas presented in Let's Get Moving that call upon municipal governments including:</p> <ul style="list-style-type: none"> • Use of Geographic Information System (GIS) tools to reveal trends and detect weaknesses in walkability and access to recreation facilities and the use of green spaces in communities. • Monitor parks, fields, and playgrounds to determine how best to activate these places and spaces. • Use evidence-based checklists and self- assessment tools (e.g., Photovoice) to help assess physical activity opportunities and barriers in neighbourhoods. |

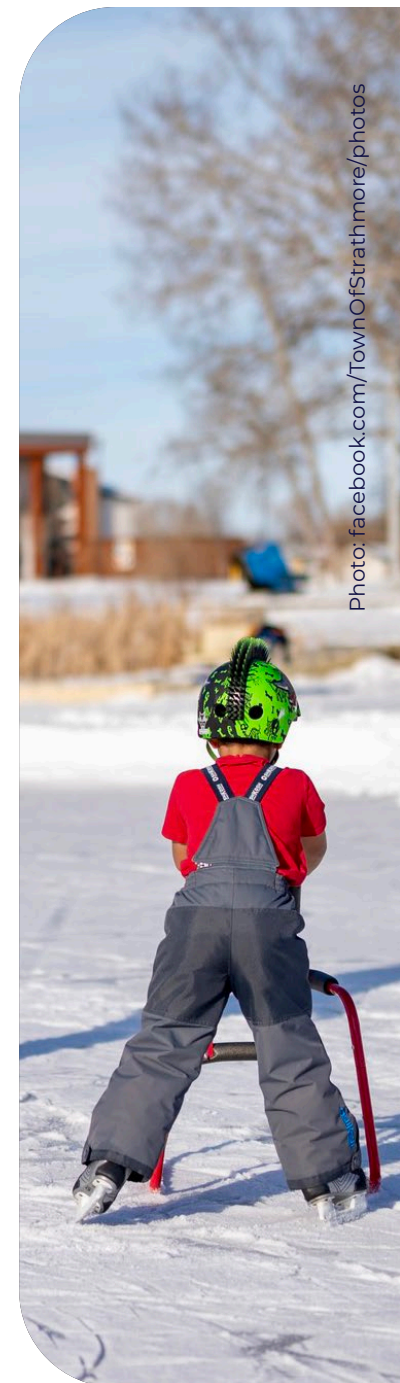


Photo: facebook.com/TownOfStrathmore/photos

National Documents and Policy

| Document | Year | Synopsis |
|------------------------------------------------------------|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Sport for Life for All Newcomers to Canada | 2018 | Sport for life for all newcomers to Canada is a tool for creating inclusive opportunities for newcomers, highlighting the barriers to participation, and providing solutions and opportunities to improve the barriers. |
| Parks for All | 2017 | <p>Developed by the CPRA, this document presents a vision for parks in Canada to support healthy environments and people, as well as four strategic directions to support service providers.</p> <p>Strategic directions of the document include:</p> <ul style="list-style-type: none"> • Collaboration (partnerships, expanding efforts in new sectors, strategizing beyond parks boundaries), connecting (raise awareness, facilitate experiences, share stories), • Conservation (expand and enhance parks and ecosystem services). • Leadership (set examples for others, build capacity, maintain systems and resources to support leaders). <p>While all four strategic directions are important to consider, for the purpose of this report, collaborate is perhaps the most important: nurture partnerships between Indigenous organizations and the broader parks community; collaborate with new and diverse sectors; and strategize beyond parks boundaries.</p> |
| Creative Canada Policy Framework | 2017 | The Creative Canada Policy Framework is a cultural policy designed to support the arts, culture, and creative industries in Canada. It focuses on strengthening Canada's creative economy while ensuring that Canadian stories are shared both domestically and globally in the digital age. Three framework outlines three main pillars: investing in Canadian Content Creation, Ensuring Fair Treatment of Creators, Promoting and Discovering Canadian Content. |
| Truth and Reconciliation Commission of Canada Final Report | 2015 | <p>To redress the legacy of the residential school system in Canada, the Truth, and Reconciliation Commission (TRC) developed 94 Calls to Action to support reconciliation in Canada.</p> <p>What unifies all the TRCs calls to action is the critical role of collaboration – between Indigenous communities, non-Indigenous communities, all levels of government, service providers, and so forth – as a driver of reconciliation.</p> <p>Calls to Action 87-91 highlight actions for increased support of Indigenous athletes, participation, and policies related to the equity of sport participation.</p> <p>A municipal commitment to the Calls to Action is an important step toward reconciliation and decolonization.</p> |



Photo: facebook.com/TownOfStrathmore/photos

4.0 RECREATION INFRASTRUCTURE INVENTORY AND UTILIZATION

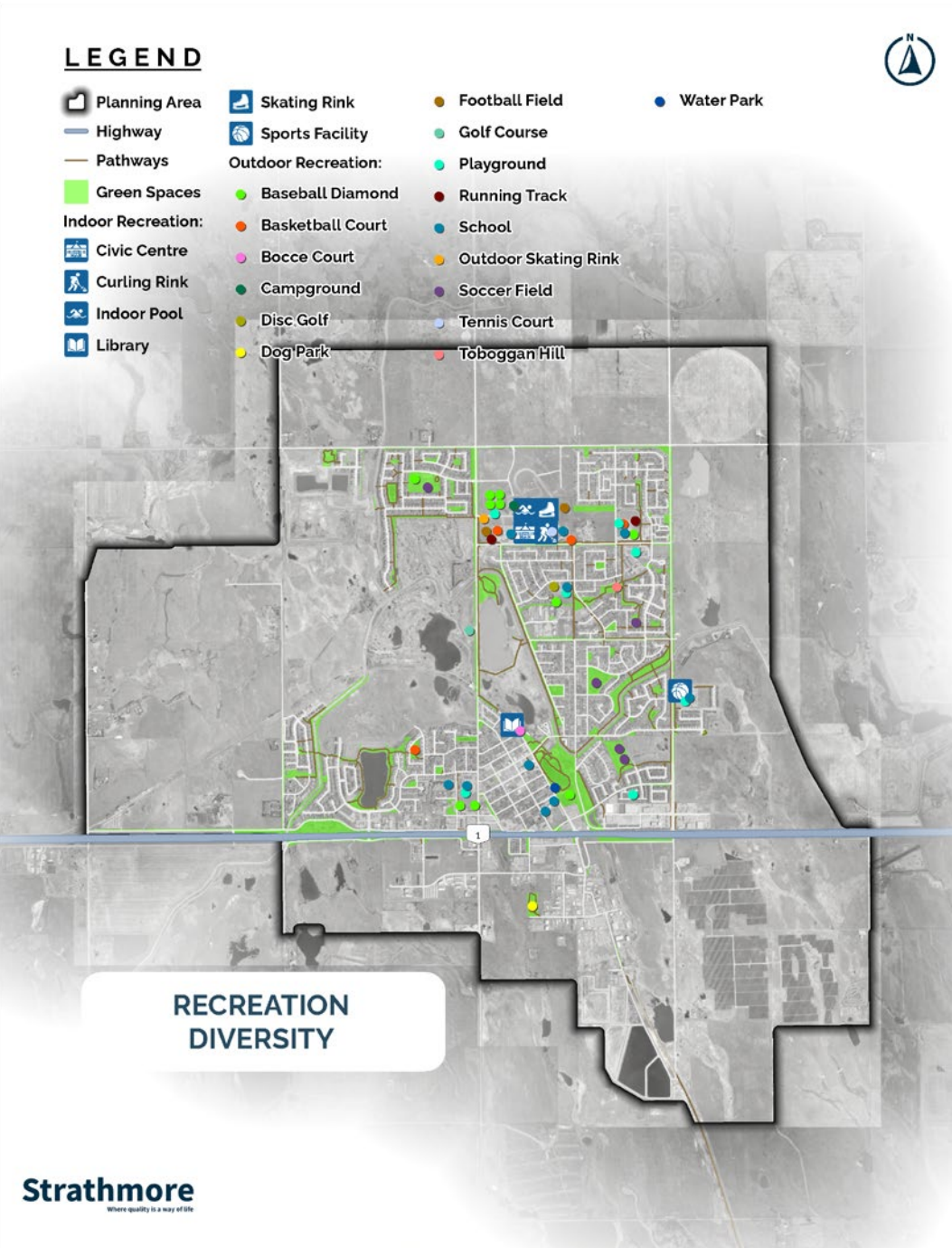


Key Takeaways

- The Family Centre Arenas have high levels of utilization and are close to being at capacity during prime time hours (93% and 97%).
- Public and family swim is the most popular activity at the Aquatic Centre.
- Aquatic Centre utilization has increased and sizeably so in the last year. There is capacity in the facility for increased use.
- The Civic Centre has seen an increase in utilization in all rooms / hall since pre-pandemic.
- The Strathmore Motor Products Sports Centre has seen an increase in utilization of all of their amenities since the doors opened in 2019.
- The Town actively manages its assets having completed facility assessments for the Family Centre, Aquatic Centre, Civic Centre, Motor Products Sports Centre, and the Curling Club. Ongoing investments are made into these facilities.

Strathmore provides a variety of indoor and outdoor recreation and cultural facilities for residents. These include a multi-purpose recreation center (Strathmore Motor Products Sports Centre), twin arenas (Family Centre Arena), Strathmore Aquatic Centre, community collaboration and event spaces (including the Centennial Civic Centre), parks, sports fields, and trails. These facilities support active lifestyles and contribute to the overall wellbeing of both residents and visitors.

The accompanying map illustrates the array of recreation and culture opportunities in the Town.



4.1 Asset Management

The Town of Strathmore actively manages its recreation infrastructure with the goal of providing spaces and amenities to best serve their users for as long as possible. This asset management approach includes periodic formal facility assessments as well as ongoing review and inspection of each facility. From these tasks, capital projects get identified that address safety and functional issues. Ultimately, the Town has significant investments in its recreation infrastructure and it is its responsibility to maximize the use of these facilities. In the past five years the Town has invested \$3.4M in the Family Centre, Aquatic Centre, Curling Rink, Motor Products Sports Centre, the Lambert Center, and the outdoor tennis / pickleball courts. This section highlights the investments completed or identified by the Town in its major recreation infrastructure.

4.1.1 Aquatic Centre

A formal assessment was completed for the Aquatic Centre in 2019. This assessment included an examination of a variety of building systems including: mechanical, electrical, plumbing, HVAC, and the building envelope. This assessment identified areas of attention for consideration. Stemming from the assessment, the Town did undertake some investment in the building including in lighting, the roof, boiler, ventilation system, and some plumbing.

Since the 2019 assessment, the Town has been actively monitoring the facility. A result of this subsequent investments have been made totalling approximately \$861,000. These investments have been varied and include the roof and boiler replacements. See the detailed list below:

- 2020: Chairlift - \$10,000
- 2020: Boiler Replacement - \$150,000
- 2022: Steam Room Repairs - \$18,000
- 2023: Roof Replacement - \$618,000
- 2023: Partition Replacement - \$14,000
- 2024: Chemical Room Repairs - \$8,000
- 2024: Guardrail/Fall Protection - \$10,000
- 2024: Lane Rope Replacement - \$5,000
- 2024: Pump Replacements - \$28,000





4.1.2 Civic Centre

A formal assessment was completed for the Civic Centre in 2019. This assessment included an examination of a variety of building systems including: mechanical, electrical, plumbing, HVAC, and the building envelope. This assessment identified few areas in need of immediate attention. Since the formal assessment, no major investment has been completed at the Civic Centre although ongoing monitoring occurs.

4.1.3 Curling Rink

A formal assessment was completed for the Curling Rink in 2019. This assessment included an examination of a variety of building systems including: mechanical, electrical, plumbing, HVAC, and the building envelope. This assessment identified areas of attention for consideration. Stemming from the assessment, the Town did undertake some investment in the building including in lighting and roof / downspouts / flashing.

Since the formal assessment, investments have been made to the Curling Rink in the amount of approximately \$470,000. These investments have primarily focused on structural integrity (roof replacement) and refrigeration systems, ensuring the facility continues to support its specialized use. See the detailed list below.

- 2020: Compressor Repairs - \$12,000
- 2020: Pumps - \$5,000
- 2022: Condenser Replacement - \$35,000
- 2024: Roof Replacement - \$370,000
- 2024: Refrigeration Plant (Compressor Overhaul & Condenser Leak Repairs) - \$50,000

4.1.4 Family Centre

A formal assessment was completed for the Family Centre in 2019. This assessment included an examination of a variety of building systems including: mechanical, electrical, plumbing, HVAC, and the building envelope. This assessment identified few areas of attention for consideration although the Town did address some issues related to the roof and heaters

Since the formal assessment, investments have been made to the Family Centre in the amount of approximately \$1.7 M. These investments have primarily focused on structural integrity (roof replacement), parapet repairs, HVAC, and hot water storage. An ice re-surfacer replacement was another capital investment (although not part of the facility). See the detailed list below.

- 2020: Gold Arena Exhaust Fan Replacement - \$60,000
- 2020: Hot Water Storage Tank Replacement - \$45,000
- 2021: Roof Replacement - \$1,110,000
- 2021: Ice Plant Heater Replacement - \$7,000
- 2022: Building Automation System - \$60,000
- 2022: Ice Re-surfacer Replacement - \$200,000
- 2022: Snow Melt Pit - \$50,000
- 2022: Washroom Partition Replacement - \$34,000
- 2024: Ice Plant Compressor Overhaul - \$14,000
- 2024: Parapet Repairs - \$163,000

4.1.5 Motor Products Sports Centre

Since 2020, the Town has invested \$150,000 in this relatively new facility. The major investment was the replacement of the gymnasium floor. See the following list.

- 2020: Turf Sweeper Purchase - \$5,000
- 2022: Netting Install - \$40,000
- 2024: Gymnasium Floor Replacement - \$105,000

4.1.6 Lambert Centre

Through regular assessment of the facility, the repair of the roof was identified and completed for the Lambert Centre in 2023. This was a \$24,000 investment.

4.1.7 Outdoor Facilities

The outdoor tennis / pickleball courts were resurfaced in 2022 to enhance playability. This was a \$70,000 investment and was completed in 2022.



Photo: facebook.com/TownOfStrathmore/photos



4.2 Aquatic Centre Utilization

The Strathmore Aquatic Centre is valued by residents and visitors in Strathmore and has been providing water safety education and aquatic opportunities for more than 22 years. The facility has a 25 m pool with 6 lanes, a hot tub, water slide and kiddy pool. A variety of programs are offered such as swimming lessons, advanced swimming lessons, drop-in fitness programs and open / family swim times.

4.2.1 Aquatic Centre Capacity

An examination of the utilization of the Aquatic Centre compared with its capacity is important in order to determine whether there is a need for a new or larger facility. While the Alberta Fire Code offers occupant loads for spaces like the aquatic centre, the occupant load does not reflect the practical capacity of the amenity. The practical capacity is a figure that describes the number of swim visits that the main pool tank can “comfortably” accommodate over a specified duration.

To determine practical capacity, it is necessary to consider the configuration of the pool tank, in particular the amount of the tank that is shallow water compared to the amount of the tank that is deep water. It may seem logical for a larger tank to have more capacity, but the depth of the pool plays a critical role. More people can safely use a shallow tank than a deep tank of the same size, therefore some smaller tanks may have higher capacity than bigger tanks. Practically, more people can “comfortably” be accommodated in the shallow part of the pool than in the deeper part.

The practical capacity is determined by examining the use in the shallow portion of the pool (less than 1.5m (5 ft.) deep) and the use in the deeper part of the pool (1.5m (5 ft.) deep or more). The factor (rate) for utilization in the shallow portion is 65 swim visits per square foot per year and 25 visits in the deep portion per square foot per year. These rates also reflect a facility operating for 100 hours per week for fifty-two weeks across the variety of activities accommodated in an aquatic facility³.

³The determination of aquatic capacity is proprietary to RC Strategies and has been developed through observation and analysis of utilization of municipal aquatic facilities in western Canada, in concert with municipal aquatic operators, over decades. These figures have been developed and refined over the past four decades based on observations and operational experience and have proved useful to many municipalities across Canada. These figures account for appropriate programming balances between multiple activity types and assume a typical number of operating hours each week.

Determining Capacity

Some important information is needed to complete the calculation:

- The amount of surface area of the existing pool tanks.
- The length, width and depth of the tanks.

As mentioned previously, the total capacity for aquatic tanks can be measured by the following formula.

- For water less than 5 feet deep, indoor pools have a capacity to deliver up to 65 swims per year for each square foot of water surface area.
- For water more than 5 feet deep, indoor pools have a capacity to deliver up to 25 swims per year for each square foot of water surface.

The following table presents the practical capacity for the Strathmore Aquatic Centre. The total number of swim visits (from all uses) has been adjusted to reflect what it would be if that same “level of use” was applied to 100 operating hours / week over 52 weeks of the year. As illustrated, the Aquatic Centre would be operating at 61% capacity.

| Swims Visits Total (incl. public, lessons, rentals) 2023 | Adjusted Swim Total (100 hrs/week + 52 weeks/year) | Practical Capacity (Balanced) | Utilization Of Practical Capacity (100 hrs/week + 52 weeks/year) | Additional Swims That Could Be Accommodated |
|----------------------------------------------------------------|-------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------|---------------------------------------------------|
| 70,978 | 85,111* | 140,630** | 61% | 55,519 |

*Adjusted total swims by taking actual operating hours and weeks /year in operation and adjusting to 100 hrs / week / 52 weeks / year. (Strathmore operating hours 88.5; weeks of operation are 49.

**Based on 65 swims per year in shallower than 5ft and 25 swim per year for 5ft and deeper.

As can be seen the Aquatic Centre has the ability to accommodate more swim visits annually. Aquatic centres of similar age to the Strathmore Aquatic Centre experience a practical capacity of approximately 30%. Utilization in Strathmore is significantly higher compared to other communities.

Consider the following table. If the Strathmore Aquatic Centre expanded its operating hours to 100 hours per week and 52 weeks per year, its current visitation would represent 50% capacity. It would be able to accommodate an additional 69,652 swim visits annually.

| Swims Visits Total (incl. public, lessons, rentals) 2023 | Practical Capacity (Balanced) | Utilization Of Practical Capacity (for 2023 hours of operation) | Additional Swims That Could Be Accommodated |
|----------------------------------------------------------------|----------------------------------|--------------------------------------------------------------------------|------------------------------------------------|
| 70,978 | 140,630 | 50% | 69,652 |

It is important to note that the aquatic capacity considers the availability of swim visits equally throughout the hours of operation – there is no prime-time determination. The allocation and scheduling of use and staff are not reflected in this calculation either.



Photo: facebook.com/TownOfStrathmore/photos

4.2.2 Swim Visits by Type

As can be seen in the following charts, the Strathmore Aquatic Centre experienced a decrease in swim **visits** from 2018 to 2022. However, the 2023 figures have shown a “bounce back”. The decrease can be attributed to extended closures and staffing shortages that impacted operating hours in 2022 and 2023. However, swim visits look to be closing in on returning to pre-pandemic levels.



Aging infrastructure, extended annual closures, and unexpected shutdowns have impacted programming and operating hours. In 2022, the Strathmore Aquatic Centre was closed for two months due to mechanical issues with the pool's heat exchanger, leading to a decline in swim attendance.

| Lane Swim, Fitness, Public Swim, Kiddy Pool Only. | 2018 (Master Plan) | 2022 | 2023 |
|---------------------------------------------------|--------------------|--------|--------|
| Annual Swim Visits | 31,080 | 25,353 | 33,710 |

When looking at programs in the Aquatic Centre, school lessons have returned to pre-pandemic levels and have increased 15% from 2022 to 2023. Group lessons also experienced a small increase in visits / participation

| Swim Lesson Participants | 2018 (Master Plan) | 2022 | 2023 |
|--------------------------|--------------------|--------------|--------------|
| School Lessons | 1,948 | 1,813 | 2,135 |
| Group Lessons | 1,739 | 1,201 | 1,359 |
| Private Lessons | - | 146 | 63 |
| Speciality Courses | - | 82 | 48 |
| Total | 3,687 | 3,242 | 3,605 |

To calculate the number of swim visits, the number of participants is multiplied by the number of swim lessons in each session registered.

Determining Swim Visits from Number of Registered Participants (2023)

| | 2023 Participants | # swim lessons/participants | Swim visits |
|-------------------------------|-------------------|-----------------------------|---------------|
| School Lessons | 2,135 | 6 | 12,810 |
| Group Lessons | | | |
| 8 lesson set | 1,116 | 8 | 8,928 |
| 5 lesson set | 243 | 5 | 1,215 |
| Private Lessons | 63 | 1 | 63 |
| Specialty Courses | 48 | 1 | 48 |
| Total number of visits | | | 23,064 |



When examining rental usage tracked by **hours**, the Silver Sharks Swim Club has experienced a notable 13% increase in booking hours from 2022 to 2023 (a comparison to the 2018 or 2019 figures could not be completed as the data was collected differently). While Polominos Water Polo and school rentals have remained steady, there has been a decline in public rentals. This decrease may be linked to the extended closures mentioned earlier.

| Aquatic Rentals | 2022 Hours | 2022 Swim Visits* | 2023 Hours | 2023 Swim Visits* |
|---------------------|------------|-------------------|------------|-------------------|
| Silver Sharks | 371 | 8,162 | 424 | 9,328 |
| Polominos | 57 | 513 | 52 | 468 |
| Public Rentals | 53.5 | 1,337.5 | 29 | 725 |
| User Group Rentals | - | - | 14.5 | 391.5 |
| School Rental Hours | 121.5 | 3,523.5 | 113.5 | 3,291.5 |
| Total | 603 | 13,536 | 633 | 14,204 |

**Silver sharks 22 people per hour; Polominos 9 people per hour; public swim 25 people per hour; user group rentals 27 people per hour; school rental hours 29 people per hour.*



Lifeguard shortages significantly affect the municipality's ability to offer family swim times, swim lessons and other programming. With high demand and low instructor availability, these challenges are being faced nationwide. According to the Alberta and Northwest Territories Lifesaving Society Annual Reports, participation in leadership courses increased by 26% from 2023 to 2024, indicating that initiatives to boost the number of lifeguards is making an impact and municipalities should feel optimistic that lifeguard levels are increasing.

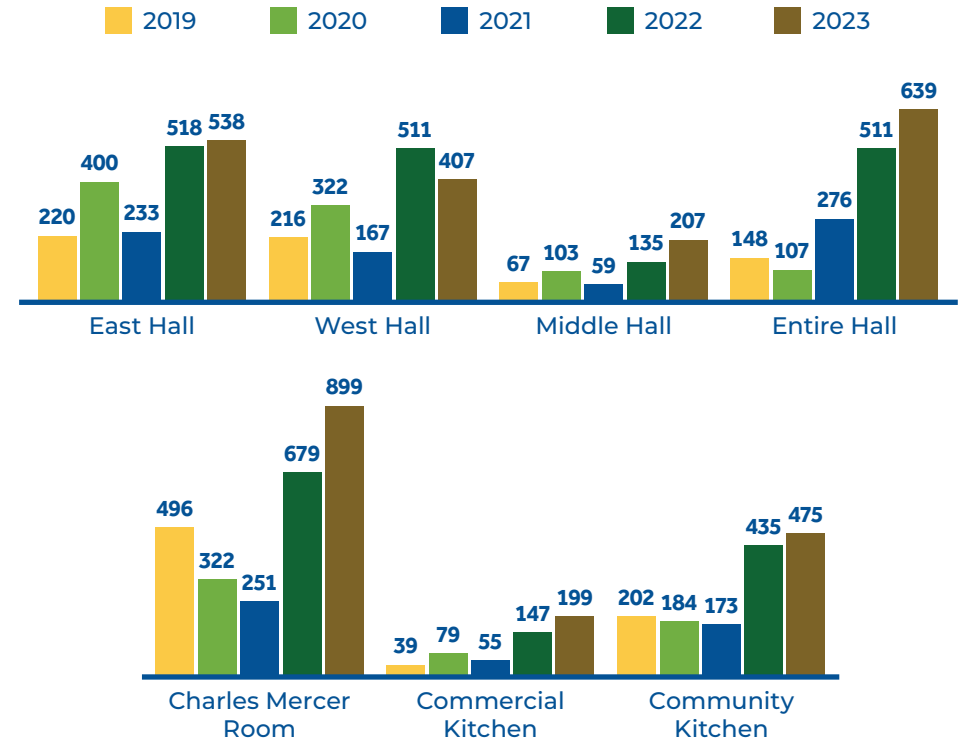


4.3 Civic Centre Utilization

The Strathmore Centennial Civic Centre is a versatile community centre that can host a wide variety of events and activities in its rooms and halls. Graph 4 shows that almost all spaces in the Civic Centre have experienced increased utilization compared to pre-pandemic levels. Notably, usage of the Charles Mercer Room rose by 32% from 2022 to 2023. With a total of 4,732 bookable hours for each hall space, the Civic Centre still has significant capacity for additional bookings. Capacity is calculated by multiplying the total number of bookable hours per day by the number of days the facility operates.

The School Division holds exclusive access to the common facilities in the Civic Centre, including the cafeteria and commercial kitchen, during school hours (8:30 a.m. to 4:30 p.m.).

Graph 4. Civic Centre Utilization (by hours)



⁴Capacity and hours available are determined by the Town of Strathmore's booking software PerfectMind.

4.4 Family Centre Utilization

The Family Centre is home to an NHL sized arena (Blue Arena) and Olympic sized arena (Gold Arena). This facility is the main destination in the Town for ice and winter sports including hockey, ringette, and figure skating. In the summer months the dry pads are used for sports such as lacrosse, and ball hockey. Prime time hours are described as the most desirable or busiest time to book a facility. The Town of Strathmore Prime Time hours are 4 p.m. – 11 p.m. on weekdays and 8 a.m. – 11 p.m. on weekends.

As can be seen in the following charts, there has been an increase in utilization for both arenas at the Family Centre, with the Blue Arena (NHL sized) seeing a 4% increase over the five-year period indicating the arenas at close to being at capacity during prime time hours. Additionally, the Gold Arena (Olympic size) also saw an increase in utilization (1%) over the five year period.

Blue Arena

| | 2018 (from previous Master Plan) | 2023 |
|---------------------------|----------------------------------|----------|
| Prime Time Hours Utilized | 1,783 | 1,947.75 |
| % Utilized | 93% | 97% |

Gold Arena

| | 2018 (from previous Master Plan) | 2023 |
|---------------------------|----------------------------------|----------|
| Prime Time Hours Utilized | 1,783 | 1,902.25 |
| % Utilized | 93% | 94% |

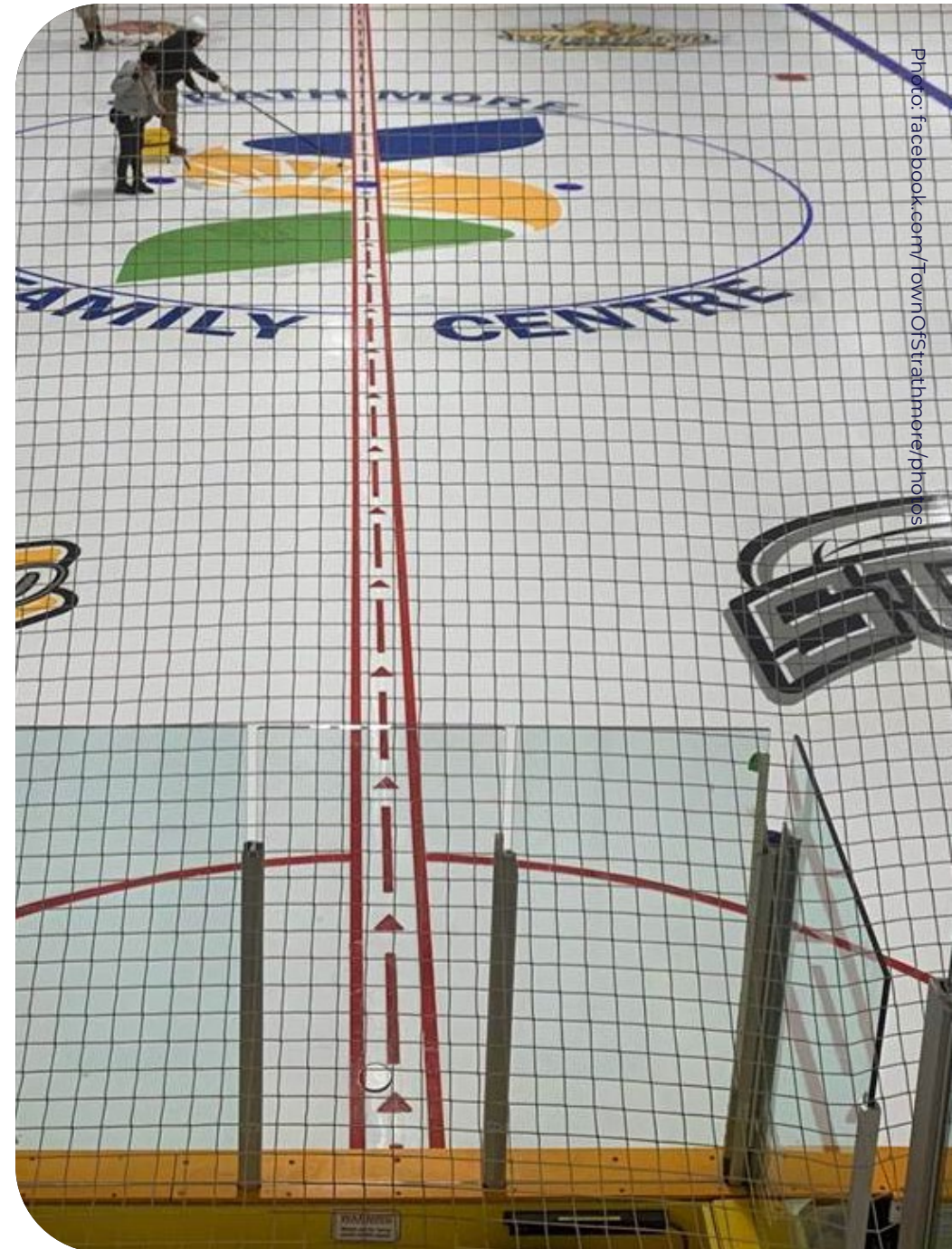


Photo: facebook.com/TownOfStrathmore/photos

4.5 Strathmore Motor Products Sports Centre Utilization

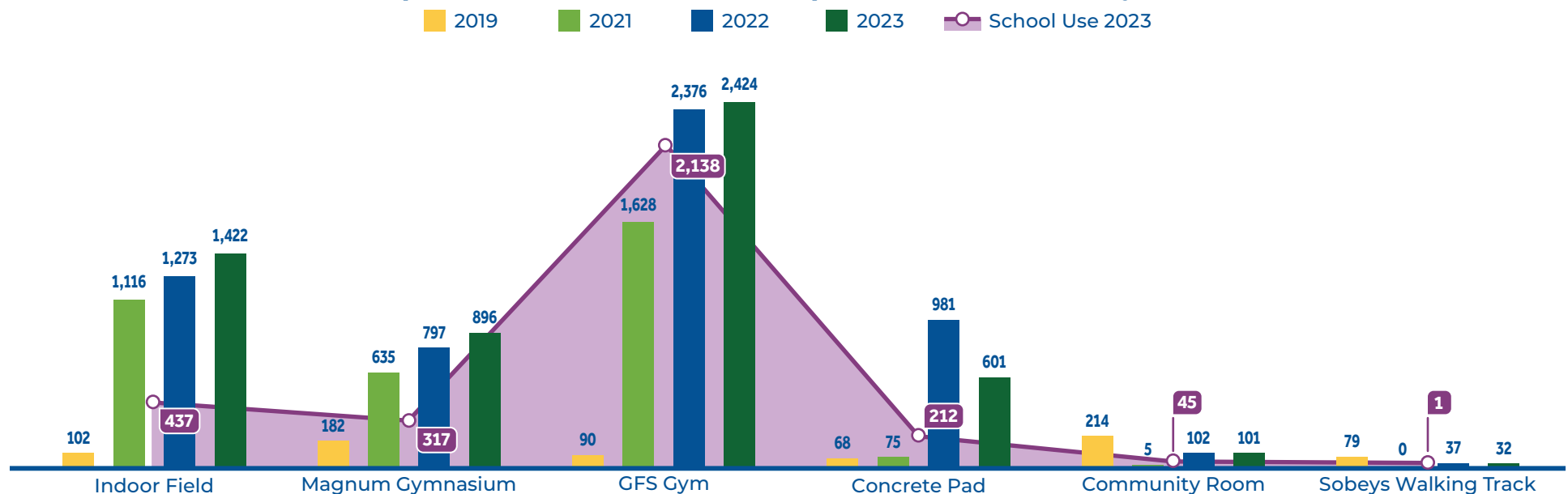
The Strathmore Motor Products Sports Centre (SMP) opened in 2019 through a partnership between the Town of Strathmore, County of Wheatland, and the Golden Hills School Division. Attached to the George Freeman School, the facility boasts a fieldhouse, two full size gymnasiums, multi-use concrete court surface, batting cage and a five-lane walking track. George Freeman School has **exclusive access to the school gym** area during school hours and is able to book community spaces such as the field house, two gymnasiums, and the concrete floor at no cost. These community spaces can be booked when the facilities are not already reserved by the community or a municipal partner, as per a Memorandum of Understanding between the Town and George Freeman School.

As illustrated in Graph 5, the GFS Gymnasium is the most utilized space in the Strathmore Motor Products Sports Centre, increasing 49% from 2021 to 2023, with schools accounting for 88% of its use in 2023. The Indoor Field has seen steady growth, increasing 27% over the same period, with schools contributing 31% of its total usage in 2023. The Magnum Gymnasium saw a 29% increase from 2021 to 2023.

In contrast, the Concrete Pad peaked in 2022 before declining 39% in 2023. The Community Room and Sobeys Walking Track experienced minimal use throughout this period. It is important to note that the utilization of the Community Room and Sobeys Walking Track refer to hourly bookings not any other use. The batting cage, located within the Strathmore Motor Products Sports Centre, has been relocated multiple times within the facility. As a result, there is limited data available on its usage.

With a total of 4,671 annual available booking hours for each amenity the Strathmore Motor Products Sports Centre has capacity ⁵.

Graph 5. Strathmore Motor Products Sports Centre Utilization (by hours)



*2020 figures are not presented due to the COVID-19 Pandemic

⁵Capacity and hours available are determined by the Town of Strathmore's booking software PerfectMind

5.0 RECREATION AND CULTURE PROGRAMS AND EVENTS



Key Takeaways

- The Town offers drop-in times for residents to participate in aquatics activities, gymnasium activities and fitness classes.
- In addition to drop-in programs, the Town offers some registered programming for children, adults and seniors.
- There are an array of organizations in Strathmore providing recreation and culture programs and services to residents.

This section presents an overview of how recreation and culture services are delivered in Strathmore. These services are important and are valued by residents.

There are **two streams** of program delivery:

Indirect: Community organizations provide programs for the community such as minor sports. The Town of Strathmore may offer some type of support to these organizations.

Direct: The Town of Strathmore Community Services Department delivers recreation and culture programs for the community such as cardio and strength conditioning fitness classes or day camps.



5.1 Direct Programming by the Town

The Town of Strathmore directly delivers some programming and special events as presented in the following sections.

5.1.1 Motor Product Sports Centre Programs

| Program | Program Options |
|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Fitness Classes | Cardio and Strength Conditioning |
| Seniors Fitness Classes | Forever Active, Senior and Adult Flex and Flow, Seniorcise |
| Children's Programs | Mini Movers, Mini Sport Adventure, After School Stay, Summer Camp Programming and Play SMP Youth Night |
| Drop-In | Badminton, Basketball, Bocce Ball, Cornhole, Dodgeball, Floor Hockey, Indoor Track, Lacrosse, Nerf Wars, Open Gym, Open Turf, Pickleball, Rollerskating, Soccer, Spikeball, Stationary Bike, TRX and Volleyball |

5.1.2 Family Centre Programs

| Program | Program Options |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ice Activities / Programs | Public skating, adult shinny (18+), mini shinny (5-12), youth shinny (13-17), ringette shinny, public parent/tot/senior skates, ice bykes, puck and shoot (5-12), public home school skate. |
| Dry Pad Activities / Programs | Lacrosse, roller skating and annual youth ball hockey tournament. |

5.1.3 Aquatic Programs

| Program | Program Options |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Swimming Lessons | Private swimming lessons, rookie patrol, Bronze Cross, Bronze Medallion, first aid and CPR-C, National Lifeguard, Parent and Tot, Preschool 1, Preschool 2, Preschool 3, Swimmer 1, Swimmer 2, Swimmer 3, Swimmer 4, Swimmer 5/6, Ranger Patrol, Star Patrol, Swim Instructor and Adult Lessons |
| Fitness Classes | Aqua size, and deep water aqua size |
| Drop-In Opportunities | Family swims, steam room, hot tub access, lane swim, public swim, aqua motion and toonie swim |



Photo: facebook.com/TownOfStrathmore/photos

5.2 Indirect Programming

While the Town of Strathmore provides some recreation and culture programming to the community, the majority of opportunities are provided by organizations within the community. The following highlights these organizations and the recreation and cultural services, programs, and opportunities they provide.

5.2.1 Ice Sports

| Ice Sports | Mission / Program Offerings |
|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| Strathmore Skate Club (SSC) | Provides learn to skate (Canskate) programming along with figure skating programs for youth. |
| Strathmore Minor Hockey | Provides recreational and competitive hockey for youth aged 5 to 18 years. |
| Power Elite Hockey | Power skating classes and programming for hockey platers. |
| Sam Miller Power Skating | Power skating classes and programming for hockey platers. |
| Strathmore Minor Ringette Association | Ringette for girls aged 9 to 18. |
| Strathmore Curling Club | Located beside the Strathmore Family Centre, the curling club hosts a variety of league for many ages as well as bonspiels throughout the season. |
| Wheatland Wranglers | Female hockey association providing girls hockey for those aged 6 to 15 years old. |
| Wheatland Kings | Junior B ice hockey team. |

5.2.2 Field Sports

| Field Sports | Mission / Program Offerings |
|-------------------------------------------|---------------------------------------------------------------------------|
| Strathmore Community Football Association | Football programming for youth aged 10 to 13 years old. |
| Strathmore Lacrosse Club | Youth lacrosse programming for those aged 6 to 21. |
| Strathmore Minor Baseball Association | Competitive and recreational baseball and t-ball for those aged 4 – 21. |
| Strathmore Girls Fastpitch | Competitive and developmental softball for girls aged 19 years and under. |
| Strathmore Slo-Pitch | Adult Co-ed Slo-pitch league. |
| Strathmore Soccer Association | Competitive and recreational minor soccer for youth aged 5 to 18. |

5.2.3 Gymnasium Sports

| Gymnasium Sports | Mission / Program Offerings |
|--------------------------------|----------------------------------------------------------------------------------------------|
| Strathmore Badminton Club | Badminton club for all ages. The club plays out of a school gymnasium and hosts tournaments. |
| Strathmore Pickleball Club | Pickleball for those aged 12 and older. |
| Chaos Volleyball Club | Competitive club volleyball for those aged 14 to 17. |
| Strathmore Volleyball Club | Boys volleyball club for those aged 14 to 16. |
| Victory Martial Arts | Martial arts for all ages. MMA and jitsu programming also available. |
| Strathmore Archery Club | Outdoor archery classes for all ages. |
| ACKU All Canadian Karate Union | Traditional Shotokan karate training for all ages. |
| Strathmore Gymnastics Centre | Gymnastics programming for youth aged 18 months to adults. |

5.2.4 Water Sports

| Water Sports | Mission / Program Offerings |
|--------------------------------------|------------------------------------------------------------------|
| Strathmore Polominos Water Polo Club | Water polo programming for youth aged 7 to 17. |
| Strathmore Silver Sharks Club | Recreational and competitive swimming club for youth and adults. |

5.2.5 Dance

| Dance | Mission / Program Offerings |
|---------------------------|-----------------------------------------------------------|
| Up Lift Dance Company | Recreational and competitive dance training for all ages. |
| Dance for fun | Recreational dance classes for all ages. |
| Expressions Dance Gallery | Recreational and competitive dance training for all ages. |

5.2.6 Fitness

| Fitness | Mission / Program Offerings |
|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| Just Ryte Strength and Conditioning | Dryland hockey training. |
| Rebloom Community Health and Wellness | Multidisciplinary services that support and foster health in the community with a focus on mental, physical and spiritual health. |
| Redekopp Fitness | Personal training and nutrition services. |

5.2.7 Agriculture

| Agriculture | Mission / Program Offerings |
|------------------------------------------------------|---------------------------------------------------------------------------------|
| 4-H Crowfoot Multi Club | Youth leadership and skill development through agriculture projects. |
| Strathmore and District Agricultural Society (SAG's) | To encourage and improve agriculture through programs, services and facilities. |

5.2.8 Arts

| Arts | Mission / Program Offerings |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Dixon Guitar Studio | Guitar lessons for all ages. |
| Shining Stars Music Together | Lessons such as singing/choir, musical theatre, guitar, piano, art, baby and toddler music, ballet and movement and drums for all ages. |
| The Vault Cultural Collective | A one stop shop for all things cultural, arts and community related in the Town. The vault hosts events and sells local art. |
| Arts on 817 | Provides annual concert series in Strathmore. |
| Communities in Bloom | A non profit that focuses on floral displays, landscape, environmental action and more. |
| Strathmore Musical Arts Society | Aims to bring music events to the Town. |
| Strathmore Performing Arts Festival | An annual festival hosted in the Town that highlights performing arts. |
| Strathmore Theatre Players Guild | Committed to quality live theatre in Strathmore. |
| The Hope Bridges Society | Offers music and arts activities that encourage self expressions for those living with disabilities. |
| Youth Theatre Company Strathmore | A youth group dedicated to theatre for those in grade 3 to grade 12. Youth experience the entire production process. |
| Strathmore Farmers Market | Local market held in Kinsmen park from May to September. |
| Strathmore Warhammer | Promotes the game of Warhammer and provides a place to play the game. |

5.2.9 Culture

| Culture | Mission / Program Offerings |
|------------------------------------------|---------------------------------------------------------------------------------------------------|
| Strathmore Filipino Canadian Association | A local Filipino organization that organizes a basketball league. They also host cultural events. |
| Western District Historical Society | Local museum with artifacts that aims to preserve the past and future for all. |

5.2.10 Other

| Other Groups | Mission / Program Offerings |
|--------------------------------------|----------------------------------------------------------------------------------------------------------------------------|
| Strathmore Royal Canadian Air Cadets | Air cadets for youth aged 12 to 18 that want to learn about the Sea, Army and Air Activities of the Canadian Armed Forces. |
| Lions Club of Strathmore | Aims to raise money for community projects through auctions, car rallies, bingo, walk-a-thons and turkey shoots. |
| Royal Canadian Legion No.10 | Serve veterans, to promote remembrance and to serve their local communities. |
| Strathmore Cubs | Outdoor learning for youth aged 8 to 14. |
| Strathmore Elks | Volunteer organization that serves and supports community initiatives. |
| Strathmore FCSS | Provides families and individuals with support and tools to live a healthy lifestyle. |



Photo: facebook.com/TownOfStrathmore/photos

5.3 Events

There are many events that take place in Strathmore each year. These events are varied in terms of activities and size. While they do differ, they provide opportunities for area residents to come together. These events play important parts in developing community identity and cohesion, and provide social gathering opportunities. Depending on the event, they also serve as economic generators for the Town as well. The following table includes a range of events. It does not however reflect the complete inventory of events offered in Strathmore through the year. The intent of the table is to show a range of events that are offered and in which the Town has an important role / contribution.

| Event | Town Role | Timing | About |
|------------------------------------------------------------------------|----------------|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strathmore Stampede | Sponsor | August long weekend annually. | Rodeo competition that includes bareback riding, bull riding, barrel racing, saddle bronc, steer wrestling, tie down roping, team roping, novice competitions and breakaway roping. |
| Strathmore Performing Arts Festival | Sponsor | End of March into April Annually. | A non-competitive music festival that includes performances such as voice, musical theatre, choir, concert band, jazz band, percussion ensemble, classroom music, piano, and instrumental solos, duets and small ensembles. |
| Canada Day | Host | Annually on July 1 | Community event with activities and performances for all ages with a firework show. |
| Alberta Culture Days Events | Host / Sponsor | Last week of September | Alberta Culture Days is an event(s) that fosters unity, appreciation and cross cultural celebration. A variety of activities are held annually at Kinsmen Park. |
| Fishing Derby (Wheatland Conservation and Wildlife Association) | Sponsor | Second last weekend in June. | Local opportunity to fish followed by a community BBQ. |
| Bark in the Park (RE/MAX Landan Real Estate) | Sponsor | Second last weekend in June | A community park event that is dog friendly. |















Photo: facebook.com/TownOfStrathmore/photos

6.0 ENGAGEMENT

What is your vision for recreation and culture in Strathmore?

The vision describes the ideal future. It helps paint a picture of what you would like recreation and culture to be like at some point in the future.

The vision describes the ideal future. It helps paint a picture of what you would like recreation and culture to be like at some point in the future.

| | | | |
|----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
|  Safe |  Available |  Multi-Generational |  Year Round |
|  Multi-Use |  Connected |  Affordable |  Healthy |
|  Community Focused |  Shared Places |  Gathering Places |  Natural Environments |

Use this space to share any other thoughts about your vision for recreation and culture in Strathmore



Key Takeaways



Household Survey

- Physical health and exercise and pleasure and entertainment are the main reasons respondents participate in recreation and culture opportunities.
- Home leisure activities such as games, reading and computer games and in outdoor physical activities such as walking, hiking or playing at the playground are the most popular activities.
- Paved trails and parks in Strathmore are the most heavily used facilities.
- Facility operation issues such as hours of operation of crowded facilities is a top barrier respondents are facing.
- There is general satisfaction with the availability of recreation and culture amenities and spaces.
- There is general satisfaction with the availability of events and programs.
- Over half believe there are not adequate facilities in the Town.
- Ice arena facilities, leisure swimming pools, nature trails, community gardens and paved pathways should be investment priorities for the Town.
- Lowering the cost and having a more convenient schedule are program improvements identified.
- Programming needs include:
 - Nature and outdoor programming for children and youth.
 - Fitness and wellness programs for young adults and older adults.
 - Programs that encourage socialization for seniors.
- Cost sharing and grant opportunities is a very important criteria the Town should consider when determining priorities.
- There is some support to increase taxes to ensure community recreation and culture needs are met.



Group Survey

- Half of group respondents use facilities outside of the Town to deliver their programs.
- Reasons groups use facilities outside the Town include, lack of local ice availability, travelling for recreation and sports, insufficient facilities in town such as ball diamonds, football fields and pool times and facility access and costs.
- There is belief that there are not adequate recreation and culture facilities in the Town.
- Indoor multi sport field house type facilities, ice arena facilities, ball diamonds and artificial turf fields should be investment priorities for the Town.
- Generally there is support to increase user and rental fees to ensure needs are met and for improved spaces or services.
- Getting sufficient access to facilities and spaces and funding are challenges organizations are facing.



Group Meetings

- There is demand for the development of new facilities in Strathmore such as additional arenas, multi-purpose facilities and outdoor amenities such as sport fields and pickleball courts.
- There is interest in groups partnering with the Town for the development of facilities.
- There is significant business support in the Town with supporting community organizations and events.
- Accessing facilities is a challenge for organizations.
- Organizations are forced to use facilities outside of Strathmore for their programming.
- The growing population is increasing the diversity and demand of recreation and culture opportunities.

Community engagement is a critical input in planning for the future of recreation and culture in Strathmore. This section describes the community engagement process and presents the findings from various tactics. The tactics employed include the following.:



Community Forum

15 attendees



Household Survey

358 responses



Group Survey

26 responses



Group Conversations

11 sessions with 32 organizations





6.1 Community Forum

A community forum was held on September 23rd from 5pm – 7pm at the Civic Centre in Strathmore. The intent of the community forum was to gather some top-of-mind thoughts from residents and to inform the community about the project. Panels were setup around the room with key project information and some interactive questions to get ideas about recreation and culture in Strathmore flowing. Refer to Appendix A to view the panels.

A synopsis of the responses is presented below.

What are your favourite recreation and culture activities in Strathmore?

- When asked about favourite recreation activities, swimming, indoor walking, outdoor pickleball, performing arts and attending events and programs at the vault were mentioned.

What advice do you have as the Town plans for the future of recreation and culture?

- Arts focused summer camps, programs that are not sport focused and dance programs and events were mentioned as programs needed in the community.

What is your vision for recreation and culture in Strathmore?

- The vision for recreation and culture in Strathmore should include ideas and thoughts around year-round access and activities, affordability and being community focused

BIG IDEAS!

- A performing arts theatre, indoor sport courts and a modern fieldhouse are BIG IDEAS attendees expressed.





6.2 Household Survey

A survey was fielded with households in the Strathmore area to gather perspectives on recreation and culture provision in the Town. The survey required respondents to answer questions considering the perspectives of all household members. The survey was fielded online (a hard copy version was available as well) and gathered responses from October 1 – October 31, 2024. Over that time, 358 responses were gathered.

A variety of tactics were utilized to promote the survey:

- Postcards mailed to each household (see Appendix B);
- Promotion on the Town's website;
- Promotion on the Town's Social Media; and
- Posters in community facilities.

The findings are presented in the order the questions were posed in the questionnaire. They reflect the proportion of respondents who answered the question as not all respondents answered each question. Due to rounding, some findings may not total 100%. The findings were also examined by some subsegments⁶. Where appropriate and sizeable differences exist, mention is made in the report. Refer to Appendix C for a copy of the questionnaire. Where applicable, findings from the survey fielded in the development of the 2019 Recreation and Culture Master Plan are presented alongside current survey findings.

⁶Subsegments include: those who live in the Town vs Wheatland County, Tenure in Strathmore (up to 5 years, 6 to 10 years, over 10 years) and Children in the household vs No children in the household.



Photo: facebook.com/TownOfStrathmore/photos

6.2.1 About You!

To begin the survey, respondents were asked a variety of questions about their household. The findings are presented in the accompanying chart.

| Location of Residence | |
|----------------------------------------------------------------------------------------------------------|-----|
| Town of Strathmore | 78% |
| Wheatland County | 21% |
| Siksika Nation | 0% |
| Wheatland County Division | |
| Division 1 | 18% |
| Division 2 | 24% |
| Division 3 | 8% |
| Division 4 | 22% |
| Division 5 | 18% |
| Division 6 | 7% |
| Division 7 | 3% |
| Tenure in Strathmore | |
| Less than 1 year | 3% |
| 1 - 5 years | 17% |
| 6 – 10 years | 11% |
| More than 10 years | 69% |
| Descriptors | |
| I or someone in my household identifies as Aboriginal, Indigenous, First Nations, Metis or Inuk (Inuit). | 7% |
| I or someone in my household has a physical disability. | 13% |
| I or someone in my household as moved to Canada in the last 2 years. | 1% |
| None of the above. | 76% |
| I prefer not to answer. | 5% |

| Age Proportions* | |
|--------------------|-----------|
| 0-4 years | 6% (5%) |
| 5-9 years | 8% (7%) |
| 10-14 years | 11% (14%) |
| 15-19 years | 9% (14%) |
| 20-29 years | 8% (9%) |
| 30-39 years | 11% (13%) |
| 40-49 years | 18% (13%) |
| 50-59 years | 10% (12%) |
| 60-69 years | 10% (11%) |
| 70-79 years | 6% (12%) |
| 80 years and older | 3% (12%) |

*The figures in parentheses are the proportion of the population for Strathmore in the 2021 census.

6.2.2 Top of Mind Thoughts

Next, respondents were asked to identify the main reasons they participate in recreation and culture activities. More than three-quarters of respondents (84%) indicated they participate for physical health and exercise, while in lower proportions approximately three-quarters of respondents (74%) participate for pleasure and entertainment.

Graph 6. Main Reasons to Participate



2019 Recreation and Culture Master Plan Findings

For fun (78%)

Enjoy outdoors (73%)

Health reasons (66%)

Relax/relieve stress (65%)

Family time (64%)

Socializing (61%)

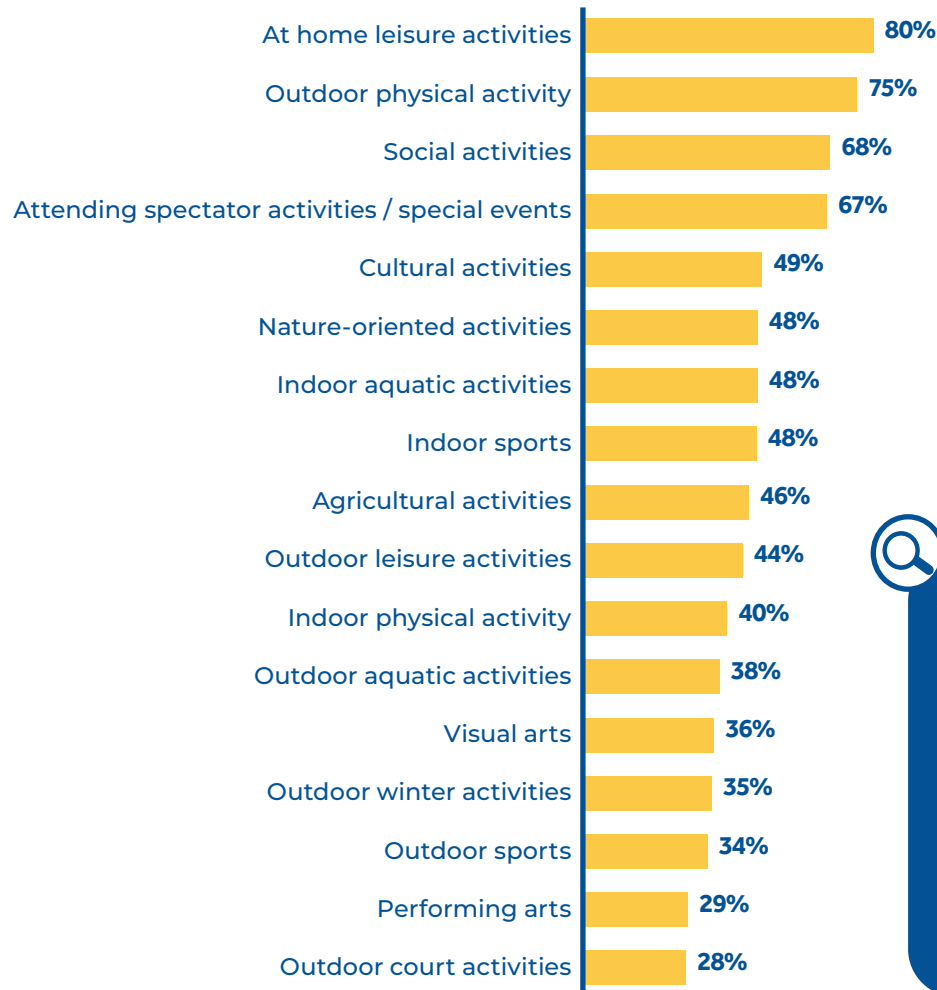


Photo: facebook.com/TownOfStrathmore/photos

6.2.3 Current Usage / Visitation

Regarding specific activities, over three-quarters of respondents (80%) indicated they participate in at home leisure activities such as games, reading and computer games. Three-quarters (75%) of respondents indicated they participate in outdoor physical activities such as walking, hiking or playing at the playground. In lower proportions approximately two-thirds (68%) indicated that they participate in social activities (getting together with friends and family) and attend special events (67%).

Graph 7. Types of Activities Households Participate



Subsegment Analysis

- Those who live in Wheatland County are more likely to say that they participate in agricultural activities (58%) than those who live in the Town (43%).
- Those who live in Wheatland County are more likely to say they participate in indoor sports such as basketball and hockey (61%) than those who live in the Town (44%).
- Households with children are more likely to say they participate in indoor sports (66%) than households without children (47%).

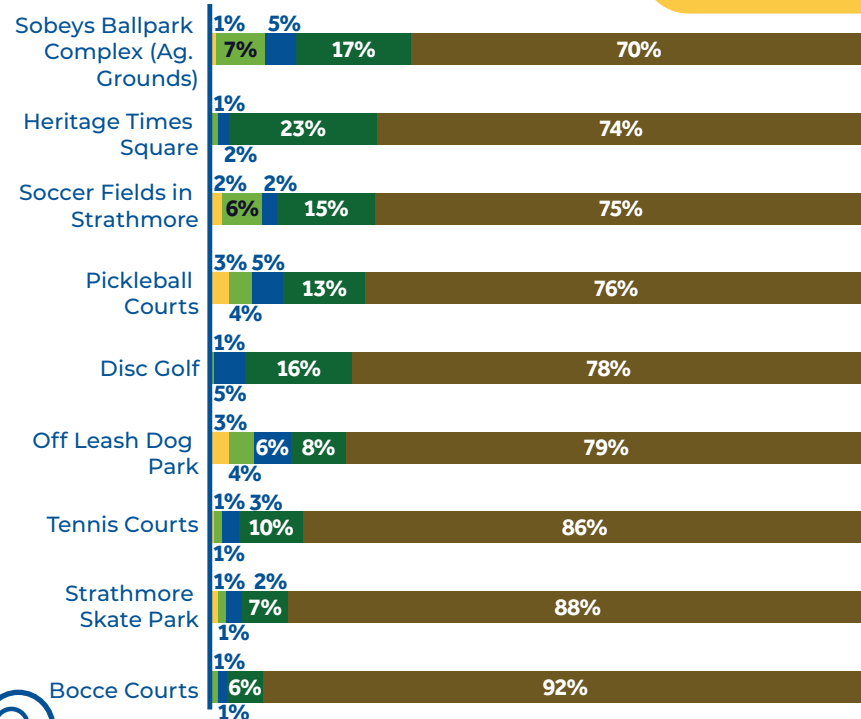
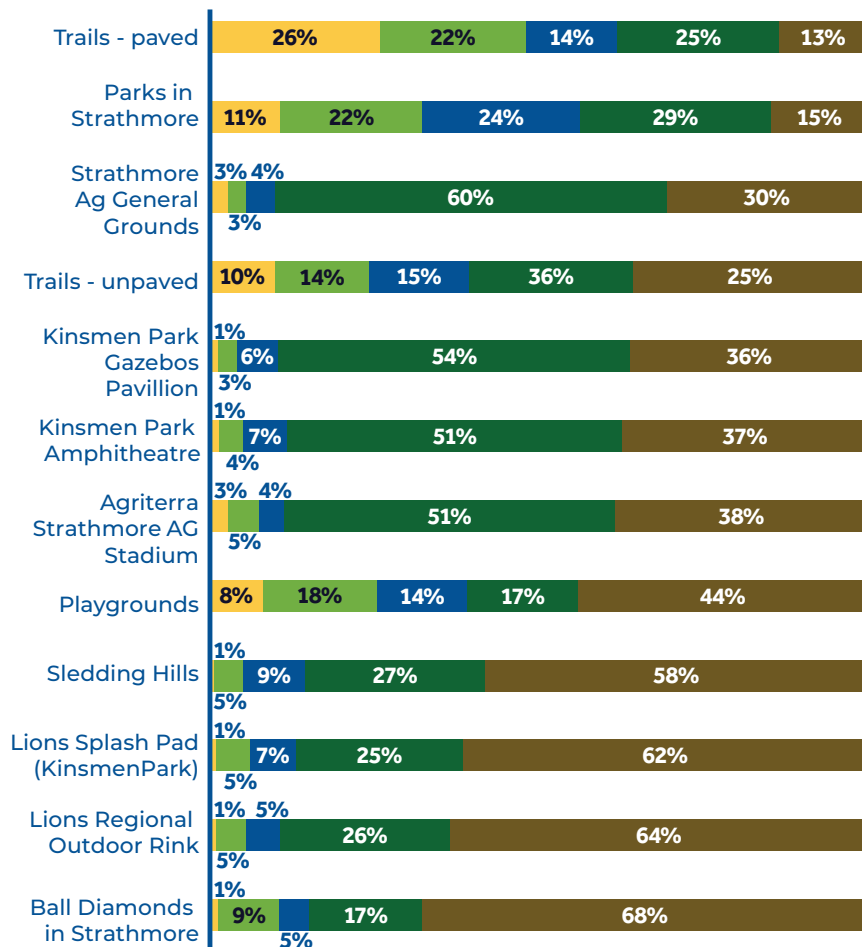


Photo: facebook.com/townofstratmore/photos

Next, respondents were presented with a list of outdoor facilities and amenities in Strathmore and were asked to indicate how frequently they visited each. As illustrated in Graph 8, paved trails and parks in Strathmore are the most used amenities in the Town – 87% have used them in the previous year. Of those that use paved trails in Strathmore approximately one-third (30%) do so on a daily basis Other outdoor facilities used by more than half of respondents include: parks (85%), Strathmore Ag Grounds (70%); trails-unpaved (64%); Kinsmen Park gazebos and pavilion (66%); Agriterra Strathmore Ag Stadium (62%); and playgrounds (56%).

Graph 8. Frequency of Use Outdoor Facilities

■ Daily (5 or more times a week)
 ■ Weekly (1-2 times per week)
 ■ Monthly (1-2 times per month)
 ■ A few times per year
 ■ Did not use / visit in the previous year



2019 Recreation and Culture Master Plan Findings

Used

- Community pathways and trails (89%)
- Kinsmen Park Amphitheatre (56%)
- Playgrounds (54%)

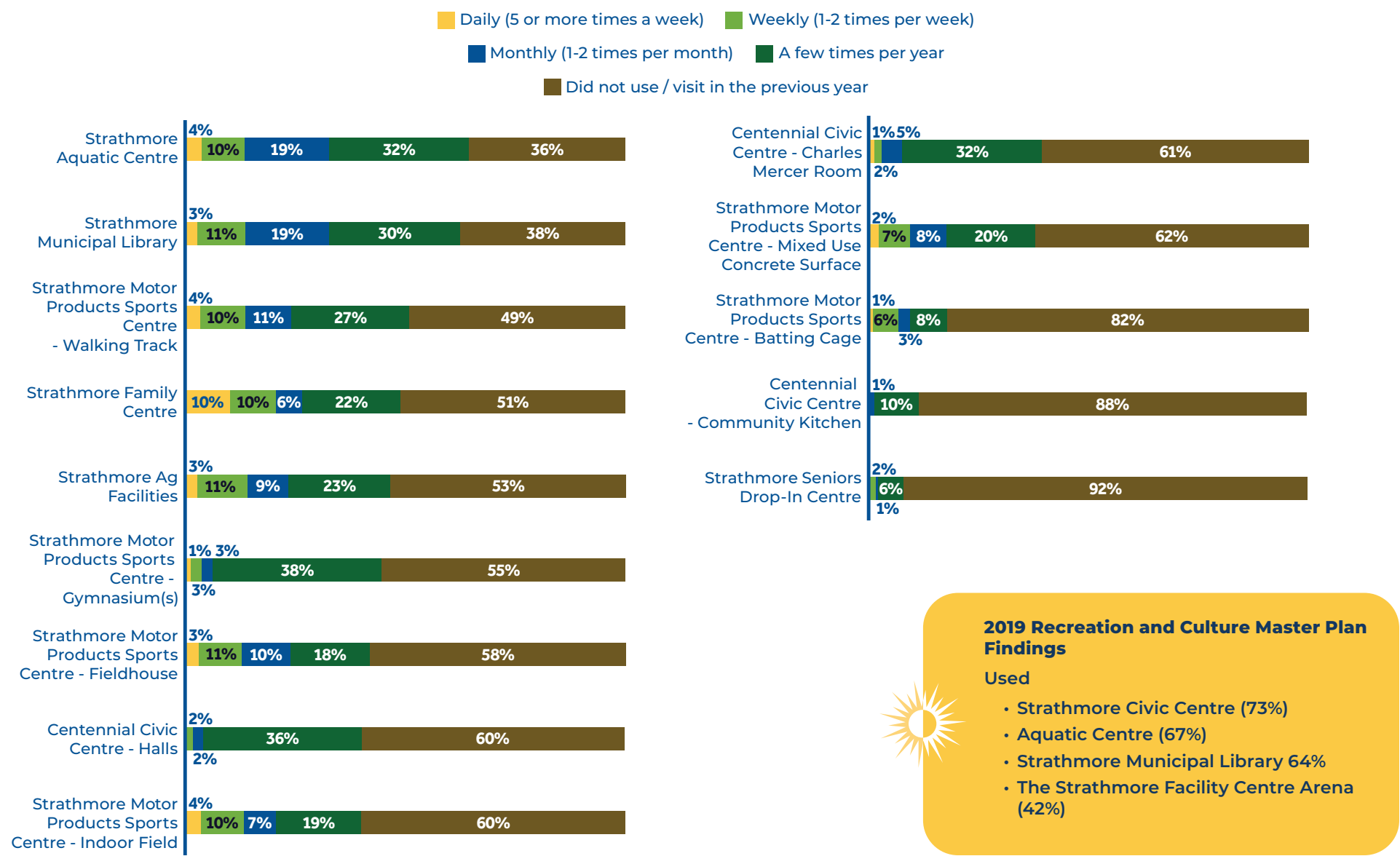


Subsegment Analysis

- Those who live in the Town are more likely to say they use paved trails on a daily basis (32%) than those who live in Wheatland County (3%).

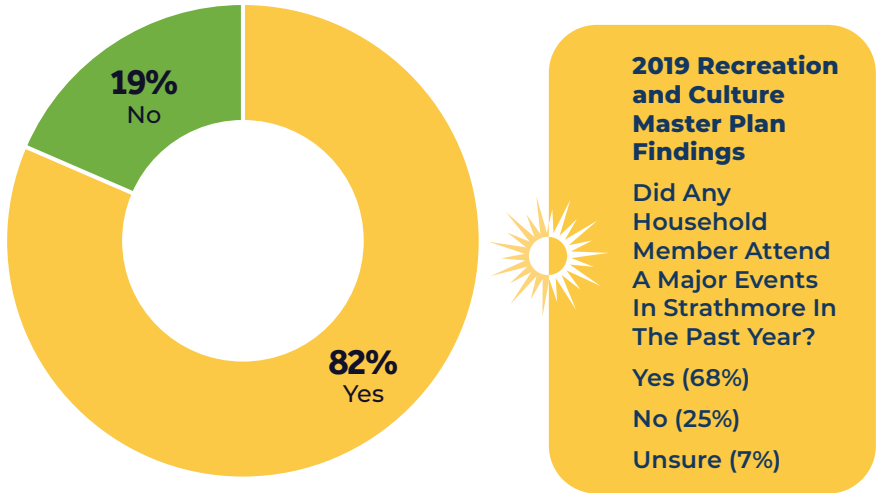
Regarding indoor facilities, approximately two-thirds indicated they use the Strathmore Aquatic Centre (64%) and the Strathmore Municipal Library (62%). Of those that use the Aquatic Centre and the Library half (50%) do so a few times per year, while approximately one-third (30%) use these facilities on a monthly basis. Notably, over one-third use or visit the Ag Facilities (38%) and the Centennial Civic Centre Halls (36%) a few times per year.

Graph 9. Frequency of Use Indoor Facilities



Shifting to events, over three-quarters of respondents (82%) indicated they have attended a community event in the Town over the past year.

Graph 10. Have You Attended Any Community Events in Strathmore in the Past Year?



Respondents who indicated they attend events in the Strathmore were asked to specify which ones. The most popular event indicated was the Strathmore Stampede, with 78% of respondents attending. Canada Day celebrations were attended by over half (59%) of respondents.

Graph 11. Events Attended

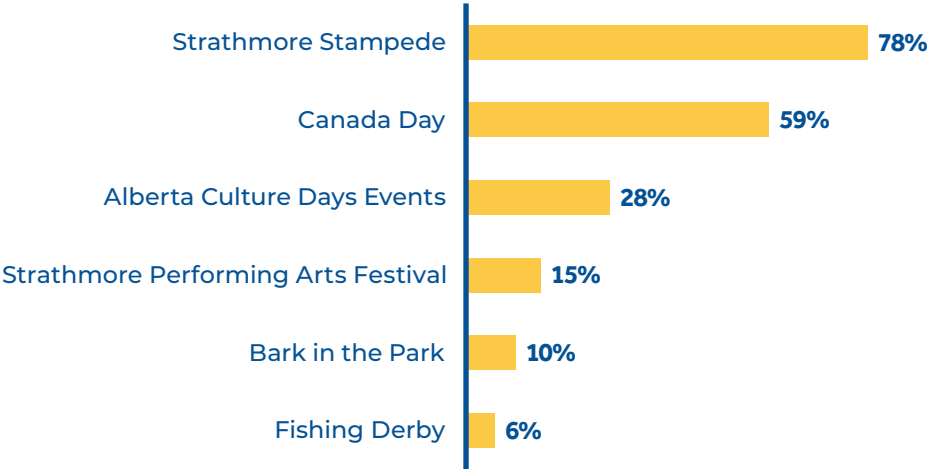
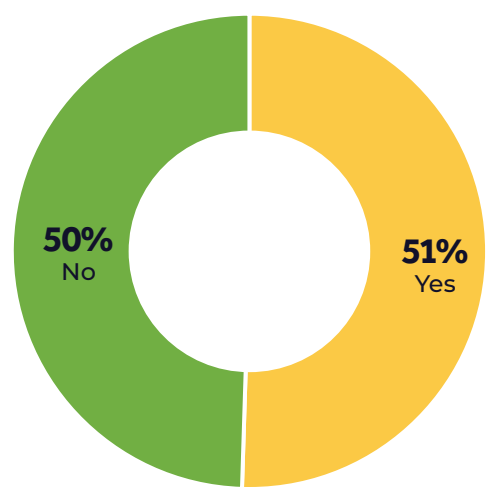


Photo: facebook.com/TownOfStrathmore/photos

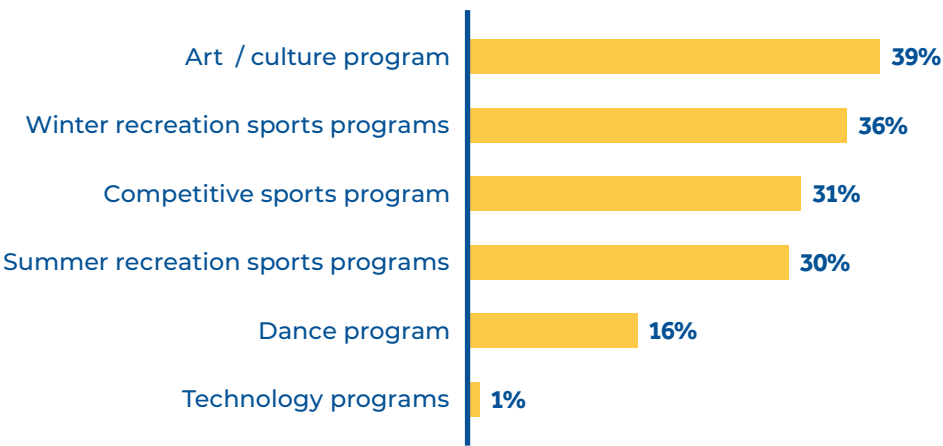
Next, respondents were asked if they have participated in a recreation or culture program in Strathmore over the last year. Approximately half (51%) indicated they have, while the same proportion indicated they have not (50%).

Graph 12. Have You Participated in a Recreation or Culture Program in Strathmore Over the Last Year?



Respondents who said they participated in a recreation or culture program over the past year were asked to indicate the type of program in which a household member participated. The most popular choices included art and culture programs (39%), winter recreation sports (36%), competitive sports programs (31%), and summer recreation programs (30%).

Graph 13. Programs Participated in Over The Last Year



Subsegment Analysis

- Those who have lived in Strathmore for over 10 years are more likely to say someone in their household participated in a competitive sports program (39%) than those who have lived in Strathmore for up to 5 years (13%) and between 6 to 10 years (12%).
- Those who have lived in Strathmore for up to 5 years are more likely to say that someone in their household participated in winter sports recreation such a leisure hockey (38%) than those who have lived in the Town for 6 to 10 years (18%).

6.2.4 Recreation and Culture Services Assessment

Respondents were next asked to identify barriers that prevent household members from participating in recreation and culture opportunities. As illustrated in the accompanying Graph 14, the top barriers households in Strathmore are facing include: facility operation issues⁷ (35%), cost of programs (28%), personal and health issues (25%); and the timing does not work for their schedule (24%). Notably, approximately one-third (34%) indicated that nothing limits their households' ability to participate.

2019 Recreation and Culture Master Plan Findings

Busy (48%)

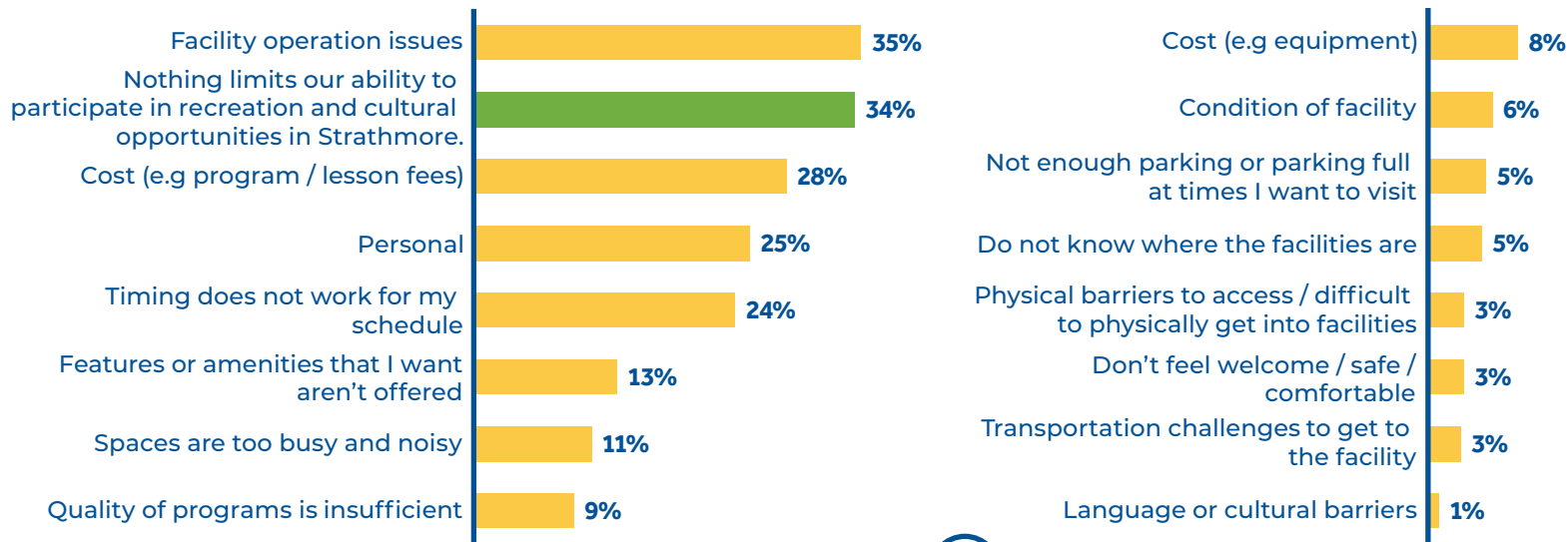
Unaware (35%)

Program timing (33%)

Cost/price (27%)

Interests and programs mismatch (26%)

Graph 14. Barriers to Participation

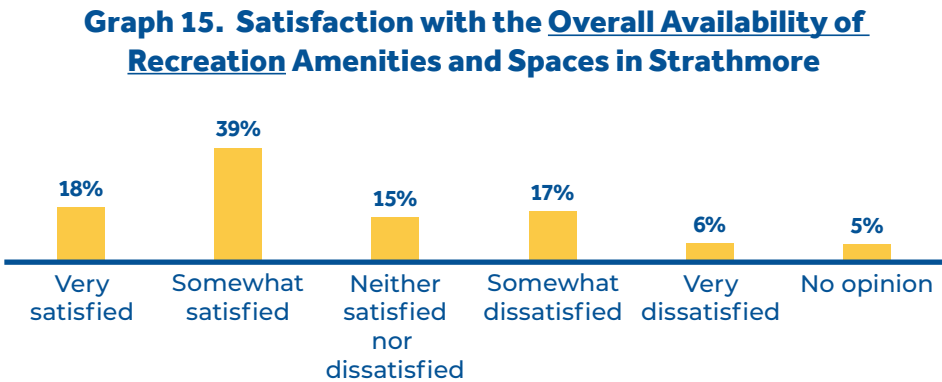


Subsegment Analysis

- Those who live in the Town are more likely to say that cost to participate in a program or activity is a barrier they face (30%) than those who live in Wheatland County (19%).
- Those who live in Wheatland County are more likely to say that nothing limits their ability to participate in recreation and cultural activities (42%) than those who live in the Town (32%).
- Those who live in the Town are more likely to say that personal things like health issues and lack of knowledge on the activity is a barrier they face (28%) than those who live in the County (15%).

⁷ Facility operation issues could include: hours of operation, the facility being crowded, activity and program schedules don't work, lack of rental time and programs aren't offered or are full)

Respondents were next asked to indicate their level of satisfaction with the **overall availability of recreation amenities and spaces** in Strathmore. Over half (57%) of respondents are satisfied (very satisfied and somewhat satisfied) with the availability of indoor facilities in the Town. In lower proportions, approximately one-quarter (23%) are dissatisfied.

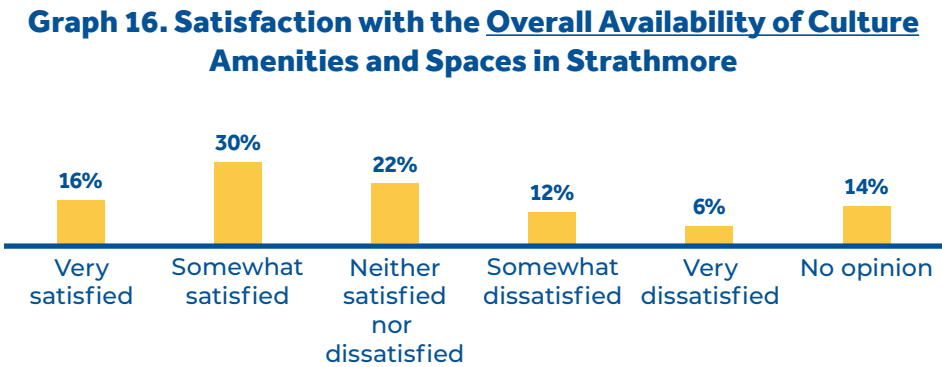


2019 Recreation and Culture Master Plan Findings

Overall Satisfaction With **Recreation Programs And Services** In The Region

- Very satisfied (21%)
- Somewhat satisfied (57%)
- Unsure (12%)
- Somewhat dissatisfied (9%)
- Very dissatisfied (2%)

In terms of satisfaction with the **availability of cultural amenities and spaces**, nearly half (46%) of respondents indicated they are satisfied (very or somewhat satisfied). Conversely, one-fifth (18%) expressed dissatisfaction (very or somewhat dissatisfied). Approximately one-quarter (22%) are neither satisfied nor dissatisfied.



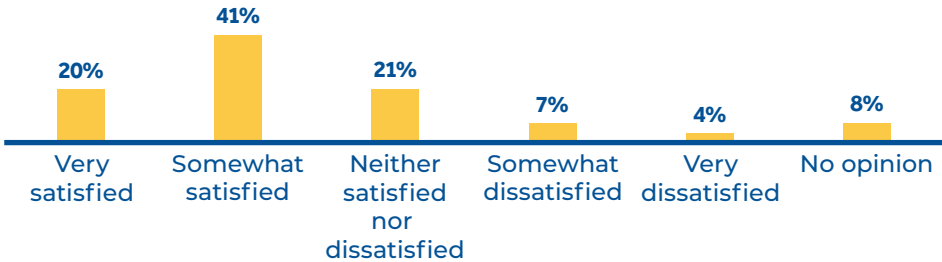
2019 Recreation and Culture Master Plan Findings

Overall Satisfaction With **Culture Programs And Services** In The Region

- Very satisfied (12%)
- Somewhat satisfied (43%)
- Unsure (34%)
- Somewhat dissatisfied (9%)
- Very dissatisfied (1%)

Approximately two-thirds indicated they are satisfied (very satisfied and somewhat satisfied) with the **availability of events in the Town**. Approximately one-tenth (11%) are dissatisfied. See Graph 17 below.

Graph 17. Satisfaction with the Overall Availability of Events in Strathmore



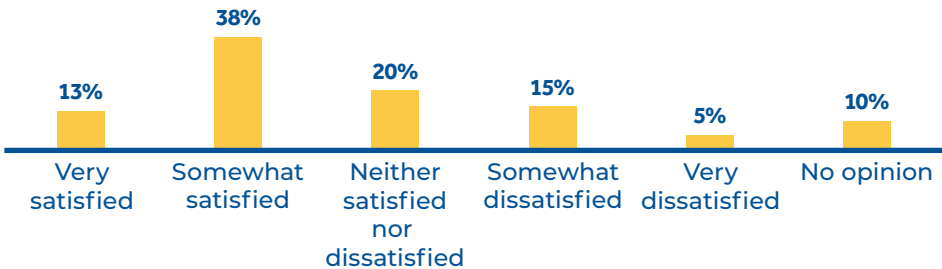
2019 Recreation and Culture Master Plan Findings

Satisfaction with Events Attended

- Very satisfied (53%)
- Somewhat satisfied (44%)
- Unsure (1%)
- Somewhat dissatisfied (2%)

Regarding satisfaction with **program availability**, around half (51%) of respondents indicated they are satisfied with the current availability. In contrast, approximately one-quarter (20%) expressed dissatisfaction (either somewhat or very dissatisfied) with the availability of programs in the Town.

Graph 18. Satisfaction with the Overall Availability of Programming in Strathmore



2019 Recreation and Culture Master Plan Findings

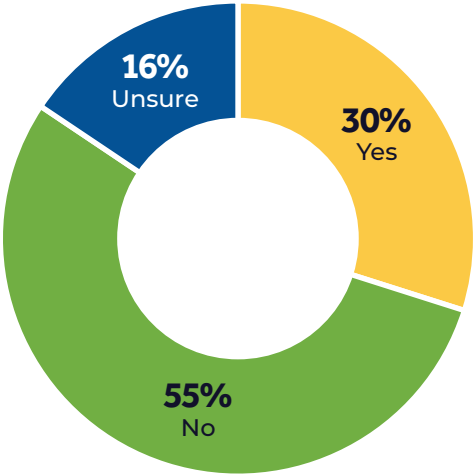
Overall Satisfaction with Recreation and Culture Programs

- Very satisfied (15%)
- Somewhat satisfied (54%)
- Unsure (16%)
- Somewhat dissatisfied (12%)
- Very dissatisfied (3%)

6.2.5 Future Priorities and Focus Areas

The next series of questions focused on facilities and amenities. When asked if recreation and culture facilities in Strathmore are adequate, approximately half of respondents (55%) said there are not sufficient facilities, while approximately one-third (30%) believe the existing facilities are adequate.

Graph 19. Are there Adequate Recreation and Culture Facilities in Strathmore?



2019 Recreation and Culture Master Plan Findings

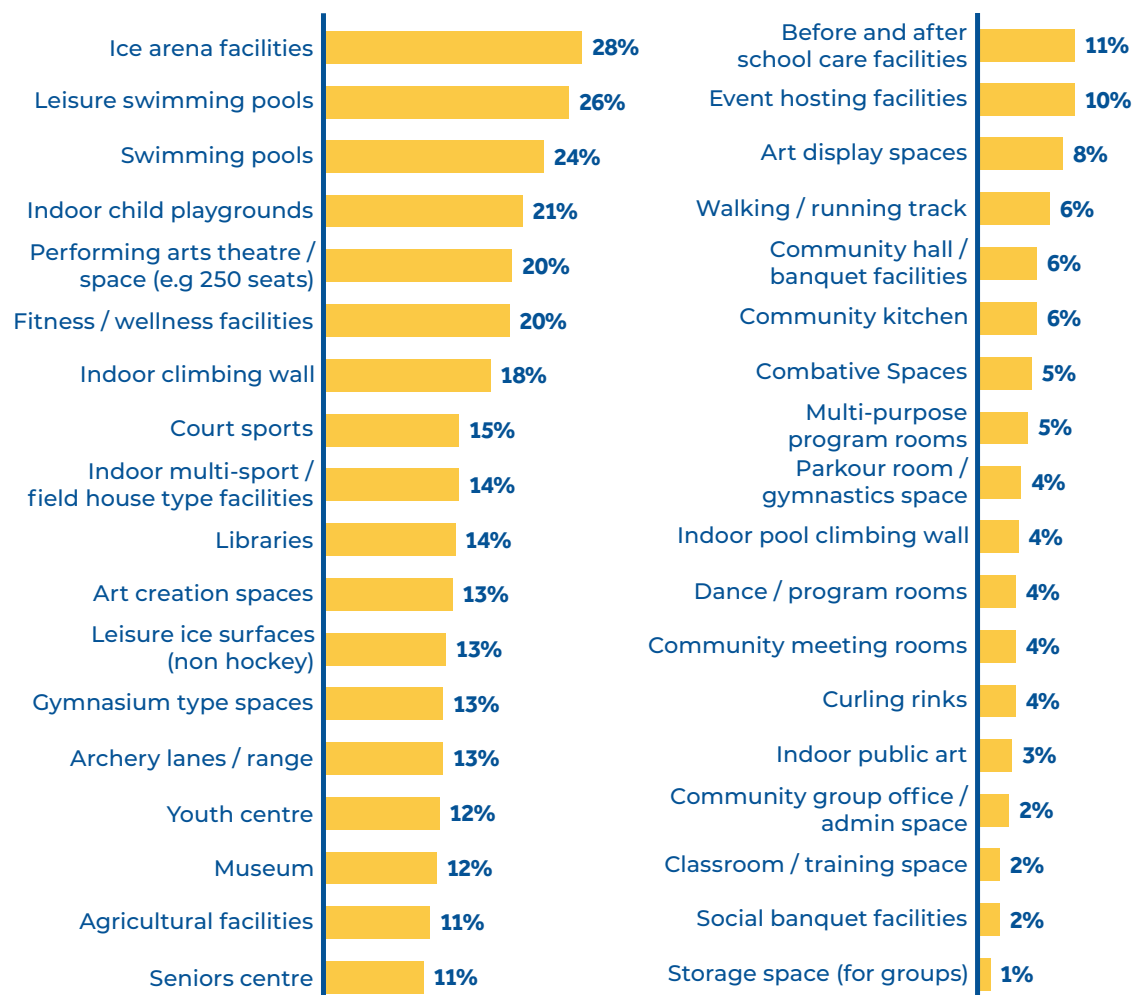
Overall Satisfaction with Recreation and Culture Programs

- Very satisfied (15%)
- Somewhat satisfied (54%)
- Unsure (16%)
- Somewhat dissatisfied (12%)
- Very dissatisfied (3%)



Respondents were then presented with a list of **indoor recreation facilities and amenities** and were asked to identify five that should be more readily available or enhanced. The top five facilities and amenities identified include: ice arena facilities (28%), leisure swimming pools (26%), swimming pools (24%), indoor child playgrounds (21%) and a performing arts theatre or space⁸ (20%).

Graph 20. Recreation and Culture Facilities for Investment Indoor



2019 Recreation and Culture Master Plan Findings

Priorities for Indoor Rec and Culture Facilities and Spaces

Ice arena sports facilities (35%)

Performing arts theatre (27%)

Climbing wall (27%)

Child play space (24%)

Fitness/wellness facilities (23%)

Leisure swimming pool (22%)

Show/event facilities (21%)

Rifle/archery range (20%)

Indoor courts/gymnasium (20%)

⁸ Note: the Performing arts / theatre space included a descriptor of 250 seats. This figure is to provide some description to survey respondents to give a sense of scale and differentiate it from a small and a large theatre.



Subsegment Analysis
on Next Page (Pg 52)



Subsegment Analysis

- Those who live in Wheatland County are more likely to say that ice arenas should be a priority for investment (35%) than those that live in the Town.
- Those who live in the Town are more likely to say that court sport facilities should be a priority for investment (16%) than those who live in the County (8%).
- Those who live in the Town are more likely to say that a performing arts theatre should be a priority for investment (23%) than those who live in the County (11%).
- Households with children are more likely to say that ice arena facilities should be a priority for investment (39%) than households without children (26%).
- Those who have lived in Strathmore for 6 to 10 years are more likely to say that they fitness and wellness facilities should be a priority for investment (39%) than those who have lived in the Town for over 10 years (14%).
- Those who have lived in Strathmore for up to 5 years are more likely to say that indoor child playgrounds should be a priority for investment (34%) than those who have lived in Strathmore for 6 to 10 years (14%).

Additional indoor spaces mentioned include:

Sports and Recreation

- Lazy river
- Bowling alley
- A public fitness centre
- Multi-purpose with an array of amenities in one space.
- Bounce castles
- Indoor playgrounds that can accommodate toddlers to teens.
- Indoor shooting range
- Indoor tennis courts.

Arts and Culture Spaces

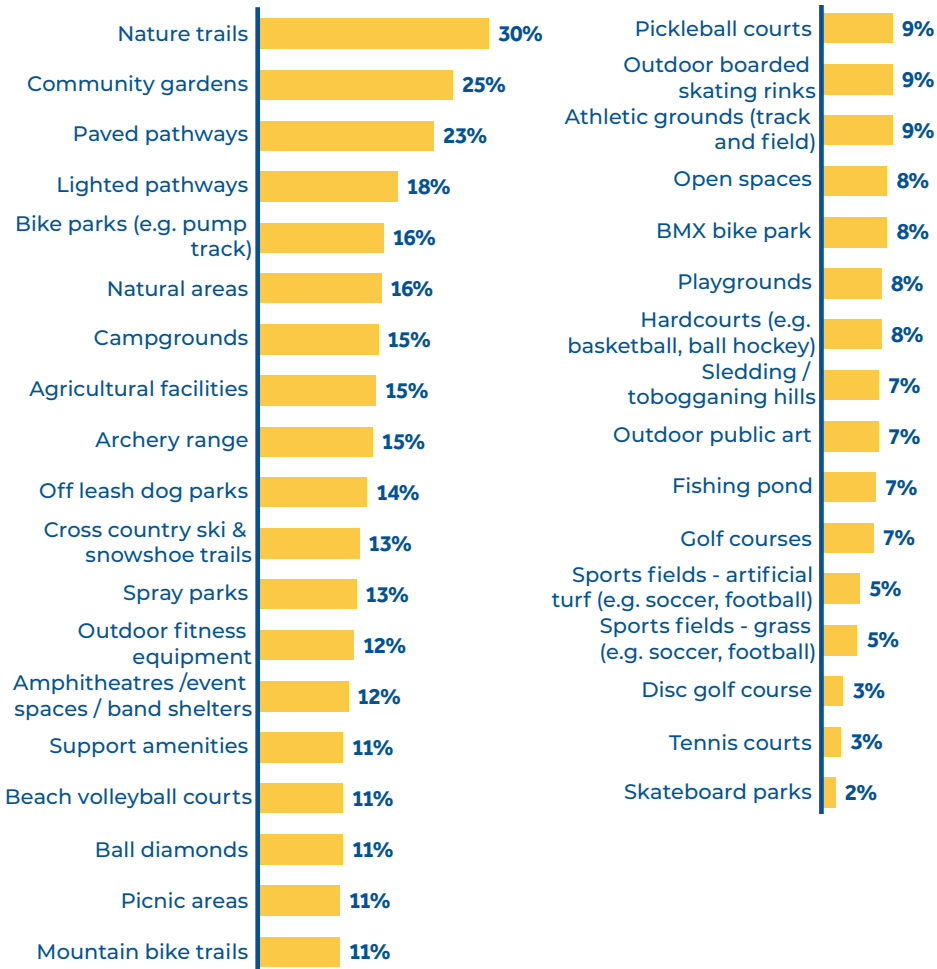
- Expansion of the library
- Banquet halls and multipurpose rooms were re-iterated.
- Art creation spaces and art galleries were also re-iterated.



Photo: facebook.com/TownOfStrathmore/photos

Regarding priorities for **outdoor recreation and cultural facilities**, respondents identified nature trails (30%), community gardens (25%), paved pathways (23%), lighted pathways (18%), and bike parks (16%) as key amenities and facilities that the Town should prioritize.

Graph 21. Recreation and Culture Facilities for Investment Outdoor



2019 Recreation and Culture Master Plan Findings

Priorities for **Outdoor Rec and Culture Facilities and Spaces**

- Natural areas (29%)
- Swimming pool (29%)
- Multi-use trails – non motorized (29%)
- Toboggan hills (28%)
- Support amenities (25%)

Subsegment Analysis

- Those who live in the Town are more likely to say that lighted pathways should be a priority for investment (21%) than those who live in the County (7%).
- Those who live in the Town are more likely to say that community gardens should be a priority for investment (28%) than those who live in the Town (15%).
- Those who have lived in Strathmore for up to 5 years are more likely to say that archery ranges should be a priority for investment (29%) than households that have lived in the Town for up to 5 years (6%).

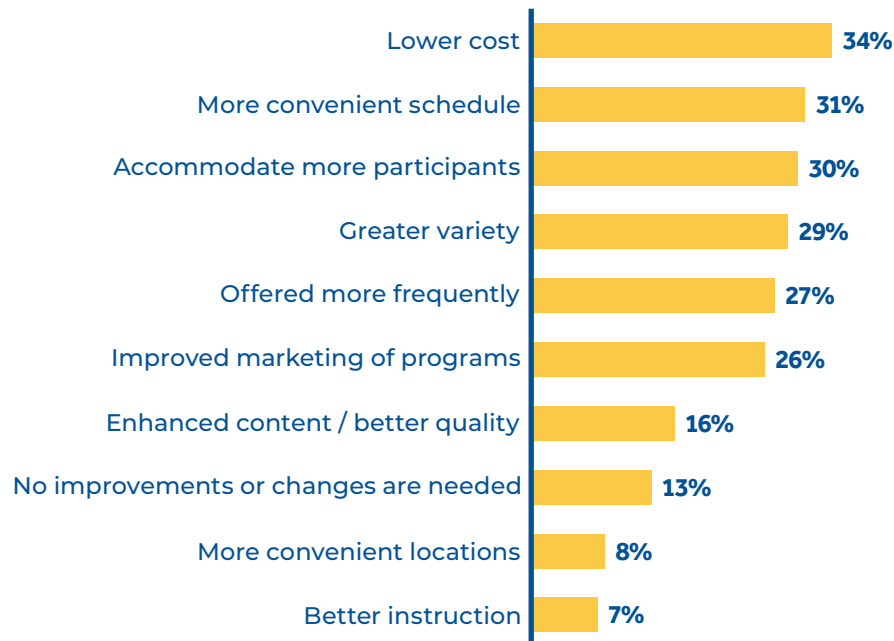
Additional outdoor spaces mentioned include:

- Natural lakes for paddleboarding and water sports.
 - Outdoor skating trails.
 - Outdoor wading pool.
- Rubber flooring playgrounds.
 - Plant more trees in park spaces.
 - Lights on trails.
 - Additional benches.
- Additional picnic areas.
 - Mini golf
 - Dynamic disc golf courses.
 - Public outdoor pianos

6.2.6 Programming

When asked about potential improvements to recreation and culture programs in Strathmore, approximately one-third of respondents indicated several areas for enhancement. These included reducing program costs (34%), offering more convenient scheduling (31%), increasing program capacity (30%) and having more variety (29%).

Graph 22. Program Improvements



2019 Recreation and Culture Master Plan Findings

Suggested Improvements to Programming

Greater variety (47%)

Improved marketing of programs (47%)

More convenient schedule (38%)

More affordable (35%)



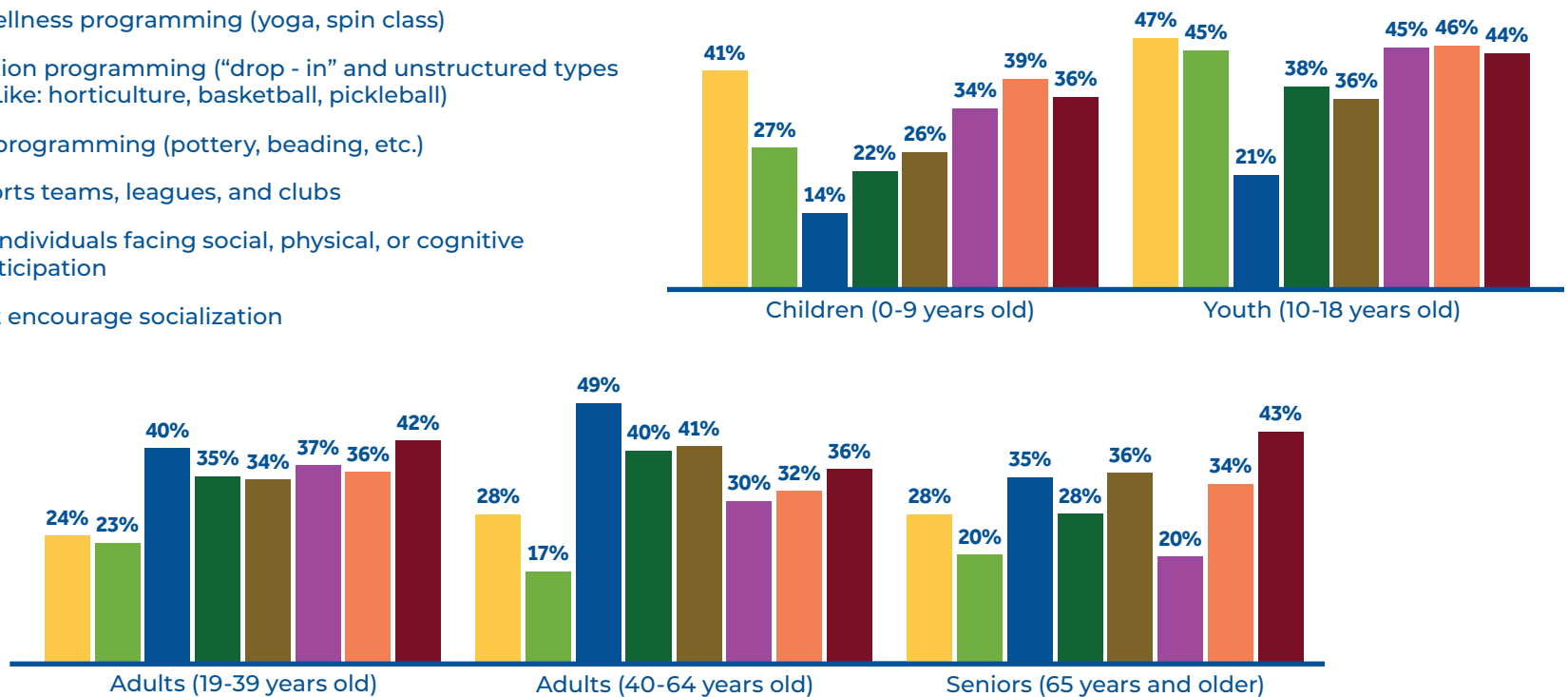
Subsegment Analysis

- Those who live in Wheatland County are more likely to say that programs need greater variety (40%) than those who live in the Town (26%).
- Those who have lived in Strathmore for 6 to 10 years are more likely to say that programs need improved marketing (42%) than those who have lived in Strathmore for up to 5 years (23%) and over 10 years (24%).

Respondents were asked to identify the types of programs that should be more available in Strathmore based on age groups. Refer to Graph 23 for additional findings.

- For Children and Youth: Nature and outdoor programming emerged as a top priority, with 41% of respondents highlighting its importance for children and 47% for youth.
- For Young Adults (19-39 years): Fitness and wellness programs (40%) and activities that foster social connection (42%) were noted as key program needs.
- For Adults (40-64 years): Fitness and wellness (49%), arts and culture (41%), and casual recreation opportunities (40%) were cited as priority areas.
- For Seniors (65 years and older): Programs that encourage socialization were seen as the highest priority, underscoring the value of community engagement for older adults.

Graph 23. Programming Need by Age



2019 Recreation and Culture Master Plan Findings

Are Existing Programs Adequate for These Segments?

Adequate

- Pre-school 3-6 yrs (48%)
- Seniors (46%)
- Family (42%)

Inadequate

- Tots 0-2 yrs (42%)
- Adults 18-64 yrs (30%)
- Seniors 65+ (29%)



When analyzed based on the demographics of the respondents the following findings were presented:

Households with children aged 0-9 years are more likely to say that nature and outdoor programming (47%), organized sports (44%), programs for individuals facing social, physical or cognitive barriers to participation (43%) and programs that encourage socialization should be programming considered.

Households with youth aged 10 to 19 years are more likely to say that nature and outdoor programming (58%), organized sports (56%), programs that encourage socialization (55%) and programs for individuals facing social, physical and cognitive barriers should be programming priorities.

Households with adults aged 20 to 29 years are more likely to say that programs that encourage socialization (45%) and fitness and wellness programming (40%) should be priorities.

Households with adults aged 40 to 69 years are more likely to say that casual recreation (33%), fitness and wellness (31%) and arts and culture (36%) programs should be priorities in the Town.

Households with seniors over the age of 70 years are more likely to say that programs that encourage socialization (27%) and arts and culture programs (26%) should be priorities for program enhancement.



Photo: facebook.com/TownOfStrathmore/photos



Respondents were able to identify any additional programs needed in Strathmore:

Recreation and Sports

- Additional ice-skating programs, hockey programs, swimming lessons are needed.
- Programs like pickleball, squash, basketball, and martial arts also need expanded availability.

Arts and Culture

- There is a desire for more arts, music, drama, and dance classes, including theatre programs for children and youth.
- There is a desire for more opportunities for adults to engage in creative activities.
- There was a call for more frequent community arts events, concerts, and affordable cultural activities.
- Expanding library programming and support for creative arts, like figure drawing and traditional arts were also mentioned.
- Calls for indigenous cultural programming were mentioned.
- There was mention that the library should provide more programming such as creative arts classes and educational programs.

Senior Programming

- There were calls for enhanced senior-focused programs, especially those that address social isolation, financial barriers, and evening accessibility.
- It was suggested that programs include technology training, health and wellness classes, fraud prevention, mobility exercises, and accessible cultural trips (e.g., museum visits).
- Cross-generational activities could also provide valuable interaction between seniors and younger generations.
- There were calls for low-cost or no-cost programming for those with financial constraints and disability-inclusive programs.

Respondents were then asked to share **events that are needed** in Strathmore. The responses are presented according to some themes.

Performing Arts and Entertainment

- Theatre performances, plays, and fine arts events (dance, drama, etc.).
- Comedy shows, dinner events, and ticketed social activities.

Sports and Recreation

- More softball, pickleball, roller hockey, and lacrosse tournaments.
- Expanded sports facilities to host larger sporting events.

Community Festivals and Gatherings

- Town celebration days, block parties, and family events (e.g., Family Day).
- Seasonal festivals like Rib Fest, Medieval Fairs, and outdoor farm visits.
- Enhancing existing events like the Strathmore Stampede and Movie in the Park.
- Inclusive, age-diverse events in central locations like Kinsmen Park or Ag Grounds.

Youth and Teen Activities

- Teen-specific events: youth dances, school nights, and teen social nights.

Cultural and Social Engagement

- PRIDE events and more inclusive gatherings.
- Guest lectures, trade shows, and art programs with Town support.
- Economical transportation for seniors to cultural attractions in nearby cities.

Tourism and Economic Growth

- Events that attract tourists year-round, like street markets and RIB Fest.
- Bigger events to showcase Strathmore's amenities, drawing regional visitors.

Better Communication and Advertising

- Improved visibility for events via digital and print media to increase participation.



6.2.7 Prioritization Criteria

When considering public investment in recreation amenities and facilities there are limited resources available. Because of this limitation, priorities must be determined. Respondents were provided with a list of factors that the Town could use to prioritize investment in recreation in Strathmore. For each factor they were asked to identify how important it should be when the Town sets infrastructure priorities. Approximately two-thirds indicated that cost savings through grants or partnerships (62%) is a very important criteria for the Town to consider when prioritizing investment. In similar but lower proportions the facility serving a number of community needs (56%) and community demand (54%) were also identified as very important criteria. Refer to Graph 24 for additional findings.

2019 Recreation and Culture Master Plan Findings

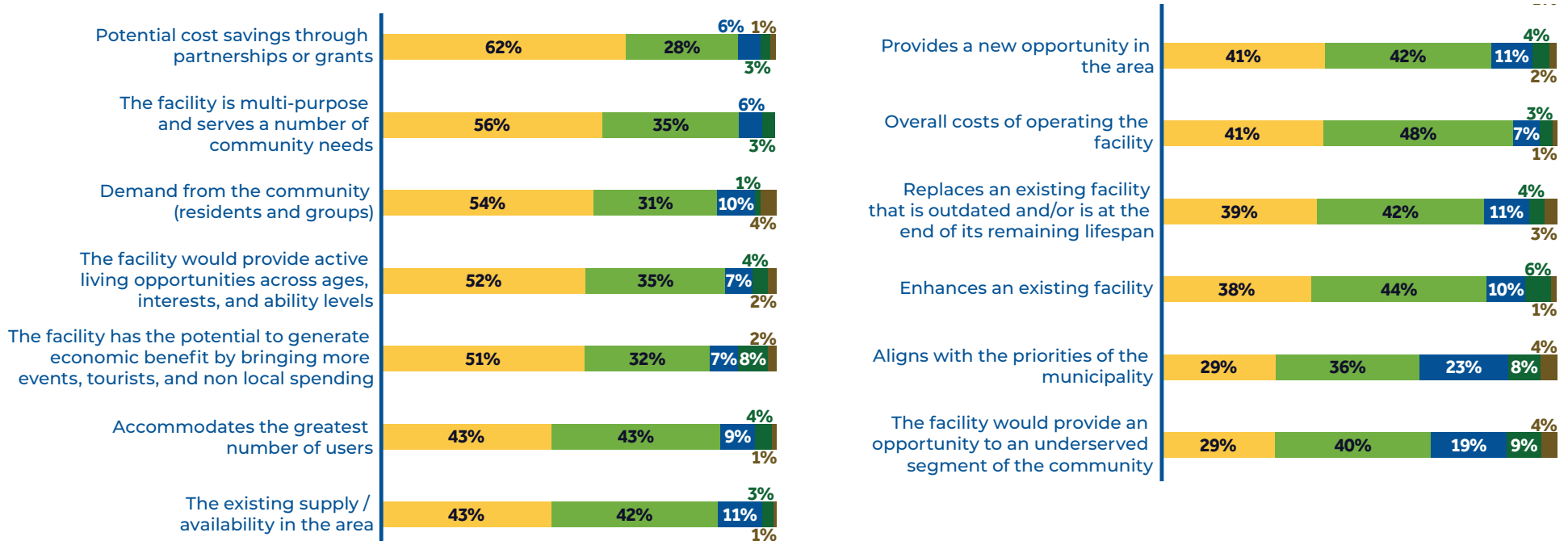
A New Or Enhanced Rec And Culture Amenity Should Be A Priority If...

Strongly Agree

- ...it is multi-purpose and meets many different needs (67%)
- ... it responds to demands/requests from the community (67%)

Graph 24. Prioritization Criteria

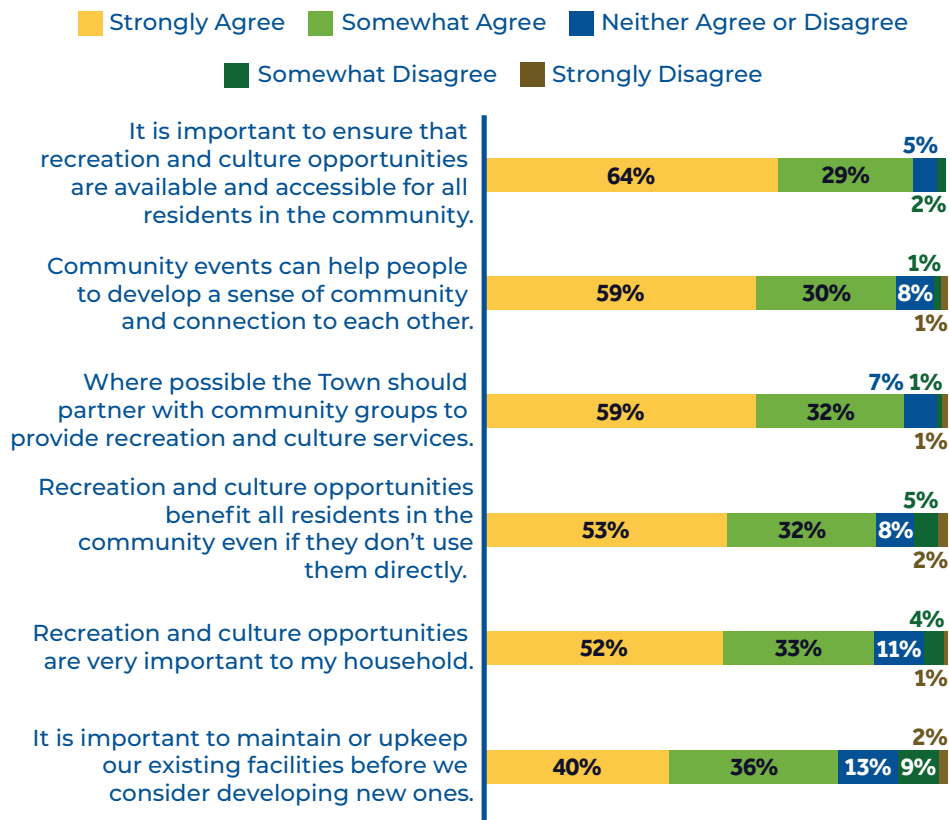
Very Important Somewhat Important Unsure
Somewhat Unimportant Very Unimportant



6.2.8 Values and Considerations

A series of statements regarding the provision of recreation and culture facilities and amenities in Strathmore were presented to respondents. For each statement they were asked to identify the extent to which they agree. Approximately two-thirds of respondents strongly agree that recreation and culture opportunities are available and accessible (64%). Notably at least 76% respondents agree with all statements presented.

Graph 25. Values and Considerations



2019 Recreation and Culture Master Plan Findings

Levels Of Agreement With Statements About Rec And Culture Services

Strongly Agree

- Rec and culture helps make our community and region better (77%)
- Rec and culture services contribute to the economy (69%)
- Community events help people develop a sense of community (69%).

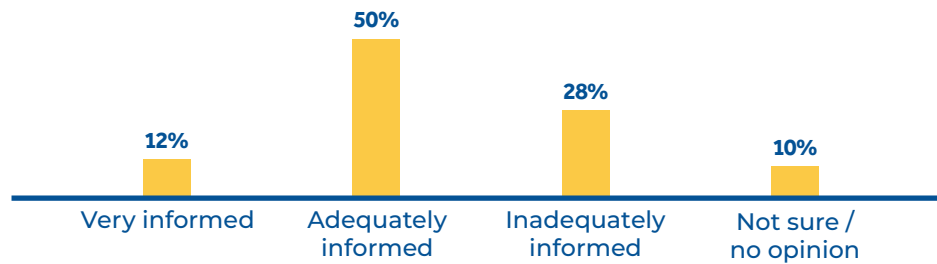


Photo: facebook.com/TownOfStrathmore/photos

6.2.9 Communications

When asked how informed they are about recreation in the Town, approximately two-thirds (62%) said they are very or adequately informed. A much lower proportion (28%) said they feel inadequately informed.

Graph 26. How Informed Do You Feel About Recreation and Culture Services in Strathmore?



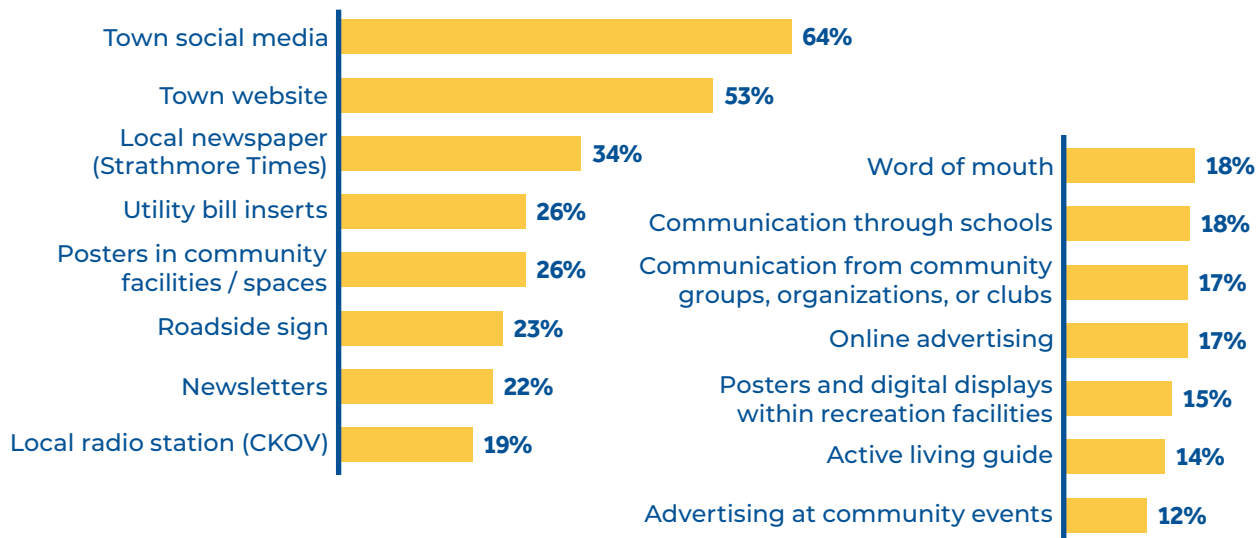
2019 Recreation and Culture Master Plan Findings

How Well Informed Do You Feel About Rec & Culture Opportunities In The Area?

- Very well informed (3%)
- Adequately informed (54%)
- Inadequately informed (38%)
- Unsure (5%)

In terms of communication channels, respondents were presented with a list asked to identify their top three preferences. As illustrated in Graph 27, approximately two-thirds (64%) prefer to learn about opportunities through the Town's social media. Respondents also prefer using the Town's website (53%) and the local newspaper (34%).

Graph 27. Communication Preferences



2019 Recreation and Culture Master Plan Findings

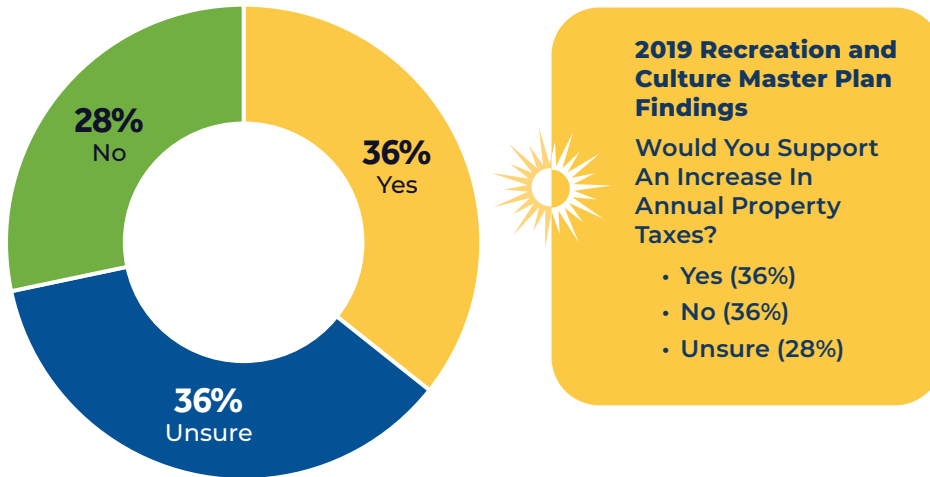
How would you prefer to learn about rec & culture services and opportunities in the area?

- Local newspaper (63%)
- Facebook (49%)
- Town website (37%)
- Active living guide -online (30%)

6.2.10 Willingness to Pay

The Town of Strathmore facilities are paid for by a combination of tax support and user fees. To ensure that the community need regarding recreation and culture facilities, amenities, and services in Strathmore are better met, respondents were asked if they would support an increase in property taxes. Over one-third (36%) indicated they would support an increase while approximately one-quarter (28%) would not support an increase. Approximately one-third (36%) were unsure.

Graph 28. Support an Increase in Taxes to Ensure that Current Community Recreation and Culture Needs are Met



Regarding user fees, over half (54%) of respondents indicated they would like to see user fees maintained while 22% indicated they would support an increase.

Graph 29. User Fee Support

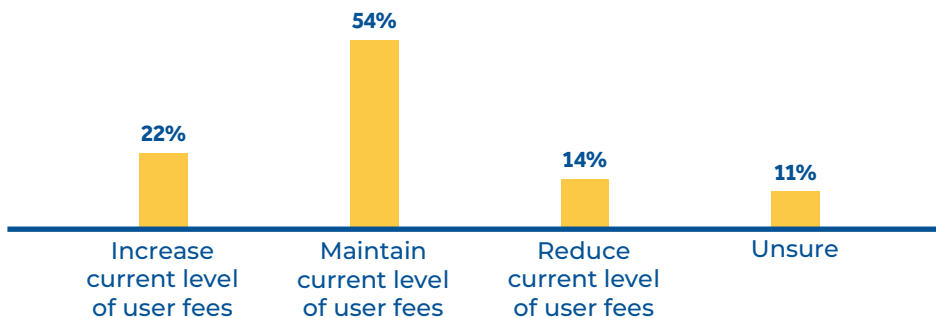


Photo: facebook.com/TownOfStrathmore/photos

6.2.11 Other Comments

Lastly, respondents were able to share any additional thoughts they have regarding the provision of recreation and culture in the Town. These comments are summarized according to theme.

Recreation infrastructure needed in Strathmore

- Additional baseball diamonds and indoor ice surfaces (hockey, public skating).
- Town-operated gym with affordable access (e.g., community access card for low-income families).
- Outdoor water/swimming areas and shaded walking areas.
- Improved management and maintenance of current facilities (e.g., Strathmore Motor Products Centre lacks cardio/weight equipment).
- Facilities like squash courts, pickleball courts, and improved outdoor rinks.
- Accessible recreation options for those with disabilities (e.g., sledge hockey sleds, sensory-friendly events).
- Upgraded curling rink and additional arenas.
- Expanded and improved pathways.

Arts and culture infrastructure needed in Strathmore

- A community performance theater (e.g., 250 seats) to host events.
- Establishment of a space showcasing Strathmore's history and culture (non-traditional museum concept).
- Enhanced support for libraries, including funding and programming space.
- Increased focus on arts-related spaces (e.g., dedicated arts hubs like The Vault Cultural Collective).
- Better utilization of existing spaces for cultural activities.
- Expansion of Kinsmen Park for cultural and recreational opportunities without overburdening the space.

Recreation programming needed in Strathmore

- Increased opportunities for pickleball and sports leagues at the SMP Centre.
- Introduction of inclusive, drop-in recreational options (e.g., open pickleball or beginner-friendly leagues).
- More structured programs (e.g., kickboxing, outdoor fitness).
- Development of adult intramural sports leagues and fitness classes.
- Programs must be affordable and accessible, especially for kids and seniors.
- Improved scheduling and accessibility of swimming lessons (more classes, warmer water temperatures).

Arts and culture programming needed in Strathmore

- Events to attract wider community participation (e.g., cultural celebrations, art showcases).
- Partnerships with local organizations to support programming costs.
- Accessible programs for diverse demographic groups (youth, seniors, families).
- More cultural programming with a focus on Strathmore's unique history and identity.
- Greater support for community-led arts initiatives through grants or resources.
- Library programming expansion (e.g., guest speakers, performances, and educational events).

Other comments

- There are concerns that **user fees and taxes are high** and there are calls for user-pay models and better financial management.
- There is a need for **improved communication** about programming and events.
- **Partnering with local businesses** for funding should continue (e.g. Naming rights)



6.3 Group Survey

A survey was fielded with a variety of organizations in Strathmore. The organizations included recreation and culture groups who use indoor and outdoor facilities and amenities to deliver their programs and organizations who may use recreation and culture facilities, amenities and spaces.

An email introducing the project and inviting participation in the survey was sent to a representative from each organization. Attached to the email was a hard copy of the survey along with a hyperlink to an online version of the same survey. Each group was asked to provide one response. Refer to Appendix D for a copy of the group survey.

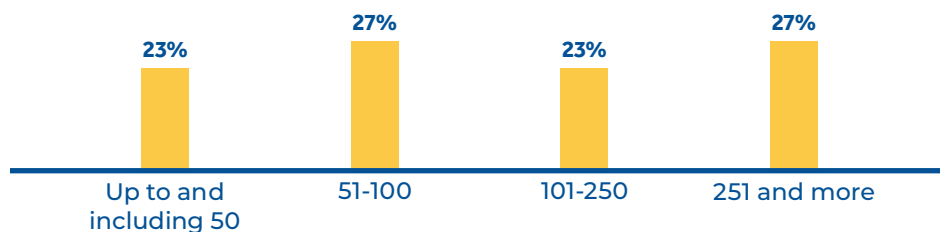
Responses were gathered from 2024. In total 26 responses were gathered. These findings are not representative of all groups in Strathmore; however they do provide insight into the perspectives of the organizations responding. Refer to Appendix E for a list of groups who participated in the survey.

6.3.1 About Your Organization

The survey began by gathering information about the organizations. Survey respondents represent a variety of organizations and facility users including ice users, seniors groups, outdoor recreation organizations, arts and culture organizations and others who provide a diverse range of activities and opportunities in the Town.

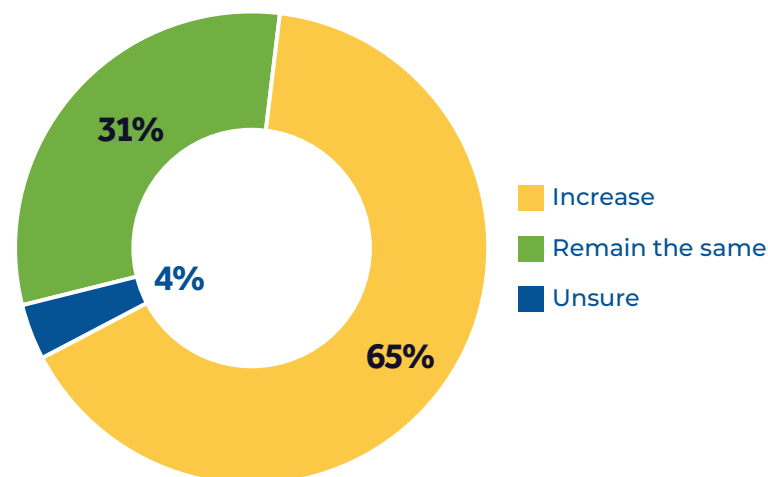
When asked about participation figures, respondents were asked to specify the number of participants or members in their organization. Approximately one-quarter of respondents (27%) indicated they have 251 or more participants, while an equal proportion (27%) indicated their organizations has between 51 and 100 participants.

Graph 30. Participation Figures (Current)



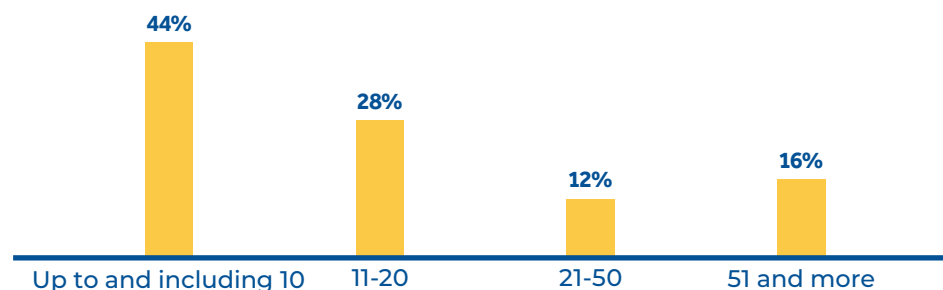
Respondents were then asked about the trend they are observing in participation levels. Two-thirds (65%) of respondents anticipate an increase in participation, while approximately one-third (31%) expect their participation levels to remain steady.

Graph 31. Participation Trends



Regarding volunteer support, approximately 44% of respondent groups reported having up to 10 volunteers assisting their organization. A smaller proportion (28%) indicated having between 11 and 20 volunteers.

Graph 32. Volunteer Support

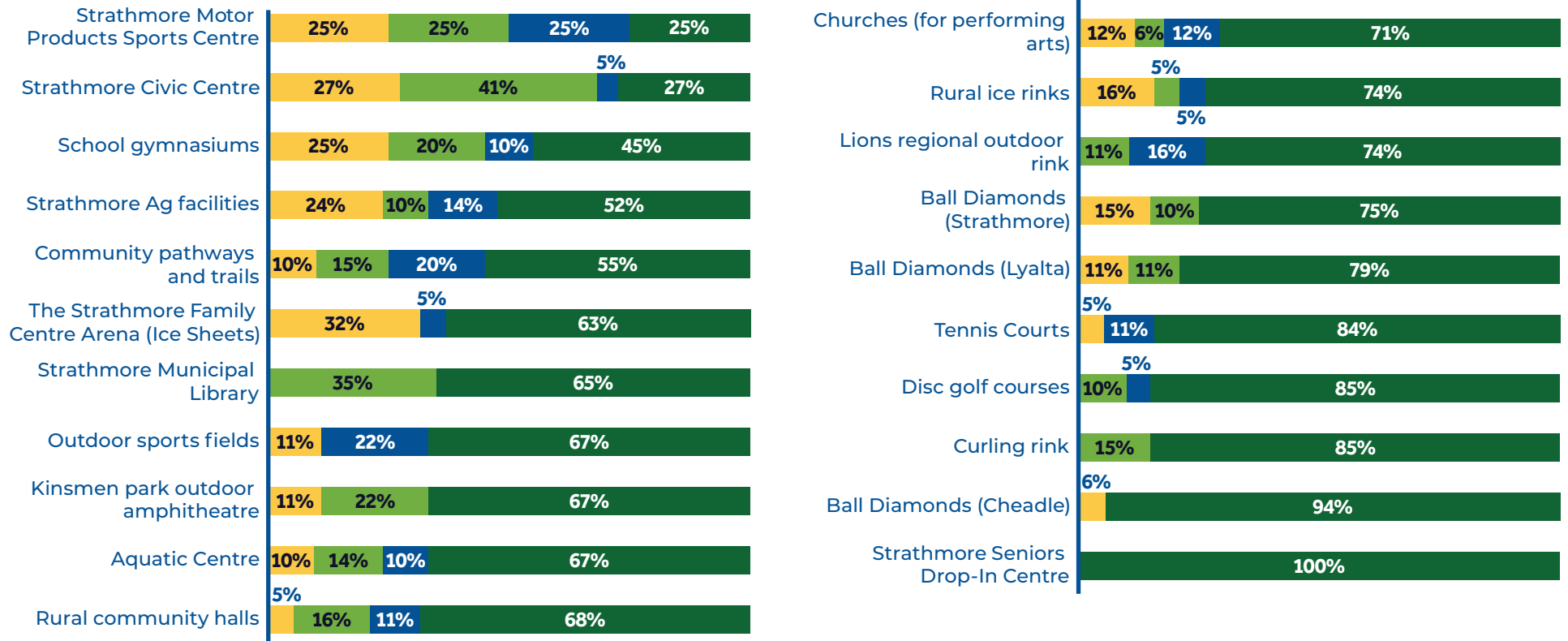


6.3.2 Current Facilities and Spaces

When asked about the most important facilities for their programming, respondents identified several key spaces in Strathmore. While the needs of groups varied, the top facilities included the Strathmore Family Centre Arenas (32%), the Strathmore Civic Centre (27%), the Strathmore Motor Products Sports Centre (25%), school gymnasiums (25%), and the Strathmore Ag Facilities (24%). The Strathmore Motor Products Sports Centre (75%) and the Strathmore Civic Centre (73%) are used by the greatest number of respondent groups.

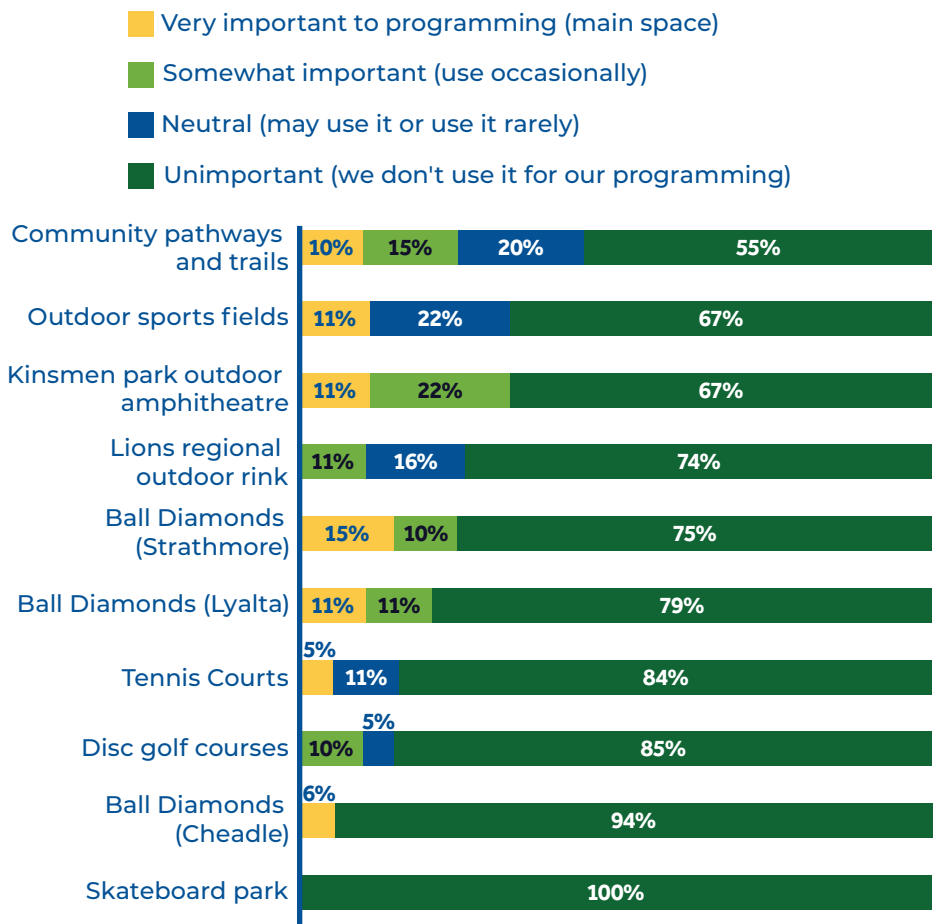
Graph 33. Importance of Indoor Spaces to Programming

- Very important to programming (main space)
- Somewhat important (use occasionally)
- Neutral (may use it or use it rarely)
- Unimportant (we don't use it for our programming)



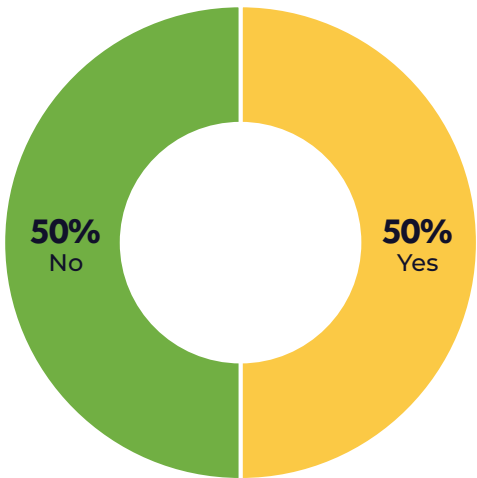
Regarding outdoor facilities, rural ice rinks (16%), ball diamonds in Strathmore (15%) and outdoor sport fields (11%) were identified as important for respective groups.

Graph 34. Importance of Outdoor Spaces to Programming



Respondents were then asked if their organization used recreation and culture facilities and spaces outside of Strathmore. Half (50%) of respondents indicated they do use facilities outside of the Town.

Graph 35. Does Your Organization Use Recreation and Culture Facilities Outside of Strathmore?



Those who said they use recreation and culture facilities outside of Strathmore were able to share why, the responses are presented according to some themes:

Lack of Local Ice Availability:

- There are challenges with limited ice time in Strathmore, leading teams to practice and play in neighboring communities such as Chestermere, Hussar, Gleichen, and Calgary.
- Keeping the arenas open through May to allow for local programs and potential revenue-generating tournaments would be beneficial.

Travel for Recreation and Sports:

- Many families and organizations are required to travel to surrounding towns and cities for various recreational activities, including bowling, swimming, football fields, and ice times.

Insufficient Facilities for Sports and Recreation:

- A lack of adequate facilities for certain sports was highlighted, such as insufficient ball diamonds, football fields, and pool time in Strathmore to meet training requirements for organizations.

Facility Access and Costs:

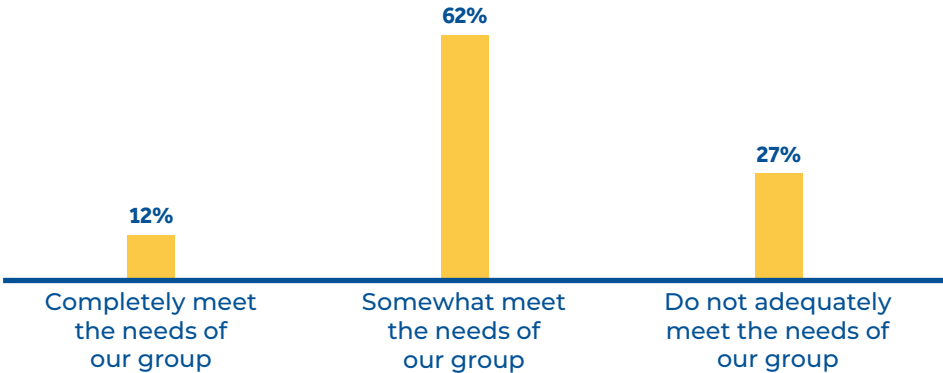
- Respondents noted the high costs and limited availability of local ice time and other recreational facilities in Strathmore, with a preference for more accessible and affordable options in nearby communities.

Desire for Improved Local Amenities:

- Respondents expressed a need for more local recreational infrastructure, including additional ice time, ball diamonds, and swimming facilities, to better support their sports and community activities.

When asked if the current recreation and culture facilities in Strathmore meet the needs of their organization, approximately two-thirds of respondents (62%) indicated that the facilities somewhat meet their needs. Meanwhile, about one-quarter (27%) of respondents felt that the facilities do not adequately meet their needs.

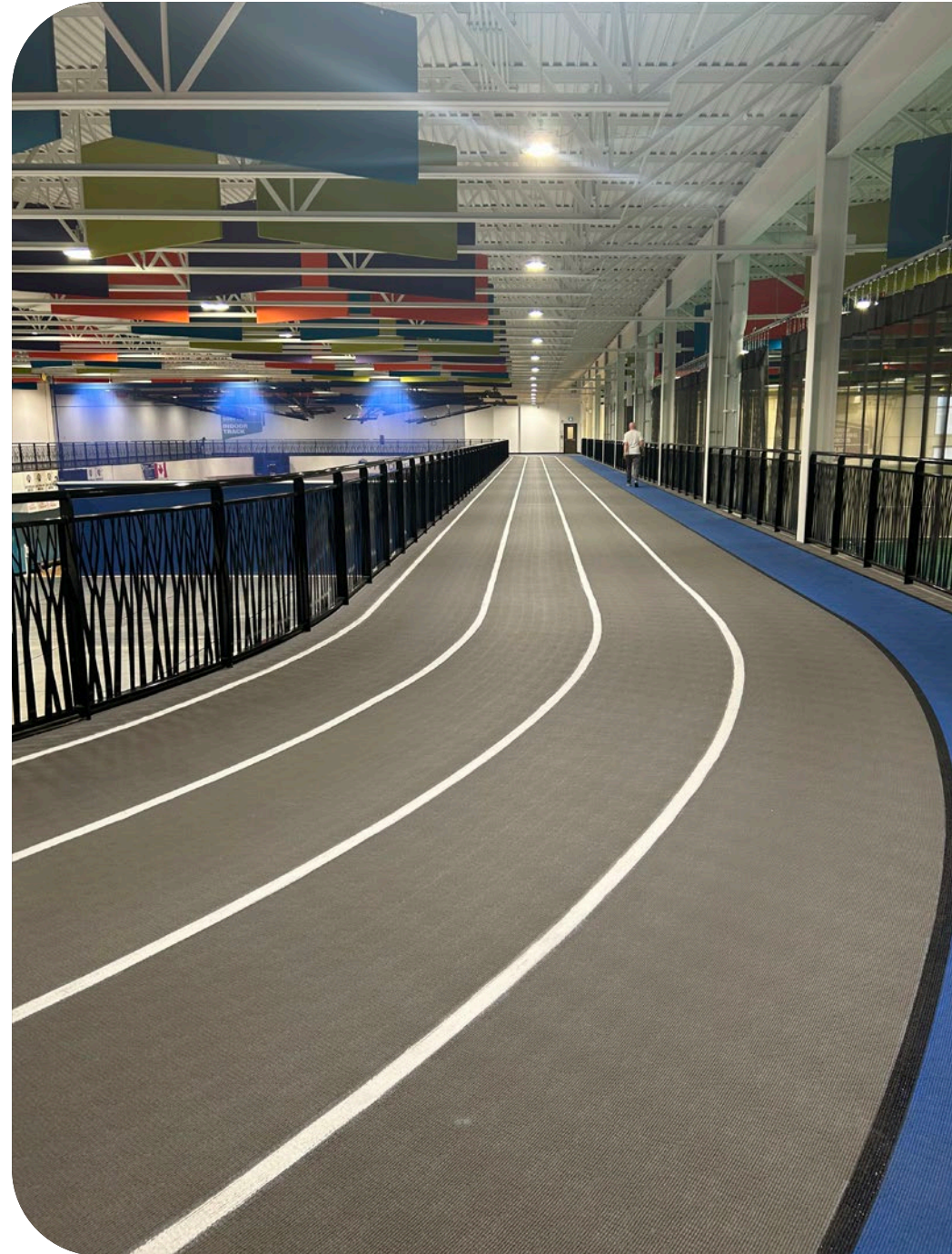
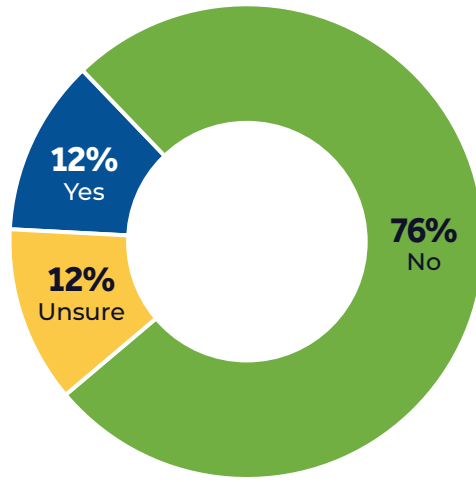
Graph 36. To What Degree do the Current Recreation and Culture Facilities Meet the Needs of Your Organization?



6.3.3 Future Priorities and Focus Areas

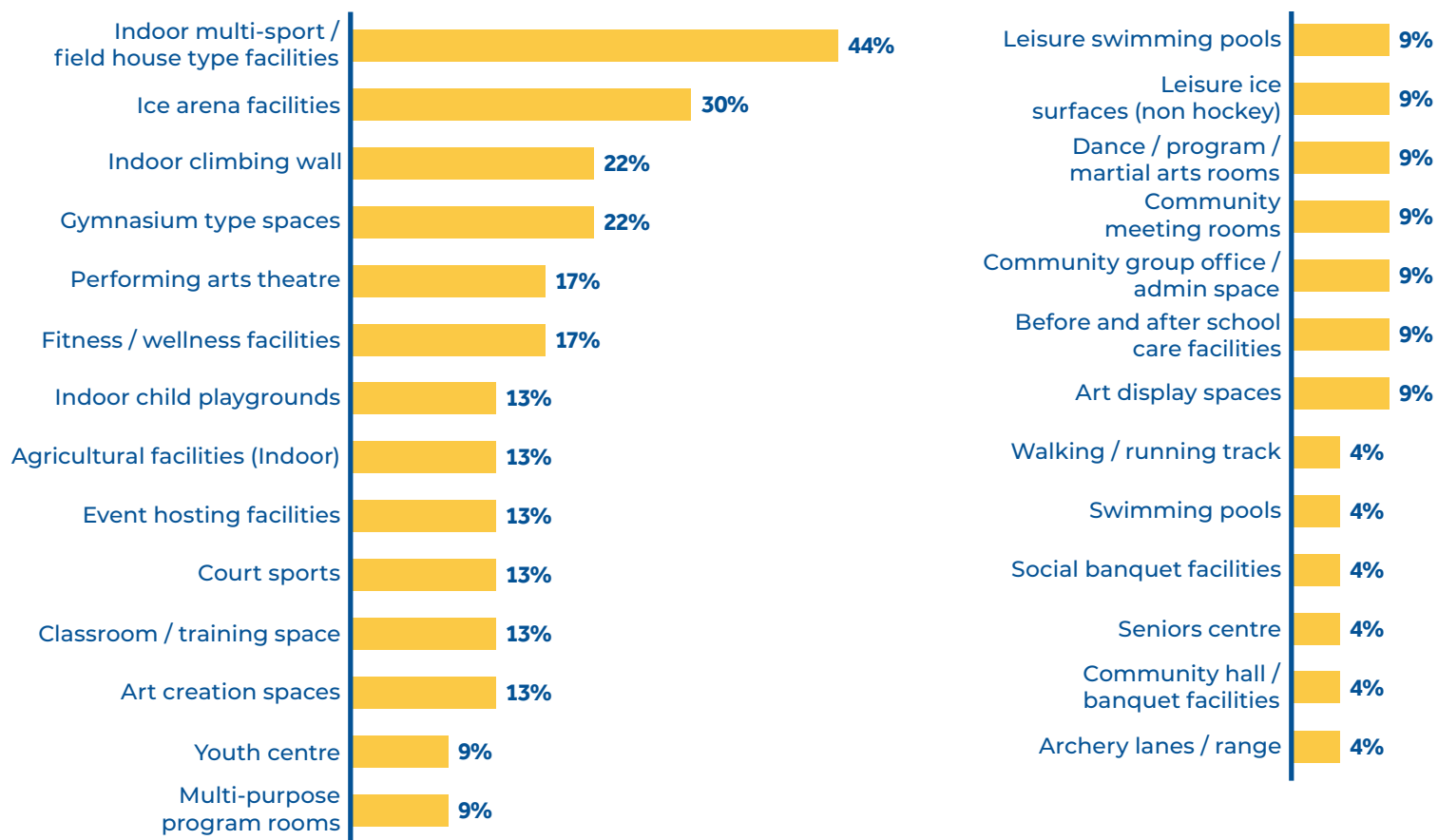
Turning to infrastructure priorities in Strathmore, about three-quarters (76%) of respondents indicated that the Town lacks adequate recreation and cultural facilities.

Graph 37. Are There Adequate Recreation and Culture Facilities?



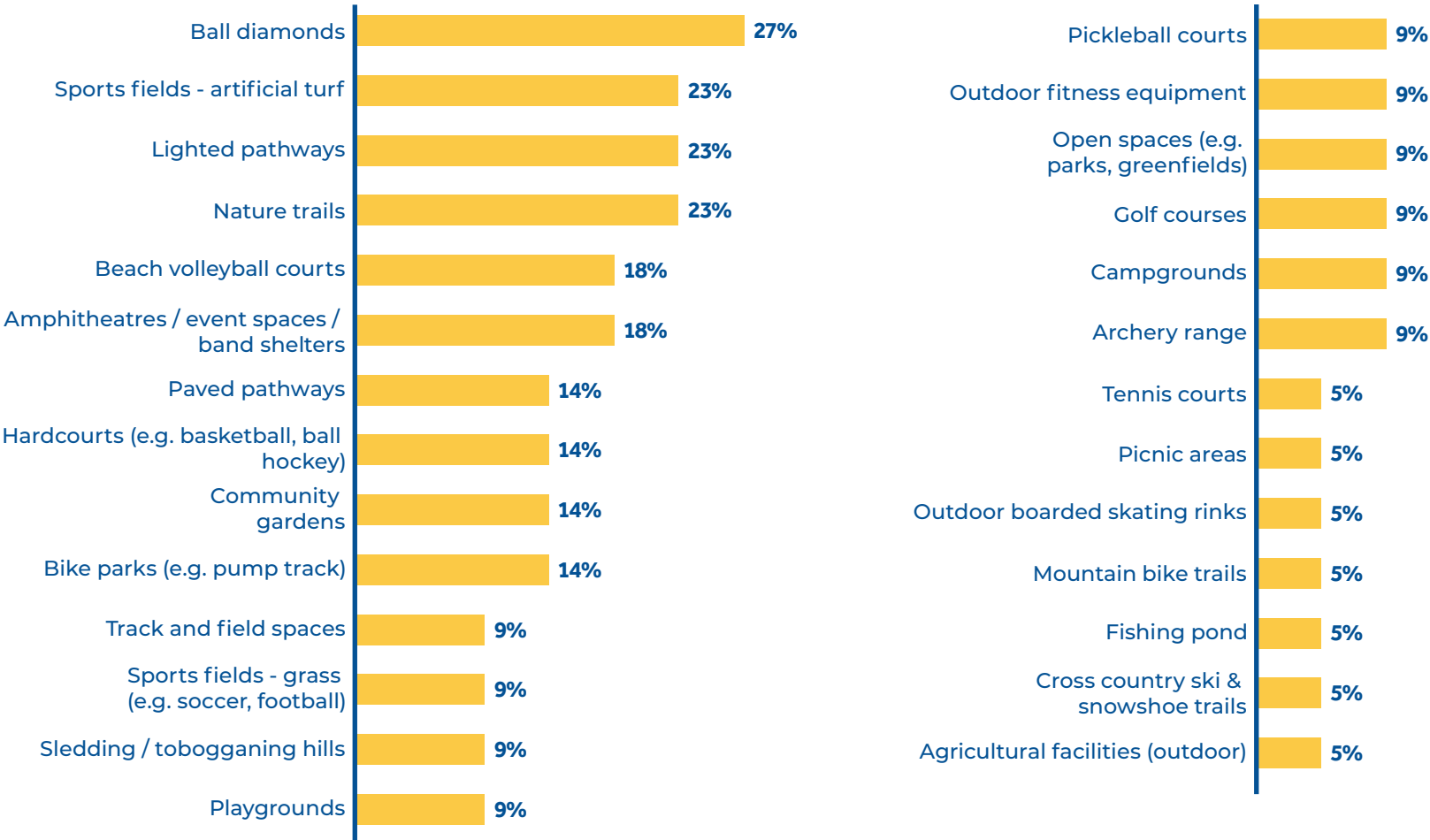
Considering indoor facilities and amenities for investment, indoor multi-sport and fieldhouse type facilities (44%), ice arena facilities (30%), indoor climbing wall (22%) and gymnasium type spaces (22%) were the top facilities and amenities identified.

Graph 38. Indoor Recreation and Cultures Facilities for Investment



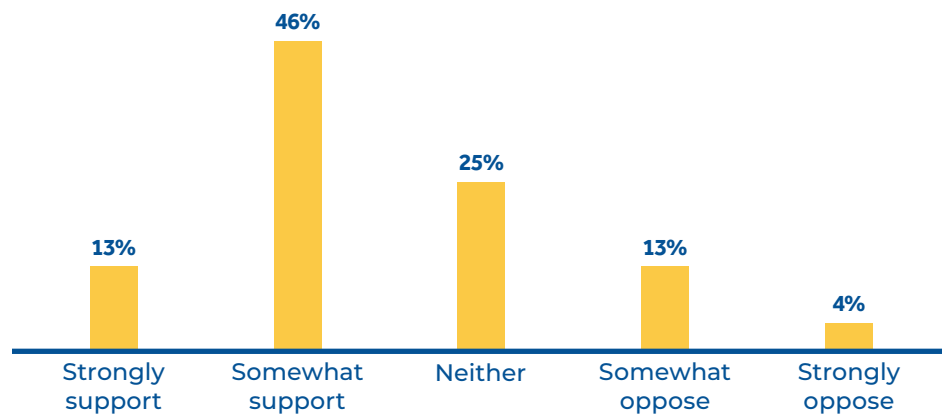
Outdoor facilities and amenities identified for investment include: ball diamonds (27%), artificial turf sport fields (23%), lighted pathways (23%), nature trails (23%), beach volleyball courts (18%) and ampitheatres (18%).

Graph 39. Outdoor Facilities and Amenities for Investment



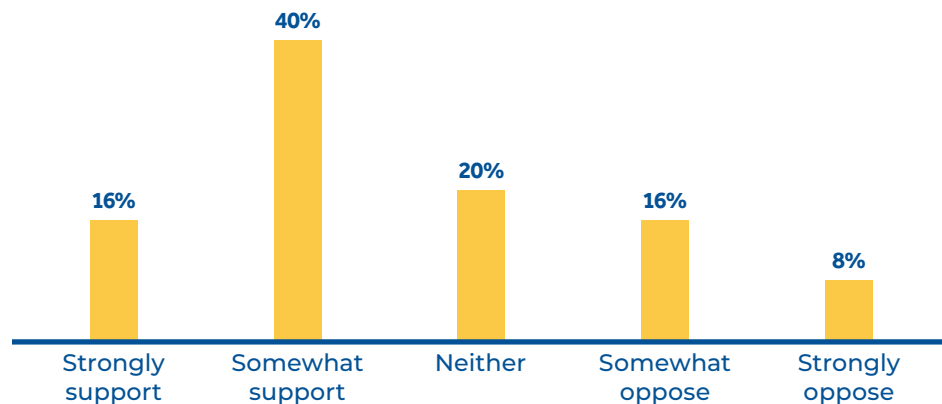
The Town of Strathmore funds its facilities through a mix of tax support and user fees. When asked if they would support an **increase in user and rental fees to better meet the community's recreation and cultural needs**, approximately two-thirds (59%) of respondent groups indicated they would support (either strongly or somewhat support) an increase.

Graph 40. Support for Increased User / Rental Fees to Ensure Community Needs for Recreation and Culture are Met



When considering an increase in user fees specifically for **enhancing or improving facilities**, about half (56%) of respondents expressed support.

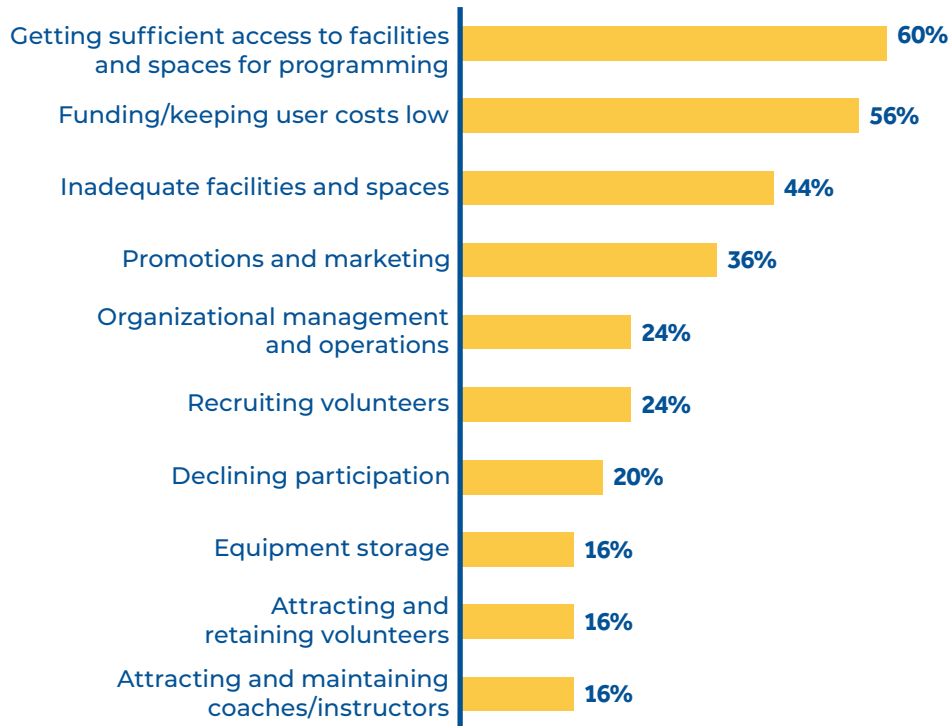
Graph 41. Support for Increased User / Rental Fees for Enhanced or Improved Spaces and or Services



6.3.4 Challenges

Respondents were then asked to identify the main challenges their organizations face. As illustrated in Graph 42 below, challenges include securing sufficient access to facilities and spaces for programming (60%), obtaining funding and keeping user costs low (56%), and the spaces and facilities are inadequate (44%).

Graph 42. Organization Challenges



When asked how the Town could support organizations in addressing their challenges (Graph 43), about half of respondents indicated that developing new facilities (48%) or identifying grant funding and sponsorship opportunities (48%) would be beneficial. Additionally, promoting group activities (40%) was identified as another helpful measure, though by a slightly smaller proportion.

Graph 43. Town Assistance to Support Groups in Addressing Challenges



6.3.5 Other Comments

Respondents were able to share any additional comments they have regarding the provision of recreation and culture in Strathmore. The responses are presented according to the following themes:

Appreciation for Existing Partnerships and Facilities:

- Group expressed pride in partnerships with the Town of Strathmore and existing facilities like the Strathmore Family Centre.
- Groups also highlighted gaps in resources and support.

Need for Expanded Recreational Facilities:

- There is a strong call for additional ice rinks, football fields with lighting, well-maintained ball diamonds, and a purpose-built performing arts theater.
- There was emphasis that the current facilities do not meet demand and limit local programming opportunities.

Challenges with Facility Access and Scheduling:

- Limited facility availability leads to late practice times and forces teams to travel to neighboring towns. This is especially challenging for youth and poses logistical and financial burdens. Extended arena operation (into May) and better scheduling flexibility was suggested.

Support for Youth and Mental Health Initiatives:

- The importance of investing in youth-oriented spaces and mental health services to prevent long-term social issues was emphasized. Events like mental health awareness sessions struggle due to a lack of local support, and there is a need for safe, accessible spaces for youth engagement.

Request for Increased Municipal Support:

- There is a call for the Town to enhance financial support, sponsorship assistance, promotional assistance and facility improvements for local organizations. Beyond the financial support itself, it was noted that the process of securing municipal funding can often be challenging and repetitive.

Desire for Arts and Culture Infrastructure:

- There were calls to reference the 2019 Recreation and Culture Master Plan that identified the need for a dedicated performing arts theater and arts spaces. Currently, arts groups rely on churches and other makeshift venues, which lack necessary facilities for performances and events.

Alternative Programming Needs:

- There were calls for accessible daytime programming (e.g., swim, skate), better scheduling platforms, and affordable facility rental options.
- Outdoor spaces like Kinsmen Park are well-used but could benefit from additional amenities.

Enhanced Community Engagement and Awareness:

- There were suggestions to reinstate events like REVS (Recreation, Education, Volunteer, Services) to showcase local programs

Funding and Financial Barriers:

- Cost-related challenges such as user fees, insurance for group rentals, and limited funding for equipment and program maintenance were noted.
- There were suggestions that the Town could facilitate affordable group insurance and reduce financial barriers for local organizations.



6.4 Community Group Meetings

A series of discussion sessions was facilitated with a diversity of organizations, each offering unique perspectives on the provision of recreation and culture facilities, amenities and services in the Strathmore area. Virtual meetings were held from late November into early December 2024, with 18 recreation and community organizations and 14 arts and cultural organizations participating. These organizations included minor sports groups, social services, service clubs, arts and culture organizations, and more. A complete list of participating organizations can be found in Appendix F.

6.4.1 Recreation, Education, Business and Service Club Meeting Synopsis

The discussions covered a broad spectrum of topics, but several key themes emerged across 7 sessions with 18 organizations. The themes provide a summary of the key insights shared during the meetings.

Facility Access

- Organizations in Strathmore are facing significant **challenges in accessing both indoor and outdoor facilities**. Limited availability of ice time has resulted in late scheduling, reduced participation, and an increased reliance on facilities in neighboring communities. In addition to the shortage of ice time, there is also concern over the insufficient number of sports fields in the town, forcing local organizations to seek venues elsewhere. The high rental costs of these external facilities add an additional financial burden on organizations and participant families, who must travel outside Strathmore to engage in activities.
- Many organizations emphasized the **need for new or upgraded facilities** to support growing participation and enhance the community's recreational offerings. For example, several groups proposed multi-purpose spaces, additional ice rinks, outdoor pickleball courts, and more sports fields. Overall, there is a strong demand for versatile, accessible facilities that can meet the needs of community groups.

Facility Accessibility

- There was mention that many existing **facilities are not fully accessible**, lacking key features such as ramps, automatic doors, and suitable flooring. Additionally, poor maintenance of some spaces raises safety concerns, which may discourage participation.

Collaboration and Support

- There is a strong **desire for better communication and collaboration** with the Town, particularly concerning funding and facility improvements. Organizations are seeking more proactive involvement from the municipality to support growth, such as addressing facility maintenance and development and improving accessibility issues. Additionally, there is a growing interest in partnering with the Town to develop new facilities or enhance existing ones in order to better meet the needs of the community.
- **Businesses in Strathmore play a vital role** in supporting community organizations through financial contributions and sponsorships. They provide essential funding for events, sports teams, and charity initiatives, helping to ensure these programs thrive. In addition to financial support, businesses often offer in-kind donations and encourage employee volunteerism, fostering a culture of giving back.

Community Growth

- Strathmore is experiencing **rapid growth** and demographic shifts, driven by increasing industrial development and a rising population. This has created a demand for more affordable housing and diverse recreational options. In planning new community developments, it's important to consider the evolving needs of various demographic groups, such as retirees, young professionals, and immigrant populations, to ensure that the community caters to everyone.

Planning for Future Developments

- There was mention that when developing new residential areas, it is important to **incorporate green spaces, recreational opportunities**, and a variety of housing options to support community growth. Additionally, development plans should prioritize community input and cultural inclusivity to ensure that new areas are designed with the well-being of all residents in mind.

6.4.2 Arts and Culture Meeting Synopsis

A series of online discussion sessions and follow-up consultations were held with arts and cultural organizations. While some of the issues that impact these organizations may be similar to those affecting recreation and sport groups in Strathmore, hosting the meetings and reporting on them separately helps ensure there is a better understanding of the perspectives of this segment of service provision. Key questions considered the current assessment of opportunities and services, gaps and needs and any other issues their organization may be facing. Those who were unable to attend the online sessions were given the opportunity to respond to the question by email. In total, 4 sessions were convened with 14 organizations representing the following areas:

- **Heritage:** Representatives from two organizations attended or responded to the follow-up questionnaire
- **Performing arts (dance):** Representatives from two organizations attended or responded to the follow-up questionnaire
- **Performing arts (music and theatre):** Representatives from six organizations attended or responded to the follow-up questionnaire
- **Visual arts:** Representatives from four organizations attended or responded to the follow-up questionnaire.



Photo: facebook.com/TownOfStrathmore/photos

The findings from the meetings are presented according to themes.

Awareness Challenges

- According to many of those consulted, many Strathmore residents are **unaware of the existence of many of the arts and culture groups** in town. And some of the organizations consulted doubted that even the Town administration knew of their existence, or the positive role they play, given the lack of recognition for their programs and events on Town promotional platforms - or, in one case, misinformation given out about the organization on a Town platform. An inventory or cultural mapping exercise is probably overdue, so that Town Council and administration understands the scope of the arts and culture situation in the town.

Staffing and Volunteer Challenges

- Virtually all Strathmore arts and cultural organizations (with exceptions that include, the Strathmore Public Library, the Strathmore Stampede and Legacy Farm) are **operated solely by volunteers**. Strathmore has an aging volunteer base and burnout is becoming an issue for many. In some cases, it is becoming difficult to attract sufficient volunteers to properly organize and deliver large events or initiatives.

Funding and Capacity Challenges

- Groups expressed the need for **support in building capacity**—specifically, help with navigating grant applications, identifying potential external funding sources, and pursuing private sector fundraising. A dedicated Town staff member focused on supporting the arts sector was highlighted as a potential solution to address these gaps

Facility Challenges

- While facility challenges are common for many arts and cultural organizations, the **most commonly cited and most pressing facility need in Strathmore continues to be a performing arts theatre**, echoing the results of the 2019 Recreation and Culture Master Plan. The organizations requiring performing arts space typically operate out of churches that were never designed as theatrical venues, are less accessible, and are on the whole inadequate to a performing arts (note that this term covers a variety of organizational types, beyond just producers of theatrical productions) organization's needs. Moreover, churches only provide performance space; while that is inadequate, there is no space at all for prop storage, general storage, or other back of house needs. The one existing such venue in town, located at the local high school, is neither large enough nor available enough to serve the needs of the local performing arts community - particularly given the steady uptick in demand as noted above.
- Other groups consulted, particularly those for which facilities are less important for their programming, expressed fewer program-related needs, but **storage was often an issue**, as was accessible meeting space. Accessibility in general is an ongoing issue for most.
- Beyond the need for a performing arts theatre, in general the performing and visual arts organizations in the town operate from inadequate facilities. For some, **inadequate programming space** is a problem (there is no purpose-built art gallery space in town, for example); for others, the lack of back-of-house and support spaces (storage in particular, but meeting space as well) hampers their ability to operate. For still others, the recent rate increase for the Town-owned Civic Centre venue was cited as an issue, given that increases need to be passed along to users and therefore hampers the ability of these organizations to maintain the affordability of programs.
- For the future, many of those consulted from the performing and visual arts groups expressed a need for a purpose-built, fully accessible **municipal arts centre** that could house the groups under one roof and serve both front- and back-of-house needs.

7.0 TRENDS



Photo: facebook.com/TownOfStrathmoore/photos

7.1 Asset Management Planning

Asset management for recreation and culture facilities is essential for ensuring these facilities operate efficiently, remain in good condition and continue to provide high levels of service to the community. Effective asset management involves tracking, maintaining and upgrading assets in a strategic manner over their life cycle to optimize costs and extend longevity of the facilities.

The Canadian Infrastructure Report Card assess the state of public infrastructure across Canada. The following themes are presented in the report in relation to recreation infrastructure in Canada.

Aging Infrastructure

- Recreation infrastructure in Canada is aging, with many facilities being past their expected lifespan. Aging facilities may face challenges such as inefficient cooling/heating, outdated accessibility standards and structural deterioration.

Investment Needs

- The report card emphasizes the need for substantial investment into maintenance and upgrades of facilities.
- Municipalities are challenged with deferred maintenance which can lead to higher costs and reduced facility lifespans. Proactive planning and funding will help mitigate these challenges.

Sustainable and Resilient Upgrades

- Retrofitting lighting, heating and cooling systems and improving water use efficiency or incorporating renewable energy sources are upgrades and things that can be integrated into new construction to be more sustainable.

Strategic Asset Management

- Municipalities should adopt strong asset management practices such as regular inspections, maintaining assets and implementing preventative maintenance schedules to help with long term planning.

Re-Investment

- The Canadian Infrastructure Report Card recommends that municipalities reinvest between 1.7% and 2.5% of a facility's capital value each year. The average is currently around 1.3%.



Photo: facebook.com/TownOfStrathmore/photos

7.2 Accessibility

To ensure that public spaces and facilities are accessible for all, communities are now developing and adopting holistic design guidelines. The City of Edmonton has created a design guide⁹ that referenced during planning, design, and construction stages of infrastructure development. This Guide helps to clearly identify important accessibility features.

Accessibility is an ongoing concern for service providers within the sector. Ensuring accessibility in recreation and culture facilities is essential for promoting equity, enhancing health and well-being, fostering community connections, and comply with standards. It creates an inclusive environment where all individuals can enjoy the benefits of recreation, leading to healthier and more connected communities.

⁹<https://www.edmonton.ca/sites/default/files/public-files/documents/PDF/AFE-AccessDesignGuide.pdf>

7.3 Air Quality and Major Weather Events

Climate change is altering the way that people recreate outdoors. Increased temperatures mean people are more likely to recreate in the early or late hours of the day outside of peak temperature hours. Furthermore, air pollution due to wildfire smoke is increasingly inhibiting people's ability to safely recreate outdoors. Due to increasingly poor air quality, municipalities and sport organizations are having to restrict access to outdoor recreation spaces. Moreover, more extreme weather means that people will seek out climate-controlled environments more often. This can result in increasing demand for indoor recreation facilities so that people can continue their outdoor activities indoors. This has implications for the design and capacity of indoor recreation facilities as they face pressure to accommodate a wider range of activities and sports.



7.4 Increasing Demand for Spontaneous and Unstructured Recreation and Culture Activities

Demand for more unstructured and spontaneous forms of recreation is increasing. Unstructured recreation and culture activities like swimming, social and community gatherings, crafting and art, skateboarding, cultural and artistic expression experiences, biking, and drop-in gymnasium activities are becoming increasingly popular.

Furthermore, there is growing demand for more flexibility in timing and activity for recreational and cultural pursuits. More people are seeking individualized and informal pursuits that can be done alone or in small groups, at flexible times, often near or at home, and year-round. This trend does not eliminate the need for structured recreation and culture programs and opportunities but suggests that planning for spaces and places that support spontaneous and unstructured recreation and culture activities is as important as planning for more traditional structured pursuits.

7.5 Jumpstart State of Sport Report (2024)

The Jumpstart State of Sport report outlines youth sport preferences, barriers and trends youth are currently facing when participating or trying to participate in sports. Topline findings include:

- Playing with friends, having fun and exercising to stay healthy are the top three motivators for youth to participate in sports.
- Reasons why youth choose not to participate in sports include cost, lack of time and lack of confidence.
- The majority of youth participate in sports with a school team or local organization.
- 22% of youth walk to participate in sports.
- 23% of youth participate in sports less than before COVID-19.
- Soccer, swimming, basketball, biking and hockey were the top sports youth are participating in.



Photo: facebook.com/TownOfStrathmore/photos

7.6 Declining Participation of Women in Sport

The Rally Report 2022 – A Call for Better¹⁰, Safer Sport for Girls highlights the need for improved and safer sporting environments for girls across Canada. Produced by Canadian Women & Sport, the report emphasizes that despite the positive impact of sports on girls' physical and mental health, there remain significant barriers that limit their full participation.

- **Decline in Participation:** The report reveals that girls' participation in sports has been declining. By adolescence, 1 in 3 girls drops out of sports, with dropout rates increasing as girls enter high school.
- **Barriers to Participation:** Barriers include a lack of positive role models, inadequate support structures, safety concerns, and a lack of inclusive spaces. These issues are more pronounced for girls from marginalized communities, including those who identify as 2S+, Indigenous, and those with disabilities.
- **Mental Health and Safety Concerns:** There is a strong call for safer sports environments due to mental health and safety issues, including harassment and discrimination, which discourage many girls from participating. The report highlights the need for inclusive, supportive, and respectful environments where girls feel safe and valued.
- **Recommendations for Improvement:** The Rally Report suggests initiatives to increase training for coaches and leaders, create policies for safe and inclusive environments, and offer programs that celebrate diverse role models in sports. It also encourages the promotion of sports that appeal to a broad range of girls' interests to foster lifelong participation.
- **Advocacy and Investment:** The report calls for greater investment in girls' sports programs and advocacy for policy changes to ensure a gender-equitable, safe, and supportive sports culture.

7.7 Alberta Recreation Survey

The 2022 Alberta Recreation Survey revealed several key insights into recreational trends and barriers Albertans face when accessing recreational activities. Walking and hiking were the top recreational choices, with the majority of Albertans favouring outdoor activities, especially in national and provincial parks. Camping and cultural events were also highly popular indicating there is a strong preference for experiences in nature and community settings.

The survey also identified that 30% of respondents adopted new hobbies following the pandemic.

The activities and or hobbies include:

- Crafts
- Hiking
- Visiting Parks

Barriers Albertans identified in the survey include:

- One-third of Albertans found recreational spaces fully accessible.
- Equipment costs



Photo: facebook.com/TownOfStrathmore/photos

¹⁰ Canadian Women & Sport. The Rally Report (2022).

7.8 Allocation Policies

Allocation policies and practices help provide clarity on which types of uses should get priority access to facility space. Historically in Canada, these policies and practices have favoured 'tenured' groups that provide more traditional types of programs (e.g. hockey, baseball, soccer, etc.). While it is important to recognize the longstanding contributions of these groups and continue providing them with sufficient facility time, it is also important to ensure that new and emerging activities are provided with appropriate time to enable their success. In recent years, there has been an increasing focus on equity and inclusion considerations in facility allocations.

Sport for Life (S4L) has developed a series of best practices and recommended principles for the allocation of facility time to user groups.

- Allocation practices are based on “standards of play” principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups. Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users' groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.

7.9 Volunteer Fatigue

The nature of volunteerism is changing. The “modern volunteer” is more selective of the organizations they commit their time to, desires clarity on roles and tenure/term for their involvement, and often prefers shorter duration commitments (e.g. event focused volunteerism) over ongoing and indefinite volunteer positions. Younger volunteers are also often motivated by the opportunity to gain new skills, make connections, and align themselves with organizations that are working to address key societal issues. Changes in volunteerism are also impacting the service delivery of public sector recreation, sports and culture facilities and programming. Volunteer fatigue is becoming a serious issue for many organizations that are being increasingly challenged to fulfill important volunteer roles, often resulting in the need to pay individuals or alter program offerings.



Photo: facebook.com/TownOfStrathmore/photos

7.10 Mapping Municipal Cultural Resources

Mapping of cultural resources has long been a central underpinning of cultural planning. By mapping resources, municipalities can identify where there are deficits in their cultural ecology and, depending on the mapping, visually interpret the geographic areas of opportunity and connectivity.

While a spatial map may not be necessary, developing lists of the key categories of interest will reveal the rich depth of cultural resources in the community.

- **For Locals** – the maps and lists can guide and assist a variety of cultural workers in the community, from those who work in supporting tourism to artists. It is also an asset to those who love art and culture, to entrepreneurs who may be looking at startup ventures, and others.
- **For Tourists and Visitors** – having a robust central listing of all the cultural resources is an obvious benefit to those visiting the community, or those interested in investing in Lacombe.
- **For Town Planners** – Cultural maps can be a great asset for planners, policy developers, and decision-makers as it indicates ready-made lists of those primed for community engagement and where assets need to be considered.

Each community has a unique set of categories for organizing their cultural resources, but the following map includes the most commonly associated headings.



Some communities find it difficult to track creative cultural occupations or some others, and so find that they may not include these in their maps. A pitfall to the mapping is that it will represent a moment in time and can become dated. Dedicated resources to updating and maintaining either a spatial map or list can be challenging, and so some cities find that the data set provides context to the cultural plan over a short time period – and that mapping may be revisited upon a plan refresh.

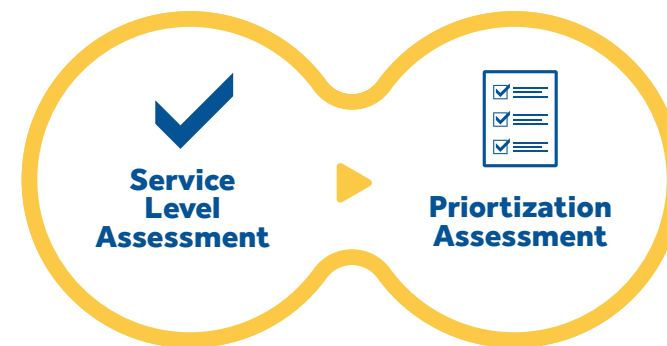
¹¹<https://kingsculturalmap.wordpress.com/cultural-mapping-context/>

8.0 FACILITY AND AMENITY FRAMEWORK



The provision of recreation infrastructure is one of the costliest services a municipality will provide. These facilities and amenities provide spaces for community members to participate and for organized groups to deliver their programs. Not only is infrastructure costly but its lifespan means that the Town will be managing or supporting it for decades. The significance of this investment requires a deliberate and proactive approach to its development and management. The following framework helps to assess current services levels for recreation and culture amenities (activity spaces). It is important to note that as community needs evolve or new opportunities arise, the service level assessment should be revisited and re-scored to ensure it accurately reflects the current context.

The service level assessment evaluates whether the current quality and quantity of amenities meet the community's needs. By analyzing supply and demand across the Town, through the service level assessment it identifies whether amenity service levels should be enhanced, maintained, or reduced. Once these levels are established, a prioritization process ensures that efforts and resources are directed where they may be most needed.



Definitions

Facility: Indoor and outdoor buildings that are provided for recreation, sport or cultural purpose. For example, the Motor Products Sports Centre.

Amenity: Program or activity space in a facility. For example, the fieldhouse at the Strathmore Motor Products Sports Centre.



8.1 Service Level Assessment

Specific criteria guide the evaluation of supply and demand levels, supported by a structured scoring process. Detailed criteria for both supply and demand are outlined in the accompanying tables.

| Rating | Amenity Condition | Supply | | | |
|--------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------|
| | | Relevance (programming) | Utilization | Access | Provision / Location |
| 5 (Highest) | Exceeds applicable design standards; with no improvements or upgrades needed. | Includes modern / contemporary program areas and support spaces that fully meets user and expectations. | At visitation capacity with waiting lists. | Amenity is highly available and accessible for public use. | The current Town supply satisfies demand in the Town |
| 4 | Moderately meets applicable design standards; with minimal improvements or upgrades needed. | Includes modern / contemporary program areas and support spaces that meets most user expectations. | High rates of utilized throughout the year. | Amenity is available and accessible for public use. | The current Town supply mostly satisfies Town demand |
| 3 | Meets applicable design standards; with moderate improvements or upgrades needed. | Amenity is functional and meets basic user expectations. | Moderate rates of utilization throughout the year. | Amenity is mostly available and accessibly for public use. | The current Town supply somewhat satisfies Town demand |
| 2 | Does not meet relevant design standards; should be upgraded or replaced. | Amenity requires investment to be fully functional and meet modern user expectations. | Limited rates of utilization throughout the year, with some seasonal peaks. | Amenity availability and accessibly is limited for public use. | Supply is primarily regional |
| 1 (Lowest) | The amenity needs complete replacement or does not currently exist. | Amenity does not, and cannot (even through investment), meet modern user expectations or does not exist. | Limited rates of utilization throughout the year or does not exist. | Amenity is not available or accessible for public use or does not exist. | There is no supply in the Town |

| Demand | | | | | |
|--------------------|-----------------------------------------------------|------------------------|---------------------------------------------------------------|---------------------------------------|---------------------------------------------------------------------------------------|
| Rating | Community Composition | Public Support | Participation | Trends | Event Hosting |
| 5 (Highest) | Highly responsive to current and future populations | High market demand | High indication of activity participation growth locally. | Highly aligned with trends | High opportunity to contribute / enhance all levels of event hosting capacity |
| 4 | Moderately serves current and future populations | Moderate market demand | Moderate indication of activity participation growth locally. | Mostly aligned with trends. | Moderate opportunity to contribute / enhance provincial and regional hosting capacity |
| 3 | Low service to current and future populations | Low market demand | Low indication of activity participation growth locally. | Moderately aligns with trends. | Low opportunity to contribute / enhance regional and local hosting capacity |
| 2 | Limited service to current and future populations | Limited market demand | Limited indication of activity participation growth locally. | Limited alignment with trends. | Limited opportunity to contribute / enhance local hosting capacity |
| 1 (Lowest) | Does not serve current or future populations | No market demand | No indication of activity participation growth locally. | Does not align with any known trends. | Low opportunity to contribute / enhance local hosting capacity |

After completing the assessment, facilities and amenities are categorized into three groups: **Enhance**, **Protect**, or **Limit/Innovate**.

- **Enhance:** Facilities or amenities with high demand and low supply are prioritized for investment and improvement.
- **Protect:** Those with high demand and high supply require efforts to maintain and safeguard existing infrastructure.
- **Limit/Innovate:** For facilities or amenities with low demand, strategies may include exploring innovative ways to boost demand or limit further investment.

Each amenity is scored on a scale of 0 to 5 based on supply and demand criteria. The average score or supply and demand determines the service level rating, which informs the prioritization process. Detailed scoring information is provided in Appendix F. Based on the analysis (scoring) of the various amenities, the Service Level Assessment delivered the following results.



Enhance: An amenity classified under the enhance category may require investment to improve its current quality or quantity, often necessitating further feasibility studies

| Enhance |
|---------------------------------------------------------------|
| Art creation space |
| Agricultural facilities (indoor) |
| Event hosting facilities |
| Fitness / wellness facilities |
| Ice arena facilities |
| Indoor child playgrounds |
| Indoor climbing wall |
| Performing arts theatre / space (e.g 250 seats) ¹² |
| Ball diamonds |
| Bike parks (e.g. pump track) |
| BMX bike park |
| Mountain bike trails |
| Sports fields – artificial turf (e.g. soccer, football) |

Protect: Amenities classified under the protect category require ongoing maintenance and reinvestment to preserve their current service levels.

| Protect |
|----------------------------------------------|
| Art display spaces |
| Archery lanes / range |
| Agricultural facilities (outdoor) |
| Amphitheatres / event spaces / band shelters |

| Protect |
|---------------------------------------------------------------------|
| Before and after school care facilities |
| Classroom / training space |
| Community group office / admin space |
| Community hall / banquet facilities |
| Community kitchen |
| Community meeting rooms |
| Combative Spaces (e.g. judo, karate) |
| Court sports (e.g. racquetball, squash) |
| Curling rinks |
| Dance / program rooms |
| Gymnasium type spaces |
| Indoor public art |
| Indoor multi-sport / field house type facilities |
| Libraries |
| Leisure ice surfaces (non hockey) |
| Leisure swimming pools (e.g. for fun including water play features) |
| Archery range |
| Athletic grounds (track and field) |
| Beach volleyball courts |
| Campgrounds |
| Community gardens |
| Cross country ski & snowshoe trails |
| Disc golf course |
| Off leash dog parks |
| Golf courses |
| Hardcourts (e.g. basketball, ball hockey) |
| Nature trails |
| Natural areas |
| Open spaces (e.g. parks, greenfields) |
| Outdoor boarded skating rinks |
| Outdoor fitness equipment |
| Outdoor public art |

| Protect |
|-----------------------------------------------------------|
| Multi-purpose program rooms |
| Museum |
| Parkour room / gymnastics space |
| Seniors centre |
| Social banquet facilities |
| Storage space (for groups) |
| Swimming pools (e.g. for lane swimming, lessons, aquafit) |
| Walking / running track |
| Youth centre |
| Paved pathways |
| Lighted pathways |
| Pickleball courts |
| Picnic areas |
| Playgrounds |
| Skateboard parks |
| Sports fields - grass (e.g. soccer, football) |
| Spray parks |
| Tennis courts |

Limit: Amenities in the limit/innovate category may not need to be provided in their current form moving forward. When significant investment is needed or when optimizing the use of existing resources, these amenities present opportunities for repurposing or adopting more innovative approaches to meet community needs.

| Limit |
|------------------------------|
| Indoor pool climbing wall |
| Fishing pond |
| Sledding / tobogganing hills |

¹² Note: the Performing arts / theatre space included a descriptor of 250 seats. This figure is to provide some description to survey respondents to give a sense of scale and differentiate from a small and a large theatre.

8.2 Prioritization

The service level assessment identified facilities and amenities that warrant enhancement, protection, or innovation/limitations. Given the Town of Strathmore's finite resources, it is essential to establish priorities to determine which projects should take precedence. While these decisions can be challenging, applying a structured framework helps guide the prioritization process.

To ensure objective prioritization of recreation investments, a decision-making framework has been developed. Using the criteria outlined in the accompanying chart, facilities and amenities are scored from 0-5, similar to the Service Level Assessment. Each criteria is also weighted (1, 2, or 3) based on its relevance to the Town's context, ensuring investments align with community needs and deliver maximum benefit. Refer to Appendix G for the detailed scoring.

| Investment Prioritization Criteria | 3 points | 2 points | 1 point | 0 points | Weighting (1 - 5) |
|----------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------|
| What is the determined service level assessment of the amenity? | Enhance | Protect | | Innovate/Limit | 5 |
| What level of public benefit will the amenity deliver? | High public benefit (indirect benefits for all). | Moderate public benefit (indirect benefits for some). | Low public good (mostly direct benefits for potential users). | No public good (only providing direct benefits to potential users). | 4 |
| What is the net financial impact (capital / operating) impacts of the amenity? | Low overall financial impact. | Moderate overall financial impact. | High overall financial impact. | Not feasible due to cost. | 4 |
| Does the amenity align with and support the achievement of broader municipal priorities? | Amenity highly aligns and is supported by municipal policy and strategic direction in relation to other amenities (i.e. this amenity is more important than others to meeting goals). | Amenity aligns with municipal policy and / or strategic direction (i.e. this amenity is important). | Amenity has limited alignment with municipal policy and / or strategic direction (i.e. this amenity is of limited important). | Limited / no alignment with municipal policy and / or strategic direction. | 3 |
| Does the amenity have the potential to be adaptable to future community and activity needs? | High level of adaptability of amenity to meet unforeseen needs. | Moderate level of adaptability of amenity to meet unforeseen needs. | Limited adaptability of amenity to meet unforeseen needs. | No adaptability of amenity to meet unforeseen needs. | 2 |
| Does the amenity enhance the recreation / arts and culture system? | Adds new recreation opportunity. | Significantly improves existing recreation opportunities. | Moderately improves existing recreation opportunities. | Limited to no improvement to recreation opportunities. | 1 |

The framework is designed to be adaptable to changes in the recreation community, sport community, shifts in demographics and the strategic goals of the community. By inputting reliable community data into the Framework, the Town can assess the best strategic direction of future investments in recreation facilities and amenities.



High Priorities: A high priority action could include conducting assessments on current facilities to ensure necessary investments are made to maintain them, to update user expectations and functionality and for new facilities to conduct a feasibility study which may include a facility program, financials, demand, site considerations, partnerships and funding opportunities.

1. Open spaces (e.g. parks, green fields)
2. Performing arts theatre / space (e.g 250 seats)¹³
3. Community gardens
4. Outdoor public art
5. Picnic areas
6. Event hosting facilities
7. Fitness / wellness facilities (e.g. exercise / weight room)
8. Indoor public art
9. Nature trails
10. Natural areas
11. Sports fields – artificial turf (e.g. soccer, football)
12. Art creation spaces (e.g. dedicated studios, maker spaces)
13. Multi-purpose program rooms
14. Ball diamonds
15. Paved pathways
16. Lighted pathways
17. Agricultural facilities (indoor)
18. Ice arena facilities (e.g. hockey, figure skating, ball hockey, lacrosse)
19. Indoor child playgrounds
20. Amphitheatres /event spaces / band shelters
21. Hardcourts (e.g. basketball, ball hockey)
22. Social banquet facilities
23. Art display spaces
24. Libraries
25. Agricultural facilities (outdoor)

¹³ Note: the Performing arts / theatre space included a descriptor of 250 seats. This figure is to provide some description to survey respondents to give a sense of scale and differentiate from a small and a large theatre

Medium Priorities: A medium priority action could include conducting and reviewing facility assessments and investing in them to maintain the facility, potential upgrades to align with user expectations and functionality, to continue monitoring demand and to reassess the service level assessment if demand is reduced.

- Gymnasium type spaces (e.g. basketball, volleyball, badminton, pickleball)
- Indoor climbing wall
- Indoor multi-sport / field house type facilities (e.g. for activities like indoor soccer, ball hockey, roller derby, lacrosse, etc.)
- Museum
- Mountain bike trails
- Before and after school care facilities
- Classroom / training space
- Community hall / banquet facilities
- Community meeting rooms
- Leisure swimming pools (e.g. for fun including water play features)
- Dance / program rooms
- Youth centre
- Campgrounds
- Outdoor boarded skating rinks
- Outdoor fitness equipment
- Playgrounds
- Sports fields - grass (e.g. soccer, football)
- Tennis courts
- Community kitchen (e.g. a cooking space that is health authority approved that can be used for events, birthday parties etc.)
- Storage space (for groups)
- Bike parks (e.g. pump track)
- BMX bike park
- Disc golf course
- Skateboard parks



Photo: facebook.com / ow / photos

Low Priorities: A low priority action could include continuing to monitor demand and to reassess the service level assessment if a decrease or increase in demand is warranted.

- Community group office / admin space
- Court sports (e.g. racquetball, squash)
- Cross country ski & snowshoe trails
- Seniors centre
- Swimming pools (e.g. for lane swimming, lessons, aquafit)
- Walking / running track
- Pickleball courts
- Combative Spaces (e.g. judo, karate)
- Archery range
- Spray parks
- Parkour room / gymnastics space
- Beach volleyball courts
- Off leash dog parks
- Athletic grounds (track and field)
- Sledding / tobogganing hills
- Golf courses
- Archery lanes / range
- Curling rinks
- Leisure ice surfaces (non hockey)
- Indoor pool climbing wall
- Fishing pond



Photo: facebook.com/TownOfStrathmore/photos

9.0 CONCLUSIONS



In response to the research and engagement findings as well as the amenity service level needs assessment and prioritization results, the following conclusions have been determined. These conclusions will potentially lead to actions undertaken by the Town.

1. The Town should consider investment in new recreation and cultural facilities and amenities to meet growing demand.

- The Town has seen significant growth over the past 15 years (40%). However, the rapid expansion has outpaced the development of recreation and cultural facilities, leaving a gap in meeting community demand. As the population grows, so do the interests in recreation and cultural activities. Approximately 55% of survey respondents and 76% of group respondents indicated that the Town lacks adequate facilities and amenities, highlighting the need for investment in new or existing spaces. It is recommended that the Town utilizes the facility and amenity framework to identify key investment opportunities.
- The top 10 high priorities amenities are:
 1. Open spaces
 2. Performing arts theatre
 3. Community gardens
 4. Outdoor public art
 5. Picnic areas
 6. Event hosting facilities
 7. Fitness and wellness facilities
 8. Indoor public art
 9. Nature trails
 10. Natural areas

2. Working with regional partners and communities has been critical to organizations and programming.

- A lack of some recreation facilities within the community has created significant challenges for local organizations and residents. With limited spaces to host programs, events, and activities, many organizations are forced to seek facilities outside the town, resulting in increased costs, logistical difficulties, and reduced participation from community members. Reliance on external facilities not only diminishes the sense of local identity and engagement but also limits opportunities for residents to access convenient and inclusive recreational options. However, the availability of facilities outside the town has been crucial in filling gaps left by the lack of local recreation spaces, providing organizations and residents with essential facilities for programs and activities. These facilities play a vital role in supporting community programs and maintaining access to recreational opportunities despite local limitations. These regional facilities, and the use of them by Strathmore organizations, contributes to the sustainability of facilities in these regional communities which, in turn, is reciprocated by these communities vis-à-vis Strathmore services.

3. The Town should continue to address program gaps.

- While the Town makes efforts to address barriers to accessing recreation, with approximately one-third of residents (34%) reporting no limitations to their involvement in recreation or cultural activities, challenges remain. These barriers include issues like program schedules not aligning with residents' availability (35%) and the cost of programs (28%). To better support community participation, the Town should consider re-evaluating the programs offered, adjusting schedules to provide opportunities at various times, and exploring grants or fee assistance programs to help residents access these activities.
 - When asked about program improvements, cost and scheduling were the primary concerns identified, re-iterating the need for the Town to address these barriers.
- Programs identified as needed in the Town include:
 - **For Children and Youth (0-9 years):** nature and outdoor programming, organized sports, programs for individuals facing social, physical or cognitive barriers to participation and programs that encourage socialization.
 - **For Youth (10-19 years):** nature and outdoor programming, organized sports, programs that encourage socialization and programs for individuals facing social, physical and cognitive barriers should be programming priorities.
 - **For Adults (20 to 39 years):** programs that encourage socialization and fitness and wellness programming.
 - **For Adults (40-64 years):** casual recreation, fitness and wellness and arts and culture programming.
 - **For Seniors (70 years and older):** programs that encourage socialization and arts and culture programming.
- There is demand for arts and culture programming, including arts, music, and cultural events, for individuals aged 10 to 65 and beyond. Collaborating with local organizations already offering these programs will be essential to fostering continued growth in participation and expanding access to these opportunities.
 - The resident survey also highlighted several priorities, including hosting events that foster broader community participation, forming partnerships with local organizations to reduce costs, offering accessible programs for diverse demographics, and enhancing and expanding library services.

4. The Town should work to improve communications regarding recreation and culture opportunities.

- While many residents feel informed about recreation and cultural opportunities in Strathmore, approximately one-third (28%) feel they are not adequately informed. To address this, it is crucial to use a variety of communication channels to reach as many people as possible. Modern platforms like social media and websites can be particularly effective for engaging families and youth, but traditional methods such as newspapers, flyers, and posters are equally important. Additionally, advertising in locations where different generations gather can help ensure that those who may not frequent Town facilities are also informed.
- While The Vault, a collective of some 11 cultural groups, does provide a platform for groups to work together and promote one another, their impact is limited as volunteer organizations with limited funds. That being the case, there is support for the Town to have a larger role in assisting arts and culture organizations in promoting their activities and services.

5. Clarify culture's positive benefits through renewed vision and policy.

- There is no vision for arts and culture at the Town level, in terms of what, strategically, arts and culture should bring to the Town or how it should be used to achieve or contribute to municipal strategic goals. It is not only the current benefits of existing arts and culture services that is misunderstood - it is also its future potential to build the arts and culture community.
- While it is true that arts and culture were not ignored in that 2020 Master Plan (for example, a performing arts venue ranked first on the list of needed new facilities), there is belief among some in the arts and culture community that municipal preferences tilt toward recreational facilities and services, and that many of the recommendations could apply to both recreation and culture equally and therefore were not focused on the arts and culture sector's specific needs.
- There is belief that the Town should not take a major role in arts and culture sector management, but it may be that some convening mechanism for arts and culture organizations and the Town of Strathmore be developed for mutual benefit - so that the Town is aware of the benefit that the cultural organizations bring, and that the organizations can work more closely with the Town in generating awareness and developing joint promotional strategies.

6. Provide additional Town staffing support.

- While the arts organizations are grateful for whatever support they receive from the Town, there is belief that there are inadequate staff support, since one person is responsible for both recreation and culture and it is believed that the position's duties are beyond what one person can reasonably provide, and that the vast majority of available time must be spent on recreation which is a large sector in Strathmore.
- Given the growth in the arts and culture sector in recent years, it is believed that it is no longer possible to serve both sectors with a single position. Arts sector representatives encourage the Town to add a position dedicated to arts and culture to assist the volunteer-driven organizations to ensure that this growing sector's needs are being met and awareness raised.

7. Increase funding or fundraising support.

- Funding is believed to be inadequate, particularly among performing and visual arts groups. But this is also linked to the above point about staff. Capacity building in terms of assisting with grant applications and understanding potential sources of external grant funding (as well as private sector fundraising) was cited as a potential role for a new Town staffer dedicated to the arts sector.
- Streamline the community group delegation process to reduce the time demands on volunteers. Having to re-apply each year and making presentations to Council to ask for funding, is believed to be redundant, time consuming and unfair, especially given the manpower challenges outlined previously.

9.1 Aquatic Centre Conclusions

The Aquatic Centre in the Town of Strathmore, originally built in 2002, underwent renovations in 2018 to enclose the slide area. The building's mechanical systems are generally in fair condition but require attention in specific areas. Plumbing and fire protection systems need regular maintenance, while HVAC and electrical systems will need replacements in the next few years. The building's exterior has mixed conditions, with some issues in the masonry, roofing, and potential leaks in the aluminum roof. Communication and security systems are functional but will require updates in the coming years.

Comments from the Resident Survey regarding the Aquatic Centre, particularly its condition:

"The pool is also always down, and the water temperature is far too cold for taking children, and as an adult I find it too cold to use."

"We need more space on the pool deck if we want to host swim meets. We have not been able to host a swim meet because of the lack of space and limited lifeguards available."

"More aquatic space with a lazy river, indoor playgrounds is needed."

"I love the pool but would like to see more time for noon time swims."

Based on the examination of capacity, the Aquatic Centre has sufficient space for additional use. Factors that may impact additional use include hours of operation, staffing, and allocation procedures. An examination of these factors should be undertaken as efforts to increase utilization continue.



Photo: facebook.com/TownOfStrathmore/photos

9.2 Family Centre Conclusions

The building's mechanical systems are generally in fair condition, with plumbing requiring usual maintenance for the next five years and HVAC equipment needing replacement in 3-5 years. The building's exterior shows some damage to the cladding and roofing, requiring repairs and replacements, while regular maintenance and equipment identification are essential for continued system performance.

Comments from the Resident Survey regarding the Family Centre:

"We need additional ice surfaces for the family center and seating to attract a junior hockey team."

"There's a nice big screen TV in the Family Centre that is never on. This could not only advertise the dressing rooms, but could advertise programming. Each facility should have multiple screens advertising the Town!"

"Simple accommodations like having sledge hockey sled with balance pegs for public skating would allow many families with disabilities to participate in activities with family and friends."

"More hockey rinks are needed. It's not acceptable to be driving to Standard, Rockford , Hussar for practice ice times in a town the size of Strathmore it needs another twin arena and quickly."

"Let's utilize arena time in neighbouring rural communities fully before we build anything new."

The prime time usage of the two arenas suggests that consideration is needed for additional ice in Strathmore. The use of arena space in regional communities helps manage demand for time in the Family Centre and this usage is important to these more rural communities and facilities. As consideration is given to expanding the inventory of ice in the region, collaboration with neighbouring municipalities is warranted.



9.3 The Strathmore Motor Products Sports Centre Conclusions

The Strathmore Motor Products Sports Centre (SMP) opened in 2019 and therefore no facility assessments have been completed to date.

Comments from community engagement on the facility include the following:

“Motor Products Sport Centre has great potential, but the way things were built it isn’t as effective as it could be. The turf can’t be used for indoor soccer or lacrosse like advertised. It hasn’t really brought any extra sport leagues or teams to town.”

“When building something spend the extra money and do it properly. SMP Center for example - excellent facility and was needed. But why, not when building, put in bleachers for spectators and have change rooms for teams to change if hosting a multiple team event.”

“We need indoor properly surfaced and maintained pickleball courts. Currently we are begging and borrowing elementary school gyms with taped lines to do this. SMP does not meet this requirement as they just throw some old nets on a taped area lined floor. It’s slippery, poorly crafted.”

Continue to monitor the community’s use of the Strathmore Motor Products Sports Centre. Work with the community and groups to maximize the use of this key community facility. Ensure that regular and ongoing assessments are completed and that all asset management practices are employed.



APPENDICES



Appendix A - Open House Panels




RECREATION AND CULTURE, EH?

Help us Shape the Future of Recreation and Culture in Strathmore!

The Town of Strathmore is developing a Recreation and Culture Needs Assessment to ensure these services align with the current and future need of residents. The Needs Assessment will help strengthen existing facilities, amenities, recreation, arts, culture program offerings and guide the development of future facilities.

Specifically, the Needs Assessment will:

-  Examine the current provision of recreation and culture facilities and services.
-  Provide insight into recreation and culture gaps in the community.
-  Provide direction on potential future capital investment.

Recreation and culture services are valued and important municipal services. Quality recreation and culture opportunities make a healthier, happier and more connected community!

Today we want to learn from you about the current state of recreation and culture in the Town and ways the Town can optimize these services and facilities in the future.

What is Recreation?

From "A Framework for Recreation in Canada: Pathways to Wellbeing"



Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.



We Want To Hear From You!

Gathering input from residents is critical to the development of the Needs Assessment as your thoughts and opinions are essential to this project and for setting future priorities for recreation and culture in your Town. Your feedback will help ensure that residents and organizations continue to benefit from the Town's investment in recreation and culture.

How do I provide feedback?

-  **Share your thoughts today at the Community Forum!**
-  **Online Household Survey Watch for a postcard in mailbox!**

If you have any questions regarding the Recreation and Culture Needs Assessment or the engagement opportunities, including if you need assistance completing the survey or you'd prefer a hard copy of the survey, please email rec@strathmore.ca

If you would like more information about the project visit

www.strathmore.ca

Recreation and Culture Needs Assessment

- 1 Strategy & Plan Review**
What provincial, national and local plans exist that may impact the Town of Strathmore?
- 2 Population & Demographic Analysis**
What is the demographic makeup of the Town?
- 3 Inventory & Analysis Facilities (indoor/outdoor)**
What recreation spaces and programs are available in the Town and how well are these spaces utilized?
- 4 Trends & Leading Practices Review**
What are the current trends in the provision of recreation and culture?
- 5 Community Discussion Sessions, Resident Survey and Community Group Survey**
What are the opinions of residents and community organizations?

| | | | | | | | | | | |
|-----------------------------------------------------------|------------|--|--|------------------|--|--|------------------|--|----------|--|
| Phase 1: Project Initiation & Background Research | May - Aug. | | | | | | | | | |
| Phase 2: Community Engagement | | | | Late Aug. - Oct. | | | | | | |
| Phase 3: SWOT & GAP Analysis | | | | | | | Late Oct. - Nov. | | | |
| Phase 4: Recreation and Culture Needs Assessment Document | | | | | | | | | December | |

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Grab a post-it note and share your responses to the following questions.

What are your favourite recreation and culture activities in Strathmore?

POST YOUR ANSWER HERE









What advice do you have as the Town plans for the future of recreation and culture?

POST YOUR ANSWER HERE

What is your vision for recreation and culture in Strathmore?

The vision describes the ideal future. It helps paint a picture of what you would like recreation and culture to be like at some point in the future.

Put a dot in the boxes to indicate those descriptors that are part of your vision.

| | | | |
|---------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
|  Safe |  Available |  Multi-Generational |  Year Round |
|  Multi-Use |  Connected |  Affordable |  Healthy |
|  Community Focused |  Shared Places |  Gathering Places |  Natural Environments |

Use this space to share any other thoughts about your vision for recreation and culture in Strathmore

SHARE YOUR BIG IDEA!

Have an idea about how we might improve recreation and culture services, increase participation in recreation and culture activities or bring a new activity to the Town? Share your ideas with us by placing a sticker on the community garden!

Share your big idea on a flower, vegetable or fruit and place it directly on the community garden!





Let's talk about recreation and culture in Strathmore.

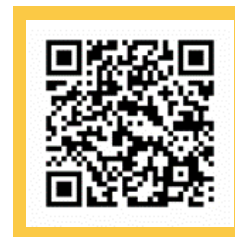
The Town of Strathmore is completing a Recreation and Culture Needs Assessment. The Needs Assessment will provide decision makers with an updated understanding of community needs related to the development, delivery, improvement of recreation and culture programs, services and facilities.

We need YOUR input!

Your input is important to help us better understand the perspectives of the entire community. Please take a moment and share the opinions of your household. How are we doing? Do we need more or different recreation and culture services?

If you'd prefer to complete a paper copy of the survey or have questions about the Needs Assessment, please contact Marcie Mansbridge (Manager of Recreation and Culture) at rec@strathmore.ca.

Please visit
www.strathmore.ca
to access the survey
OR
scan the QR code



Appendix C - Resident Survey

STRATHMORE RECREATION AND CULTURE NEEDS ASSESSMENT

Household Survey



The Town offers a range of recreation and culture facilities and services that are highly valued by residents. These spaces and services are key contributors to residents' quality of life and have been proven to strengthen community connections and pride, provide economic opportunities and have positive impacts on individual health and wellness.

To help ensure recreation and culture services align with the current and future need, the Town is developing a Recreation and Culture Needs Assessment.

(A needs assessment was completed as part of the 2020 Master Plan process, however there is desire by the Town to update the information to ensure it better reflects the community and to assist with Town planning).

To develop this Needs Assessment, it is important to hear from community members. Your input is integral to the development of the Needs Assessment and helps us better understand needs, trends and perspectives of recreation and culture in the Town. **Please answer the following questions considering the thoughts and needs of all members of your household.**

If you have any questions about this survey or the Needs Assessment or if you need assistance completing this questionnaire, please contact Marcie Mansbridge (Manager of Recreation and Culture) at rec@strathmore.ca.

Your participation in this survey is completely voluntary and you may choose not to participate or end your participation at any time. The information you provide through this questionnaire is collected under the authority of, and managed in accordance with, the Municipal Freedom of Information and Protection of Privacy Act, 1990 (MFIPPA) and all relevant Canadian data storage and management best practices. The information you provide will be used by RC Strategies to inform the development of the Town of Strathmore's Recreation and Culture Needs Assessment. Survey data will be securely digitally stored and deleted one year after the completion of the project.

Please complete the survey by October 25, 2024. The survey will take you approximately 15 minutes to complete.

1

Section 1: About You!

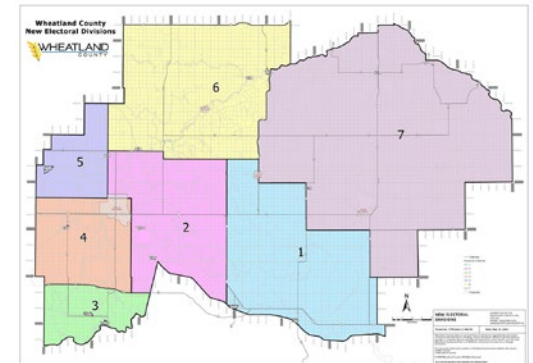
Please answer the following questions that describe your household. This information will help with the analysis of the survey findings. For example, we may learn that households with young children have different recreation priorities. The responses you provide will not be used to identify your individual household.

1. Where do you live?

- ☐ Town of Strathmore
- ☐ Wheatland County
- ☐ Siksika Nation
- ☐ Other (please specify: _____)

a. If Wheatland County, which electoral division?

- ☐ Division 1
- ☐ Division 2
- ☐ Division 3
- ☐ Division 4
- ☐ Division 5
- ☐ Division 6
- ☐ Division 7



2. How long have you lived in the Strathmore area?

- ☐ Less than 1 year
- ☐ 1 - 5 years
- ☐ 6 - 10 years
- ☐ More than 10 years

3. Please describe your household by identifying the number of members in each of the following age groups – including yourself!

- | | |
|-----------------------------------|-----------------------------------------|
| <input type="text"/> 0-4 years | <input type="text"/> 40-49 years |
| <input type="text"/> 5-9 years | <input type="text"/> 50-59 years |
| <input type="text"/> 10-14 years | <input type="text"/> 60-69 years |
| <input type="text"/> 15-19 years | <input type="text"/> 70-79 years |
| <input type="text"/> 20 -29 years | <input type="text"/> 80 years and older |
| <input type="text"/> 30-39 years | |

2

4. Please check any of the following statements that applies to members of your household.

- ☐ I or someone in my household identifies as Aboriginal, Indigenous, First Nations, Metis or Inuk (Inuit).
- ☐ I or someone in my household has a physical disability.
- ☐ I or someone in my household as moved to Canada in the last 2 years.
- ☐ None of the above.
- ☐ I prefer not to answer.

Section 2: Top of Mind Thoughts

5. What are the main reasons that members of your household participate in recreation and culture activities? (Select all that apply)

- ☐ Physical health / exercise
- ☐ Enjoy a challenge
- ☐ To be with family / friends
- ☐ Meet new people
- ☐ To be creative
- ☐ Pleasure / entertainment (for fun)
- ☐ Improve skills or knowledge
- ☐ Help the community
- ☐ Relaxation, mental health, and wellbeing
- ☐ To enjoy nature
- ☐ To socialize
- ☐ To "get away"
- ☐ To enjoy the outdoors / get fresh air
- ☐ Satisfy curiosity
- ☐ Something different than work
- ☐ We don't participate in recreation activities
- ☐ Other, please specify: _____

3

Section 3: Current Usage / Visitation

6. What recreation activities do members of your household participate in? (Select all that apply)

- ☐ At home leisure activities (e.g., games, reading, computer games)
- ☐ Attending spectator activities / special events (e.g., concerts, sports events, festivals)
- ☐ Agricultural activities (e.g. equestrian, rodeo)
- ☐ Cultural activities (e.g., celebrations, watching sporting events)
- ☐ Indoor aquatic activities (e.g., lane swimming, recreational swimming)
- ☐ Indoor physical activity (e.g., working out in a gym, yoga, indoor climbing)
- ☐ Indoor sports (e.g., basketball, curling, hockey, squash)
- ☐ Nature-oriented activities (e.g., fishing, nature appreciation, bird watching, walking tours)
- ☐ Outdoor aquatic activities (e.g., swimming, canoeing / kayaking, paddleboarding, spray parks)
- ☐ Outdoor court activities (e.g., tennis, basketball, pickleball)
- ☐ Outdoor leisure activities (e.g., picnicking, reading in a park, casual bocce, playing at playground)
- ☐ Outdoor physical activity (e.g., walking, hiking, cycling (road, mountain), gardening, skateboarding)
- ☐ Outdoor sports (e.g., soccer, softball, disc golf, BMX biking)
- ☐ Outdoor winter activities (e.g., cross-country skiing, snowshoeing, skating)
- ☐ Performing arts (e.g., singing, dancing, drama)
- ☐ Social activities (e.g., get together with friends / family)
- ☐ Visual arts (e.g., painting, photography, pottery, crafts)

7. For each of the facilities and spaces listed, please indicate how frequently you or a member of your household would use / visit it in a typical year (during the season of play). (Note – if multiple household members used the facility at the same time, please count that as one use / visit.)

| | Daily (5 or more times a week) | Weekly (1-2 times per week) | Weekly (1-2 times per week) | A few times per year | Did not use / visit in the previous year |
|--------------------------------------|--------------------------------|-----------------------------|-----------------------------|--------------------------|------------------------------------------|
| Outdoor Spaces and Facilities | | | | | |
| Agriterra Strathmore AG Stadium | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ball Diamonds in Strathmore | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Bocce Courts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Disc Golf | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Heritage Times Square | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Kinsmen Park Amphitheatre | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

4

| | Daily (5 or more times a week) | Weekly (1-2 times per week) | Weekly (1-2 times per week) | A few times per year | Did not use / visit in the previous year |
|---------------------------------------------------------------------------------------|--------------------------------|-----------------------------|-----------------------------|--------------------------|------------------------------------------|
| Kinsmen Park Gazebos or Pavillion | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Lions Regional Outdoor Rink | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Lions Splash Pad (Kinsmen Park) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Off Leash Dog Park | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Parks in Strathmore | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Pickleball Courts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Playgrounds | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sledding Hills | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Sobeys Ballpark Complex (Ag. Grounds) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Soccer Fields in Strathmore | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Ag General Grounds | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Skate Park | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tennis Courts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Trails - paved | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Trails - unpaved | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Indoor Facilities | | | | | |
| Centennial Civic Centre – Charles Mercer Room | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Centennial Civic Centre – Community Kitchen | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Centennial Civic Centre - Halls | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Ag Facilities (Indoor Amenities such as; Pavillion, Remuda, Link Building) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Aquatic Centre | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Family Centre | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Motor Products Sports Centre – Batting Cage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Motor Products Sports Centre – Fieldhouse | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

| | Daily (5 or more times a week) | Weekly (1-2 times per week) | Weekly (1-2 times per week) | A few times per year | Did not use / visit in the previous year |
|----------------------------------------------------------------------|--------------------------------|-----------------------------|-----------------------------|--------------------------|------------------------------------------|
| Strathmore Motor Products Sports Centre – Gymnasium(s) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Motor Products Sports Centre – Indoor Field | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Motor Products Sports Centre – Mixed Use Concrete Surface | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Motor Products Sports Centre – Walking Track | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Municipal Library | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Seniors Drop-In Centre | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

8. Have you attended any community events in Strathmore in the past year?

☐ Yes☐ No (go to Q9)

a. What events did you attend?

☐ Strathmore Stampede☐ Strathmore Performing Arts Festival☐ Canada Day☐ Alberta Culture Days Events☐ Fishing Derby☐ Bark in the Park☐ Other: _____

9. Have you or a household member participated in a recreation or culture program in Strathmore over the last year? (A program is a regularly scheduled activity that participants sign up for or commit to for a period of time.)

☐ Yes☐ No (go to Q10)☐ Unsure

- a. Which of the following program types have you or a household member participated in over the last year? (This could be a minor sport program, arts class)

- ☐ Winter recreation sports programs (e.g. House league hockey)
- ☐ Summer recreation sports programs (e.g. House league soccer)
- ☐ Competitive sports program (e.g. A travel hockey team)
- ☐ Art / culture program (e.g. Art classes)
- ☐ Dance program
- ☐ Technology programs (e.g. computer classes)
- ☐ Other: _____

Section 4: Recreation and Culture Services Assessment

10. What, if anything prevents you or someone in your household from participating in recreation and culture opportunities in Strathmore? (Select all that apply)

- ☐ Nothing limits our ability to participate in recreation and cultural opportunities in Strathmore.
- ☐ Personal (e.g. health / medical issues, lack of knowledge of activity, lack of time, lack of childcare)
- ☐ Language or cultural barriers
- ☐ Facility operation issues (e.g. hours of operation, facility is crowded, activity and program schedules don't work, lack of rental time, programs aren't offered or are full)
- ☐ Don't feel welcome / safe / comfortable
- ☐ Cost (e.g. program / lesson fees are high, admission fees are high)
- ☐ Cost (e.g. equipment)
- ☐ Physical barriers to access / difficult to physically get into facilities
- ☐ Features or amenities that I want aren't offered
- ☐ Condition of facility
- ☐ Do not know where the facilities are
- ☐ Transportation challenges to get to the facility
- ☐ Spaces are too busy and noisy
- ☐ Not enough parking or parking full at times I want to visit
- ☐ Timing does not work for my schedule
- ☐ Quality of programs is insufficient
- ☐ Other (please specify): _____

11. How satisfied are you with the overall **availability of recreation amenities and spaces** (indoor and outdoor) in Strathmore?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
- ☐ No opinion

12. How satisfied are you with the overall **availability of culture amenities and spaces** (indoor and outdoor) in Strathmore?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
- ☐ No opinion

13. How satisfied are you with the **overall availability of events** in Strathmore?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
- ☐ No opinion

14. How satisfied are you with the **overall availability of programming** in Strathmore?

- ☐ Very satisfied
- ☐ Somewhat satisfied
- ☐ Neither satisfied nor dissatisfied
- ☐ Somewhat dissatisfied
- ☐ Very dissatisfied
- ☐ No opinion

Section 5: Future Priorities and Focus Areas

15. Answering on behalf of your entire household, do you think there are adequate recreation and culture facilities (indoor and outdoor) in Strathmore?

- ☐ Yes
☐ No
☐ Unsure

16. Please select **up to five (5) INDOOR** recreation and culture facilities that should be more readily available or enhanced in Strathmore. A couple of things to consider:

- There are costs to building and operating facilities and amenities (this may impact taxes and / or user fees).
- Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes in a facility or new facilities being built.

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Art creation spaces (e.g. dedicated studios, maker spaces) | <input type="checkbox"/> Indoor child playgrounds |
| <input type="checkbox"/> Art display spaces | <input type="checkbox"/> Indoor climbing wall |
| <input type="checkbox"/> Archery lanes / range | <input type="checkbox"/> Indoor public art |
| <input type="checkbox"/> Agricultural facilities (e.g. riding facilities) | <input type="checkbox"/> Indoor pool climbing wall |
| <input type="checkbox"/> Before and after school care facilities | <input type="checkbox"/> Indoor multi-sport / field house type facilities (e.g. for activities like indoor soccer, ball hockey, roller derby, lacrosse, etc.) |
| <input type="checkbox"/> Classroom / training space | <input type="checkbox"/> Libraries |
| <input type="checkbox"/> Community group office / admin space | <input type="checkbox"/> Leisure ice surfaces (non hockey) |
| <input type="checkbox"/> Community hall / banquet facilities | <input type="checkbox"/> Leisure swimming pools (e.g. for fun including water play features) |
| <input type="checkbox"/> Community kitchen (e.g. a cooking space that is health authority approved that can be used for events, birthday parties etc.) | <input type="checkbox"/> Multi-purpose program rooms |
| <input type="checkbox"/> Community meeting rooms | <input type="checkbox"/> Museum |
| <input type="checkbox"/> Combative Spaces (e.g. judo, karate) | <input type="checkbox"/> Parkour room / gymnastics space |
| <input type="checkbox"/> Court sports (e.g. racquetball, squash) | <input type="checkbox"/> Performing arts theatre / space (e.g. 250 seats) |
| <input type="checkbox"/> Curling rinks | <input type="checkbox"/> Seniors centre |
| <input type="checkbox"/> Dance / program rooms | <input type="checkbox"/> Social banquet facilities |
| <input type="checkbox"/> Event hosting facilities | <input type="checkbox"/> Storage space (for groups) |
| <input type="checkbox"/> Fitness / wellness facilities (e.g. exercise / weight room) | <input type="checkbox"/> Swimming pools (e.g. for lane swimming, lessons, aquafit) |
| <input type="checkbox"/> Gymnasium type spaces (e.g. basketball, volleyball, badminton, pickleball) | <input type="checkbox"/> Walking / running track |
| <input type="checkbox"/> Ice arena facilities (e.g. hockey, figure skating, ball hockey, lacrosse) | <input type="checkbox"/> Youth centre |

9

- a. In addition to the **indoor spaces** identified above, are there any other types of **indoor spaces** that you think should be more readily available? If so, please note them here.

17. Please select **up to five (5) OUTDOOR** recreation and culture facilities that should be more readily available or enhanced in Strathmore. A couple of things to consider:

- There are costs to building and operating facilities and amenities (this may impact taxes and / or user fees).
- Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes in a facility or new facilities being built.

- | | |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| <input type="checkbox"/> Agricultural facilities (e.g. rodeo grounds, riding arenas) | <input type="checkbox"/> Natural areas |
| <input type="checkbox"/> Amphitheatres / event spaces / band shelters | <input type="checkbox"/> Open spaces (e.g. parks, greenfields) |
| <input type="checkbox"/> Archery range | <input type="checkbox"/> Outdoor boarded skating rinks |
| <input type="checkbox"/> Athletic grounds (track and field) | <input type="checkbox"/> Outdoor fitness equipment |
| <input type="checkbox"/> Ball diamonds | <input type="checkbox"/> Outdoor public art |
| <input type="checkbox"/> Beach volleyball courts | <input type="checkbox"/> Paved pathways |
| <input type="checkbox"/> Bike parks (e.g. pump track) | <input type="checkbox"/> Lighted pathways |
| <input type="checkbox"/> BMX bike park | <input type="checkbox"/> Pickleball courts |
| <input type="checkbox"/> Campgrounds | <input type="checkbox"/> Picnic areas |
| <input type="checkbox"/> Community gardens | <input type="checkbox"/> Playgrounds |
| <input type="checkbox"/> Cross country ski & snowshoe trails | <input type="checkbox"/> Sledding / tobogganing hills |
| <input type="checkbox"/> Disc golf course | <input type="checkbox"/> Skateboard parks |
| <input type="checkbox"/> Off leash dog parks | <input type="checkbox"/> Sports fields - grass (e.g. soccer, football) |
| <input type="checkbox"/> Fishing pond | <input type="checkbox"/> Sports fields - artificial turf (e.g. soccer, football) |
| <input type="checkbox"/> Golf courses | <input type="checkbox"/> Spray parks |
| <input type="checkbox"/> Hardcourts (e.g. basketball, ball hockey) | <input type="checkbox"/> Support amenities (e.g. lighting, parking, seating) |
| <input type="checkbox"/> Mountain bike trails | <input type="checkbox"/> Tennis courts |
| <input type="checkbox"/> Nature trails | |

- a. In addition to the **outdoor spaces** identified above, are there any other types of **outdoor spaces** that you think should be more readily available? If so, please note them here.

10

Section 6: Programming

18. What improvements or changes are needed regarding programming? (Select all that apply)

- ☐ No improvements or changes are needed
- ☐ Accommodate more participants
- ☐ Better instruction
- ☐ More convenient schedule
- ☐ Enhanced content / better quality
- ☐ Offered more frequently
- ☐ Lower cost
- ☐ Greater variety
- ☐ More convenient locations
- ☐ Improved marketing of programs
- ☐ Other (please specify): _____

19. The table lists different types of programming. Please identify any that you think should be enhanced or provided in Strathmore for each of the different age groups.

| Program Type | Children (0-9 years) | Youth (10-18 years) | Adults (ages 19-39 years) | Adults (40-64 years) | Seniors (65 years and older) | Current programming is sufficient / Unsure |
|--------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------|------------------------------------|----------------------------|------------------------------------------|-----------------------------------------------------|
| Nature / outdoor education programming | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Environmental stewardship activities and programs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Fitness and wellness programming (yoga, spin class) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Casual recreation programming ("drop-in" and unstructured types of programs. Like: horticulture, basketball, pickleball) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Arts / culture programming (pottery, beading, etc.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Organized sports teams, leagues, and clubs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Programs for individuals facing social, physical, or cognitive barriers to participation | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Programs that encourage socialization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

11

a. Please use the space provided to identify any specific **programs** that household members think are more needed in Strathmore.

20. Please use the space provided to identify any **events** you think are needed in Strathmore.

Section 7: Prioritization Criteria

21. The Town has limited resources and must set priorities for major facility projects (renewals, expansions / enhancements and new builds) based on achieving the highest level of public benefit. From the list, please indicate how important each factor should be when the Town sets priorities.

| | Very important | Somewhat important | Unsure | Somewhat unimportant | Very unimportant |
|--------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Demand from the community (residents and groups) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Replaces an existing facility that is outdated and / or is at the end of its remaining lifespan. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Aligns with the priorities of the municipality | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Overall costs of operating the facility | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The existing supply / availability in the area | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Potential cost savings through partnerships or grants | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

12

| | Very important | Somewhat important | Unsure | Somewhat unimportant | Very unimportant |
|-----------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Enhances an existing facility | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Accommodates the greatest number of users | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Provides a new opportunity in the area | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The facility is multi-purpose and serves a number of community needs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The facility has the potential to generate economic benefit by bringing more events, tourists, and non local spending | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The facility would provide an opportunity to an underserved segment of the community | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The facility would provide active living opportunities across ages, interests, and ability levels | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Section 8: Values and Considerations

22. Please indicate your level of agreement with the following statements.

| | Strongly Agree | Somewhat Agree | Neither Agree or Disagree | Somewhat Disagree | Strongly Disagree |
|--------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|---------------------------|--------------------------|--------------------------|
| Recreation and culture opportunities are very important to my household. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Recreation and culture opportunities benefit all residents in the community even if they don't use them directly. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| It is important to ensure that recreation and culture opportunities are available and accessible for all residents in the community. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Where possible the Town should partner with community groups to provide recreation and culture services. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Community events can help people to develop a sense of community and connection to each other. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| It is important to maintain or upkeep our existing facilities before we consider developing new ones. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Section 9: Communications

23. In general, how informed do you feel about recreation and culture services in Strathmore?

- ☐ Very informed
☐ Adequately informed
☐ Inadequately informed
☐ Not sure / no opinion

- ☐ Active living guide
- ☐ Town website
- ☐ Town social media (e.g. Facebook, Twitter, LinkedIn, Instagram)
- ☐ Posters in community facilities / spaces
- ☐ Newsletters
- ☐ Utility bill inserts
- ☐ Online advertising
- ☐ Local radio station (CKOV)
- ☐ Local newspaper (Strathmore Times)
- ☐ Posters and digital displays within recreation facilities
- ☐ Communication through schools
- ☐ Advertising at community events
- ☐ Word of mouth
- ☐ Communication from community groups, organizations, or clubs
- ☐ Roadside sign
- ☐ Other (please specify): _____

25. Recreation and culture programs and services are paid for by a combination of tax support (including property taxes) and fees paid by users. To ensure that community needs for recreation and culture facilities, programs, and services in Strathmore are better met, the following scenarios ask you about potential support of an increase in annual property taxes.

- ☐ Increase current level of user fees
 - ☐ Maintain current level of user fees
 - ☐ Reduce current level of user fees
 - ☐ Unsure

27. Please use the following space to provide any other comments you may have about the provision of recreation and culture in Strathmore.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Thank you very much for taking the time to answer our questions. Your contribution is important us!

Appendix D - Group Survey

STRATHMORE RECREATION AND CULTURE NEEDS ASSESSMENT



Strathmore

Group Survey

The Town of Strathmore is proud to provide a variety of recreation and culture opportunities. To ensure these opportunities and facilities are managed effectively, the Town is developing a Recreation and Culture Needs Assessment. The Needs Assessment will help council and administration make decisions and guide the development, delivery and improvement of recreation and culture in the Town for the next 10 years.

(A needs assessment was completed as part of the 2020 Master Plan process, however there is desire by the Town to update the information to ensure it better reflects the community and to assist with Town planning).

To develop this Needs Assessment, it is important to hear from organizations that use facilities and amenities in Strathmore to deliver their programs and host their activities. **Please take some time to answer the following questions on behalf of your organization** – it should take about 15 minutes to complete. Your organization should only provide a **single response**. **The survey closes November 8, 2024.**

If you have any questions about this survey or the Recreation and Culture Needs Assessment, or if you need assistance completing this questionnaire, please contact Marcie Mansbridge at rec@strathmore.ca.

Please complete the survey by November 8, 2024. The survey will take you approximately 15 minutes to complete.

1

STRATHMORE RECREATION AND CULTURE NEEDS ASSESSMENT

Section 1: About Your Organization

1. What is the name of your organization? _____
2. Briefly explain the purpose of your organization (mission) and its main activities.

3. How many participants / members typically belong to your organization?
☐ Up to and including 50
☐ 50-100
☐ 101-250
☐ 251 and more
4. What is your expectation for participant / member figures over the next few years?
☐ Decrease
☐ Remain the same
☐ Increase
☐ Unsure
5. How many volunteers regularly support your organization?
☐ Up to and including 10
☐ 11-20
☐ 21-5
☐ 51 and more

2

Section 2: Current Facilities and Spaces

6. Strathmore provides a variety of spaces that are used to provide programs and events. We are interested in learning what spaces are the key one(s) your group uses in its programming. Review the list of the facilities and spaces and indicate for each its importance to your programming.

| | Very important to programming (main space) | Somewhat important (use occasionally) | Neutral (may use it or use it rarely) | Unimportant (We don't use it for our programming) |
|-------------------------------------------------|-----------------------------------------------|------------------------------------------|------------------------------------------|------------------------------------------------------|
| Aquatic Centre | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ball Diamonds (Cheadle) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ball Diamonds (Lyalta) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Ball Diamonds (Strathmore) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Churches (for performing arts) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Community pathways and trails | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Curling rink | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Disc golf courses | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Kinsmen park outdoor amphitheatre | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Lions regional outdoor rink | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Outdoor sports fields | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Rural community halls | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Rural ice rinks | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| School gymnasiums | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Skateboard park | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Civic Centre | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| The Strathmore Family Centre Arena (Ice Sheets) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Motor Products Sports Centre | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Municipal Library | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Seniors Drop-In Centre | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strathmore Ag facilities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Tennis Courts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Other: _____ | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

3

7. Does your organization use recreation and culture facilities and spaces outside of Strathmore?

- ☐ Yes
☒ No
☐ Unsure

- a. Why does your organization use recreation and culture spaces outside of Strathmore?

8. To what degree do the current recreation and culture facilities and spaces in Strathmore meet the needs of your organization?

- ☐ Completely meet the needs of our group
☒ Somewhat meet the needs of our group
☐ Do not adequately meet the needs of our group

Section 3: Future Priorities and Focus Areas

Do you think there are adequate recreation and culture facilities in Strathmore?

- ☐ Yes
☒ No
☐ Unsure

4

9. Please select **up to five (5) INDOOR** recreation and culture facilities that should be more readily available or enhanced in Strathmore. A couple of things to consider:

- There are costs to building and operating facilities and amenities (this may impact taxes and / or user fees).
- Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes in a facility or new facilities being built.

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <input type="checkbox"/> Art creation spaces (e.g. dedicated studios, maker spaces) | <input type="checkbox"/> Indoor child playgrounds |
| <input type="checkbox"/> Art display spaces | <input type="checkbox"/> Indoor climbing wall |
| <input type="checkbox"/> Archery lanes / range | <input type="checkbox"/> Indoor pool climbing wall |
| <input type="checkbox"/> Before and after school care facilities | <input type="checkbox"/> Indoor multi-sport / field house type facilities (e.g. for activities like indoor soccer, ball hockey, roller derby, lacrosse, etc.) |
| <input type="checkbox"/> Classroom / training space | <input type="checkbox"/> Libraries |
| <input type="checkbox"/> Community group office / admin space | <input type="checkbox"/> Leisure ice surfaces (non hockey) |
| <input type="checkbox"/> Community hall / banquet facilities | <input type="checkbox"/> Leisure swimming pools (e.g. for fun including water play features) |
| <input type="checkbox"/> Community kitchen (e.g. a cooking space that is health authority approved that can be used for events, birthday parties etc.) | <input type="checkbox"/> Multi-purpose program rooms |
| <input type="checkbox"/> Community meeting rooms | <input type="checkbox"/> Parkour room / gymnastics space |
| <input type="checkbox"/> Court sports (e.g. racquetball, squash) | <input type="checkbox"/> Performing arts theatre |
| <input type="checkbox"/> Curling rinks | <input type="checkbox"/> Seniors centre |
| <input type="checkbox"/> Dance / program rooms | <input type="checkbox"/> Social banquet facilities |
| <input type="checkbox"/> Event hosting facilities | <input type="checkbox"/> Storage space (for groups) |
| <input type="checkbox"/> Fitness / wellness facilities (e.g. exercise / weight room) | <input type="checkbox"/> Swimming pools (e.g. for lane swimming, lessons, aquafit) |
| <input type="checkbox"/> Gymnasium type spaces (e.g. basketball, volleyball, badminton, pickleball) | <input type="checkbox"/> Walking / running track |
| <input type="checkbox"/> Ice arena facilities (e.g. hockey, figure skating, ball hockey, lacrosse) | <input type="checkbox"/> Youth centre |
| <input type="checkbox"/> Indoor agricultural facilities (e.g. riding arena) | |

a. In addition to the **indoor spaces** identified above, are there any other types of **indoor spaces** that you think should be more readily available? If so, please note them here.

5

10. Please select **up to five (5) OUTDOOR** recreation and culture facilities that should be more readily available or enhanced in Strathmore. A couple of things to consider:

- There are costs to building and operating facilities and amenities (this may impact taxes and / or user fees).
- Your responses will be used to help determine facility priorities for planning purposes. They may not lead to changes in a facility or new facilities being built.

- | | |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|
| <input type="checkbox"/> Agricultural facilities (e.g. rodeo grounds, riding arenas) | <input type="checkbox"/> Open spaces (e.g. parks, greenfields) |
| <input type="checkbox"/> Amphitheatres / event spaces / band shelters | <input type="checkbox"/> Outdoor boarded skating rinks |
| <input type="checkbox"/> Archery range | <input type="checkbox"/> Outdoor fitness equipment |
| <input type="checkbox"/> Ball diamonds | <input type="checkbox"/> Paved pathways |
| <input type="checkbox"/> Beach volleyball courts | <input type="checkbox"/> Lighted pathways |
| <input type="checkbox"/> Bike parks (e.g. pump track) | <input type="checkbox"/> Pickleball courts |
| <input type="checkbox"/> Campgrounds | <input type="checkbox"/> Picnic areas |
| <input type="checkbox"/> Community gardens | <input type="checkbox"/> Playgrounds |
| <input type="checkbox"/> Cross country ski & snowshoe trails | <input type="checkbox"/> Sledding / tobogganing hills |
| <input type="checkbox"/> Disc golf course | <input type="checkbox"/> Skateboard parks |
| <input type="checkbox"/> Off leash dog parks | <input type="checkbox"/> Sports fields - grass (e.g. soccer, football) |
| <input type="checkbox"/> Fishing pond | <input type="checkbox"/> Sports fields - artificial turf (e.g. soccer, football) |
| <input type="checkbox"/> Golf courses | <input type="checkbox"/> Spray parks |
| <input type="checkbox"/> Hardcourts (e.g. basketball, ball hockey) | <input type="checkbox"/> Tennis courts |
| <input type="checkbox"/> Mountain bike trails | <input type="checkbox"/> Track and field spaces |
| <input type="checkbox"/> Nature trails | |

a. In addition to the **outdoor spaces** identified above, are there any other types of **outdoor spaces** that you think should be more readily available? If so, please note them here.

6

11. To what extent would your group support an increase in user / rental fees to **ensure community needs for recreation and culture are met?**

- ☐ Strongly support
☐ Somewhat support
☐ Neither
☐ Somewhat oppose
☐ Strongly oppose

12. To what extent would your group support an increase in user / rental fees for **enhanced and or improved spaces and/or services?**

- ☐ Strongly support
☐ Somewhat support
☐ Neither
☐ Somewhat oppose
☐ Strongly oppose

Section 4: Challenges

13. Of the following, what challenges, if any, is your organization facing? Check all that apply.

- ☐ Getting sufficient access to facilities and spaces for programming
☐ Inadequate facilities and spaces (e.g. amenity and support spaces are lacking or of poor quality)
☐ Recruiting volunteers
☐ Attracting and maintaining coaches/instructors
☐ Attracting and retaining volunteers
☐ Equipment storage
☐ Funding/keeping user costs low
☐ Organizational management and operations (e.g. board training, grant writing, accounting, etc.)
☐ Promotions and marketing
☐ Declining participation
☐ Other (please specify): _____

7

14. What assistance or support could the Town provide that would help your organization best address its challenges? Check your **top five (5)** types of support.

- ☐ Promoting the group and its activities
☐ Equipment / materials storage
☐ Office / meeting space
☐ Board / organizational development
☐ Volunteer recruitment / retention support
☐ Identifying grant funding or sponsorship opportunities
☐ Operating grant support
☐ Capital grant support
☐ Enhance existing facilities / amenities
☐ Develop additional facilities / amenities
☐ Improved access to facilities
☐ Other (please specify): _____

8

This image shows a single sheet of white paper with horizontal blue or grey ruling lines. The lines are evenly spaced and run across the width of the page. There are approximately 20 lines visible. The paper appears to be a standard notebook page or a sheet of stationery.

9

Appendix E - Group & Stakeholder Participation

| Organization | Survey Participants | Recreation and Community Meeting Participants | Cultural Meeting Participants |
|-----------------------------------------------------|---------------------|-----------------------------------------------|-------------------------------|
| Wheatland Kings Jr.B Hockey Club | ✓ | ✓ | |
| Rebloom Community Health & Wellness | ✓ | | |
| Wheatland AA Hockey | ✓ | | |
| Strathmore Slo-Pitch | ✓ | | |
| Strathmore Chaos Volleyball | ✓ | | |
| Strathmore Community Football Association | ✓ | ✓ | |
| The Strathmore & Wheatland Christmas Hamper Society | ✓ | | |
| Power Elite Hockey | ✓ | | |
| Next Kids / Core Daycare | ✓ | | |
| Holy Cross Collegiate | ✓ | | |
| Wheatland Whirlers Square & Round Club | ✓ | | |
| Connect Leisure Services | ✓ | | |
| Strathmore Bisons | ✓ | | |
| 903 Air Cadets | ✓ | | |
| Arts on 817 | ✓ | | ✓ |
| The Vault Cultural Collective | ✓ | | ✓ |
| Strathmore High School | ✓ | | |
| Strathmore Water Polo Club | ✓ | | |
| Uplift Dance Ltd. | ✓ | | ✓ |
| Strathmore Pickleball Club | ✓ | ✓ | |
| Strathmore and District Minor Baseball Association | ✓ | ✓ | |
| Strathmore & District Agricultural Society | ✓ | ✓ | |
| Strathmore Full Gospel Church | ✓ | | |
| Badlands Search and Rescue Association | ✓ | | |
| Strathmore Minor Hockey | ✓ | ✓ | |

| Organization | Survey Participants | Recreation and Community Meeting Participants | Cultural Meeting Participants |
|-------------------------------------|------------------------|-----------------------------------------------------------|-------------------------------------|
| Strathmore Homeschool Group | ✓ | | |
| Strathmore Silver Sharks Club | ✓ | | |
| Magnum Cementing Services | | ✓ | |
| Golden Hills School Division | | ✓ | |
| Home Schooling | | ✓ | |
| WestCreek Developments | | ✓ | |
| Wheatland County | | ✓ | |
| Village of Standard | | ✓ | |
| Village of Rockyford | | ✓ | |
| Standard Agricultural Society | | ✓ | |
| Strathmore Skating Club | | ✓ | |
| Strathmore Lacrosse Club | | ✓ | |
| Hope Bridges Society | | ✓ | ✓ |
| Lions Club of Strathmore | | ✓ | |
| Strathmore Library | | | ✓ |
| Wheatland Society of Arts | | | ✓ |
| Youth Theatre Company | | | ✓ |
| Legacy Farm | | | ✓ |
| Wheatland Hospice | | | ✓ |
| Communities in Bloom | | | ✓ |
| Strathmore Theatre Players Guild | | | ✓ |
| Strathmore Stampede | | | ✓ |
| Strathmore Performing Arts Festival | | | ✓ |
| Western District Historical Society | | | ✓ |

Appendix F - Facility / Amenity Scoring

| Amenity | Supply | | | | | Demand | | | | | | | |
|-----------------------------------------|-------------------|-----------|-------------|--------|---------------------|-----------------------|----------------|---------------|--------|---------------|----------------|----------------|------------------|
| | Amenity Condition | Relevance | Utilization | Access | Provision/ Location | Community Composition | Public Support | Participation | Trends | Event Hosting | Supply Average | Demand Average | Service Level |
| Art creation space | 4 | 2 | 3 | 3 | 4 | 4 | 4 | 4 | 5 | 1 | 3 | 4 | Enhance |
| Art display spaces | 4 | 2 | 3 | 3 | 4 | 4 | 3 | 4 | 5 | 5 | 4 | 4 | Protect |
| Archery lanes / range | 3 | 2 | 1 | 1 | 4 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | Protect |
| Agricultural facilities (indoor rooms) | 3 | 3 | 3 | 2 | 4 | 4 | 3 | 4 | 3 | 5 | 3 | 4 | Enhance |
| Before and after school care facilities | 4 | 4 | 5 | 1 | 4 | 5 | 3 | 4 | 3 | 1 | 3 | 3 | Protect |
| Classroom / training space | 3 | 3 | 3 | 3 | 4 | 4 | 1 | 3 | 4 | 2 | 3 | 3 | Protect |
| Community group office / admin space | 3 | 3 | 2 | 1 | 4 | 4 | 1 | 3 | 3 | 2 | 3 | 3 | Protect |
| Community hall / banquet facilities | 4 | 3 | 3 | 4 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | 4 | Protect |
| Community kitchen | 4 | 3 | 2 | 2 | 4 | 4 | 2 | 3 | 4 | 4 | 3 | 3 | Protect |
| Community meeting rooms | 4 | 3 | 3 | 3 | 4 | 4 | 1 | 3 | 4 | 4 | 3 | 3 | Protect |
| Combative Spaces (e.g. judo, karate) | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 3 | 2 | 3 | 2 | 2 | Protect |
| Court sports (e.g. racquetball, squash) | 1 | 1 | 1 | 1 | 1 | 2 | 4 | 3 | 2 | 1 | 2 | 2 | Protect |
| Curling rinks | 3 | 3 | 3 | 3 | 4 | 3 | 1 | 3 | 2 | 4 | 3 | 3 | Protect |
| Dance / program rooms | 3 | 3 | 3 | 3 | 4 | 4 | 1 | 3 | 4 | 1 | 3 | 3 | Protect |
| Event hosting facilities | 1 | 1 | 1 | 1 | 1 | 4 | 3 | 4 | 4 | 5 | 3 | 4 | Enhance |
| Fitness / wellness facilities | 1 | 1 | 1 | 1 | 1 | 4 | 5 | 4 | 4 | 1 | 2 | 4 | Enhance |
| Gymnasium type spaces | 5 | 5 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | Protect |
| Ice arena facilities | 3 | 3 | 5 | 2 | 2 | 4 | 5 | 5 | 4 | 5 | 4 | 5 | Enhance |
| Indoor child playgrounds | 1 | 1 | 1 | 1 | 1 | 4 | 5 | 4 | 4 | 1 | 2 | 4 | Enhance |
| Indoor climbing wall | 1 | 1 | 1 | 1 | 1 | 2 | 5 | 3 | 2 | 1 | 2 | 3 | Enhance |
| Indoor public art | 3 | 2 | 2 | 5 | 4 | 4 | 1 | 4 | 4 | 1 | 3 | 3 | Protect |
| Indoor pool climbing wall | 4 | 4 | 4 | 5 | 5 | 3 | 1 | 3 | 3 | 1 | 3 | 2 | Innovate / limit |

| Amenity | Supply | | | | | Demand | | | | | | | |
|---------------------------------------------------------------------|-------------------|-----------|-------------|--------|---------------------|-----------------------|----------------|---------------|--------|---------------|----------------|----------------|---------------|
| | Amenity Condition | Relevance | Utilization | Access | Provision/ Location | Community Composition | Public Support | Participation | Trends | Event Hosting | Supply Average | Demand Average | Service Level |
| Indoor multi-sport / field house type facilities (| 3 | 2 | 3 | 2 | 3 | 4 | 4 | 5 | 5 | 4 | 4 | 4 | Protect |
| Libraries | 4 | 4 | 4 | 5 | 4 | 5 | 4 | 4 | 4 | 2 | 4 | 4 | Protect |
| Leisure ice surfaces (non hockey) | 1 | 1 | 1 | 1 | 1 | 2 | 4 | 3 | 2 | 1 | 2 | 2 | Protect |
| Leisure swimming pools (e.g. for fun including water play features) | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 4 | 4 | 1 | 4 | 4 | Protect |
| Multi-purpose program rooms | 3 | 3 | 3 | 3 | 4 | 4 | 2 | 3 | 4 | 3 | 3 | 3 | Protect |
| Museum | 3 | 3 | 2 | 4 | 4 | 3 | 3 | 4 | 3 | 1 | 3 | 3 | Protect |
| Parkour room / gymnastics space | 3 | 3 | 3 | 1 | 1 | 3 | 1 | 3 | 3 | 4 | 3 | 3 | Protect |
| Performing arts theatre / space (e.g 250 seats) | 1 | 1 | 1 | 1 | 1 | 4 | 5 | 4 | 4 | 5 | 3 | 4 | Enhance |
| Seniors centre | 4 | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 4 | 1 | 3 | 3 | Protect |
| Social banquet facilities | 3 | 3 | 3 | 4 | 4 | 4 | 1 | 4 | 4 | 5 | 4 | 4 | Protect |
| Storage space (for groups) | 3 | 3 | 3 | 1 | 3 | 3 | 1 | 2 | 3 | 1 | 2 | 2 | Protect |
| Swimming pools (e.g. for lane swimming, lessons, aquafit) | 4 | 3 | 4 | 4 | 4 | 4 | 5 | 3 | 4 | 4 | 4 | 4 | Protect |
| Walking / running track | 5 | 5 | 2 | 4 | 4 | 4 | 2 | 3 | 4 | 1 | 3 | 3 | Protect |
| Youth centre | 4 | 3 | 3 | 3 | 4 | 4 | 3 | 4 | 4 | 1 | 3 | 3 | Protect |
| Agricultural facilities (e.g. rodeo grounds, riding arenas) | 4 | 4 | 3 | 3 | 5 | 4 | 4 | 3 | 3 | 4 | 4 | 4 | Protect |
| Amphitheatres /event spaces / band shelters | 4 | 3 | 3 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | Protect |
| Archery range | 3 | 3 | 3 | 2 | 4 | 2 | 4 | 3 | 2 | 2 | 3 | 3 | Protect |
| Athletic grounds (track and field) | 3 | 3 | 2 | 3 | 4 | 2 | 2 | 2 | 3 | 4 | 3 | 3 | Protect |
| Ball diamonds | 3 | 2 | 3 | 2 | 2 | 4 | 3 | 5 | 4 | 4 | 3 | 4 | Enhance |
| Beach volleyball courts | 1 | 1 | 1 | 1 | 1 | 3 | 3 | 2 | 2 | 2 | 2 | 2 | Protect |
| Bike parks (e.g. pump track) | 1 | 1 | 1 | 1 | 1 | 4 | 5 | 4 | 4 | 4 | 3 | 4 | Enhance |

| Amenity | Supply | | | | | Demand | | | | | | | |
|-------------------------------------------|-------------------|-----------|-------------|--------|---------------------|-----------------------|----------------|---------------|--------|---------------|----------------|----------------|------------------|
| | Amenity Condition | Relevance | Utilization | Access | Provision/ Location | Community Composition | Public Support | Participation | Trends | Event Hosting | Supply Average | Demand Average | Service Level |
| BMX bike park | 1 | 1 | 1 | 1 | 1 | 4 | 2 | 3 | 4 | 4 | 2 | 3 | Enhance |
| Campgrounds | 3 | 3 | 3 | 5 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | Protect |
| Community gardens | 4 | 4 | 3 | 5 | 5 | 4 | 5 | 4 | 4 | 1 | 4 | 4 | Protect |
| Cross country ski & snowshoe trails | 3 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | 4 | 3 | 3 | Protect |
| Disc golf course | 4 | 4 | 3 | 4 | 4 | 4 | 1 | 3 | 3 | 3 | 3 | 3 | Protect |
| Off leash dog parks | 4 | 3 | 4 | 4 | 4 | 4 | 4 | 3 | 3 | 1 | 3 | 3 | Protect |
| Fishing pond | 4 | 3 | 3 | 4 | 5 | 3 | 1 | 3 | 2 | 1 | 3 | 2 | innovate / limit |
| Golf courses | 4 | 3 | 3 | 3 | 4 | 3 | 1 | 3 | 3 | 4 | 3 | 3 | Protect |
| Hardcourts (e.g. basketball, ball hockey) | 4 | 3 | 3 | 4 | 4 | 4 | 2 | 3 | 4 | 1 | 3 | 3 | Protect |
| Mountain bike trails | 1 | 1 | 1 | 1 | 1 | 3 | 3 | 3 | 3 | 3 | 2 | 3 | Enhance |
| Nature trails | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 1 | 4 | 4 | Protect |
| Natural areas | 5 | 4 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 1 | 4 | 4 | Protect |
| Open spaces (e.g. parks, greenfields) | 4 | 3 | 3 | 5 | 4 | 5 | 2 | 4 | 3 | 1 | 3 | 3 | Protect |
| Outdoor boarded skating rinks | 4 | 3 | 3 | 4 | 4 | 4 | 2 | 3 | 3 | 1 | 3 | 3 | Protect |
| Outdoor fitness equipment | 1 | 1 | 1 | 1 | 1 | 4 | 4 | 1 | 2 | 1 | 2 | 2 | Protect |
| Outdoor public art | 2 | 3 | 2 | 5 | 4 | 4 | 1 | 4 | 4 | 1 | 3 | 3 | Protect |
| Paved pathways | 4 | 3 | 4 | 5 | 4 | 5 | 5 | 4 | 4 | 1 | 4 | 4 | Protect |
| Lighted pathways | 4 | 3 | 4 | 5 | 3 | 5 | 5 | 5 | 5 | 1 | 4 | 4 | Protect |
| Pickleball courts | 4 | 4 | 3 | 4 | 4 | 4 | 2 | 4 | 5 | 4 | 4 | 4 | Protect |
| Picnic areas | 4 | 3 | 3 | 5 | 4 | 5 | 3 | 3 | 3 | 1 | 3 | 3 | Protect |
| Playgrounds | 4 | 3 | 3 | 5 | 4 | 4 | 2 | 4 | 3 | 1 | 3 | 3 | Protect |
| Sledding / tobogganing hills | 4 | 3 | 3 | 5 | 4 | 4 | 1 | 3 | 3 | 1 | 3 | 2 | Innovate / limit |
| Skateboard parks | 4 | 3 | 3 | 5 | 4 | 4 | 1 | 3 | 4 | 3 | 3 | 3 | Protect |

| Amenity | Supply | | | | | Demand | | | | | | | |
|---------------------------------------------------------|-------------------|-----------|-------------|--------|---------------------|-----------------------|----------------|---------------|--------|---------------|----------------|----------------|---------------|
| | Amenity Condition | Relevance | Utilization | Access | Provision/ Location | Community Composition | Public Support | Participation | Trends | Event Hosting | Supply Average | Demand Average | Service Level |
| Sports fields - grass (e.g. soccer, football) | 3 | 3 | 3 | 4 | 3 | 4 | 1 | 3 | 3 | 4 | 3 | 3 | Protect |
| Sports fields – artificial turf (e.g. soccer, football) | 1 | 1 | 1 | 1 | 1 | 3 | 1 | 3 | 4 | 4 | 2 | 3 | Enhance |
| Spray parks | 4 | 3 | 3 | 5 | 4 | 4 | 4 | 3 | 4 | 3 | 4 | 4 | Protect |
| Tennis courts | 4 | 4 | 3 | 4 | 3 | 3 | 1 | 3 | 3 | 4 | 3 | 3 | Protect |

Appendix G - Prioritization

| | Service Level Assessment | Level of Public Benefit | Financial Impact | Alignment with Municipal Priorities | Adaptability | Recreation or Culture Opportunities | Score | Priority Rank |
|-------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------|------------------|-------------------------------------|--------------|-------------------------------------|-------|---------------|
| Weighting | 5 | 4 | 4 | 3 | 2 | 1 | Score | Priority Rank |
| Amenity | | | | | | | | |
| Art creation spaces (e.g. dedicated studios, maker spaces) | 3 | 2 | 2 | 2 | 2 | 2 | 43 | 12 |
| Art display spaces | 2 | 3 | 2 | 2 | 1 | 2 | 40 | 23 |
| Archery lanes / range | 2 | 1 | 1 | 1 | 1 | 3 | 26 | 66 |
| Agricultural facilities (e.g. riding facilities) | 3 | 2 | 1 | 3 | 2 | 2 | 42 | 17 |
| Before and after school care facilities | 2 | 2 | 2 | 2 | 2 | 2 | 38 | 31 |
| Classroom / training space | 2 | 2 | 2 | 2 | 2 | 2 | 38 | 31 |
| Community group office / admin space | 2 | 1 | 2 | 2 | 2 | 2 | 34 | 50 |
| Community hall / banquet facilities | 2 | 2 | 2 | 2 | 2 | 2 | 38 | 31 |
| Community kitchen (e.g. a cooking space that is health authority approved that can be used for events, birthday parties etc.) | 2 | 2 | 2 | 2 | 1 | 2 | 36 | 44 |
| Community meeting rooms | 2 | 2 | 2 | 2 | 2 | 2 | 38 | 31 |
| Combative Spaces (e.g. judo, karate) | 2 | 1 | 2 | 1 | 2 | 3 | 32 | 57 |
| Court sports (e.g. racquetball, squash) | 2 | 2 | 2 | 1 | 1 | 3 | 34 | 50 |
| Curling rinks | 2 | 1 | 1 | 2 | 1 | 0 | 26 | 66 |
| Dance / program rooms | 2 | 2 | 2 | 2 | 2 | 1 | 37 | 36 |
| Event hosting facilities | 3 | 3 | 1 | 2 | 2 | 3 | 44 | 6 |
| Fitness / wellness facilities (e.g. exercise / weight room) | 3 | 3 | 1 | 2 | 2 | 3 | 44 | 6 |
| Gymnasium type spaces (e.g. basketball, volleyball, badminton, pickleball) | 2 | 3 | 1 | 2 | 3 | 1 | 39 | 26 |
| Ice arena facilities (e.g. hockey, figure skating, ball hockey, lacrosse) | 3 | 2 | 1 | 3 | 2 | 2 | 42 | 17 |
| Indoor child playgrounds | 3 | 2 | 2 | 2 | 1 | 3 | 42 | 17 |
| Indoor climbing wall | 3 | 2 | 2 | 1 | 1 | 3 | 39 | 26 |
| Indoor public art | 2 | 3 | 3 | 2 | 1 | 2 | 44 | 6 |

| | Service Level Assessment | Level of Public Benefit | Financial Impact | Alignment with Municipal Priorities | Adaptability | Recreation or Culture Opportunities | Score | Priority Rank |
|--------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|----------------------------|---------------------|-------------------------------------------|--------------|-------------------------------------------|-------|------------------|
| Weighting | 5 | 4 | 4 | 3 | 2 | 1 | | |
| Amenity | | | | | | | | |
| Indoor pool climbing wall | 0 | 2 | 2 | 1 | 1 | 0 | 21 | 69 |
| Indoor multi-sport / field house type facilities (e.g. for activities like indoor soccer, ball hockey, roller derby, lacrosse, etc.) | 2 | 3 | 1 | 2 | 3 | 1 | 39 | 26 |
| Libraries | 2 | 3 | 1 | 3 | 2 | 1 | 40 | 23 |
| Leisure ice surfaces (non hockey) | 2 | 1 | 1 | 1 | 1 | 0 | 23 | 68 |
| Leisure swimming pools (e.g. for fun including water play features) | 2 | 3 | 1 | 3 | 1 | 1 | 38 | 31 |
| Multi-purpose program rooms | 2 | 2 | 3 | 2 | 3 | 1 | 43 | 12 |
| Museum | 2 | 2 | 2 | 3 | 2 | 0 | 39 | 26 |
| Parkour room / gymnastics space | 2 | 1 | 2 | 1 | 2 | 1 | 30 | 60 |
| Performing arts theatre / space (e.g 250 seats) | 3 | 3 | 1 | 3 | 2 | 3 | 47 | 2 |
| Seniors centre | 2 | 1 | 2 | 2 | 2 | 1 | 33 | 53 |
| Social banquet facilities | 2 | 3 | 2 | 2 | 2 | 1 | 41 | 22 |
| Storage space (for groups) | 2 | 1 | 3 | 2 | 1 | 1 | 35 | 45 |
| Swimming pools (e.g. for lane swimming, lessons, aquafit) | 2 | 2 | 1 | 3 | 1 | 0 | 33 | 53 |
| Walking / running track | 2 | 2 | 1 | 3 | 1 | 0 | 33 | 53 |
| Youth centre | 2 | 2 | 2 | 2 | 2 | 1 | 37 | 36 |
| Agricultural facilities (e.g. rodeo grounds, riding arenas) | 2 | 2 | 2 | 3 | 2 | 1 | 40 | 23 |
| Amphitheatres /event spaces / band shelters | 2 | 3 | 2 | 3 | 1 | 1 | 42 | 17 |
| Archery range | 2 | 1 | 3 | 1 | 1 | 1 | 32 | 57 |
| Athletic grounds (track and field) | 2 | 1 | 1 | 2 | 1 | 3 | 29 | 63 |
| Ball diamonds | 3 | 2 | 2 | 2 | 2 | 2 | 43 | 12 |
| Beach volleyball courts | 2 | 1 | 2 | 1 | 1 | 3 | 30 | 60 |
| Bike parks (e.g. pump track) | 3 | 2 | 1 | 1 | 1 | 3 | 35 | 45 |

| Weighting | 5 | 4 | 4 | 3 | 2 | 1 | Score | Priority Rank |
|-------------------------------------------|---|---|---|---|---|---|-------|---------------|
| Amenity | | | | | | | | |
| BMX bike park | 3 | 2 | 1 | 1 | 1 | 3 | 35 | 45 |
| Campgrounds | 2 | 2 | 2 | 2 | 2 | 1 | 37 | 36 |
| Community gardens | 2 | 3 | 3 | 2 | 2 | 1 | 45 | 3 |
| Cross country ski & snowshoe trails | 2 | 1 | 3 | 1 | 2 | 1 | 34 | 50 |
| Disc golf course | 2 | 2 | 2 | 2 | 1 | 1 | 35 | 45 |
| Off leash dog parks | 2 | 1 | 2 | 1 | 2 | 1 | 30 | 60 |
| Fishing pond | 0 | 1 | 2 | 1 | 1 | 0 | 17 | 70 |
| Golf courses | 2 | 2 | 1 | 1 | 1 | 1 | 28 | 65 |
| Hardcourts (e.g. basketball, ball hockey) | 2 | 3 | 2 | 2 | 2 | 2 | 42 | 17 |
| Mountain bike trails | 3 | 2 | 2 | 1 | 1 | 3 | 39 | 26 |
| Nature trails | 2 | 3 | 2 | 3 | 2 | 1 | 44 | 6 |
| Natural areas | 2 | 3 | 2 | 3 | 2 | 1 | 44 | 6 |
| Open spaces (e.g. parks, greenfields) | 2 | 3 | 3 | 3 | 3 | 1 | 50 | 1 |
| Outdoor boarded skating rinks | 2 | 2 | 2 | 2 | 2 | 1 | 37 | 36 |
| Outdoor fitness equipment | 2 | 2 | 2 | 2 | 1 | 3 | 37 | 36 |
| Outdoor public art | 2 | 3 | 3 | 2 | 1 | 3 | 45 | 3 |
| Paved pathways | 2 | 3 | 1 | 3 | 3 | 2 | 43 | 12 |
| Lighted pathways | 2 | 3 | 1 | 3 | 3 | 2 | 43 | 12 |
| Pickleball courts | 2 | 2 | 1 | 2 | 2 | 1 | 33 | 53 |
| Picnic areas | 2 | 3 | 3 | 2 | 2 | 1 | 45 | 3 |
| Playgrounds | 2 | 2 | 2 | 2 | 2 | 1 | 37 | 36 |
| Sledding / tobogganing hills | 0 | 2 | 3 | 2 | 1 | 1 | 29 | 63 |
| Skateboard parks | 2 | 2 | 2 | 2 | 1 | 1 | 35 | 45 |

| Weighting | Service Level Assessment | Level of Public Benefit | Financial Impact | Alignment with Municipal Priorities | Adaptability | Recreation or Culture Opportunities | Score | Priority Rank |
|---------------------------------------------------------|--------------------------|-------------------------|------------------|-------------------------------------|--------------|-------------------------------------|-------|---------------|
| Amenity | 5 | 4 | 4 | 3 | 2 | 1 | | |
| Sports fields - grass (e.g. soccer, football) | 2 | 2 | 2 | 2 | 2 | 1 | 37 | 36 |
| Sports fields – artificial turf (e.g. soccer, football) | 3 | 2 | 2 | 2 | 2 | 3 | 44 | 6 |
| Spray parks | 2 | 2 | 1 | 2 | 1 | 1 | 31 | 59 |
| Tennis courts | 2 | 2 | 2 | 2 | 2 | 1 | 37 | 36 |



Strathmore





Report for Council

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: May 4, 2025

Meeting Date: May 14, 2025

SUBJECT: Debt Management Policy No. 1821

RECOMMENDATION: Information for Council.

STRATEGIC PRIORITIES:



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

This Debt Management Policy will help develop guidelines for budget and taxation. The debt management policy will aid Council in providing stable and predictable tax rates, manage debt limits and plan for sustainable growth.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The Debt Management Policy will help ensure that funding is available for strategic infrastructure projects that create and enhance economic development within the community.

SOCIAL SUSTAINABILITY:

The debt management policy will help ensure that funding is available for social programs and projects.

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Having a strong a Debt Management Policy helps support the long term asset management of critical municipal infrastructure. The policy also assist Council in strategically planning for future new community facilities and services.

ORGANIZATIONAL:

The Debt Management Policy will not place any added workload on staff, but it will require them to be more focused on the financial sustainability of the community over the upcoming decades. Additional work will be required to forecast future infrastructure needs within the community, but it will save staff work by ensuring that adequate funding resources will be available for such projects.

OPERATIONAL:

The Debt Management Policy is developed to support the operational challenges that the Town might be facing. This policy will help ensure that adequate funding is in place to meet the infrastructure needs to keep the operations running smoothly.

FINANCIAL:

The financial implications from the Debt Management Policy are prudent for the community and the organization.

POLICY:

The Debt Management Policy will have significant implications on policies, bylaws, and budgets. Future taxation policies, debt management policies, budget policies and financial plans will work in collaboration with the Debt Management Policy.

Annual Operating and Capital Budgets will be heavily impacted by this policy. Future Property Tax Rate Bylaws and Borrowing Bylaws will all be influenced and guided by the Debt Management Policy.

IMPLEMENTATION:

The next steps with implementation of the Debt Management Policy will be communicating throughout the organization and will form a critical component of future operating and capital budgets. The policy will be best communicated through the community as a critical piece of the annual budget process.

BACKGROUND:

Within the Town's Strategic Plan, Council has identified there was a need for a Debt Management Policy.

Administration has undertaken a review of the policy and compared it with recommendations by the Government Financial Officers Association and best practices used by other municipalities.

Managing the Town's debt contributes to its financial sustainability and flexibility.

The best practices recommended for government budgets based on the GFOA recognizes that debt commits government revenues into the future and may limit the way in which a governing body can respond to changing priorities, revenue sources or circumstances.

A debt policy, as recommended by the GFOA, helps ensure that debt is issued and managed prudently "in order to maintain a sound fiscal position and protect credit quality."

KEY ISSUE(S)/CONCEPT(S):

Managing debt and that is important to include because managing the Town's debt contributes to its financial sustainability and flexibility.

DESIRED OUTCOMES:

The main benefits of the Debt Management Policy will be financial stability and long-term financial planning.

COMMUNICATIONS:

The Debt Management Policy will be communicated throughout the organization and will form a critical component of future operating and capital budgets. The policy will be best communicated through the community as a critical piece of the annual budget process.

ALTERNATIVE ACTIONS/MOTIONS:

Council may provide further direction to Administration regarding the policy

ATTACHMENTS:

[Attachment I: 1821 - Debt Management Policy Draft 2025-05-07](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 07 May

Johnathan Strathdee, Manager of Legislative Services

2025
Approved
- 08 May

Kevin Scoble, Chief Administrative Officer

2025
Approved
- 08 May

Veronica Anderson, Legislative Services Officer

2025
Approved
- 08 May
2025

POLICY NUMBER: 1821

REFERENCE:

Resolution No. 000.00.00

ADOPTED BY:

Town Council

PREPARED BY: Financial Services

DATE: May XX, 2025

TITLE: Debt Management Policy

1. Policy Statement

- 1.1. Debt should be regarded as a viable and complementary financing tool alongside grant funding, tax-supported budget allocations, reserves, developer levies, and partnerships for the purchase, construction, and rehabilitation of capital assets. All of these components must come together as part of a long-term asset management plan and funding strategy.
- 1.2. Debt is only permitted for capital infrastructure projects. Debt is not to be used for operating expenditures with the rare exceptional requirement to manage cash flow or extraordinary events.
- 1.3. The Town must maintain flexibility within defined debt and debt servicing limits to ensure both sustainability and the ability to respond to unplanned emergent items.
- 1.4. Debt should be structured in a way that promotes generational equity to support the philosophy that those who benefit from the use of the asset contribute proportionally to its cost.

2. Purpose

- 2.1. To support the use of debt as a strategic financing tool, this policy establishes principles, guidelines, and controls for the issuance of new debt.
- 2.2. Aligning with the Town's Asset Management Policy and planning processes, the Town seeks to strategically manage borrowing capacity for future infrastructure requirements, to maintain maximum flexibility of

current operating funds, and to control the impact that debt charges will have on future tax and utility rates.

- 2.3. The Town recognizes that, properly applied, debt can be a cost-effective source of funding that complements the sustainability of an organization. Debt decisions shall take a long-term view balancing quality of life and financial impacts.

3. Definitions

- 3.1. "**Act**" means the Municipal Government Act, RSA 2000, c M-26 and amendments thereto.
- 3.2. "**Borrowing bylaw**" is a Council approved bylaw referred in accordance with the *Municipal Government Act* which authorizes a municipality to borrow money.
- 3.3. "**Bullet**" refers to fixed interest only payments until the end of the term when the principal and final interest payment are made.
- 3.4. "**Cash**" refers to cash, cash equivalents, and short term (less than 5 years) investments.
- 3.5. "**Capital Funding Formula**" refers to a base budgeted amount built into the operating budget consisting of three components: long-term debt, capital reserves and Pay-As-You-Go.
- 3.6. "**Capital Asset Lifecycle**" refers to a component of the Capital Funding Formula where annual transfers are made to provide stable funding for the repair, maintenance and replacement of groups of assets supported by detailed long-term replacement plans.
- 3.7. "**Capital Business Case**" refers to an analysis that demonstrates the necessity for and viability of a new project which includes a financial analysis of the capital and operating costs of a new project.
- 3.8. "**Capital Expenditures**" means expenditures incurred to acquire, develop, or renovate assets where the benefit of the expenditure will extend beyond a one-year period and the amount of the expenditure exceeds the Town's minimum capitalization threshold.
- 3.9. "**Chief Administrative Officer**" or "**CAO**" means the individual appointed by Council to the position of Chief Administrative Officer under section 205 of the Act and pursuant to the Chief Administrative Officer Bylaw 18-19 or their designate.
- 3.10. "**Debt Limit**" refers to the Town's established debt limit or, as applicable based on the context, the provincial Debt Limit Regulation

- 3.11. "**Debt Repayment**" refers to the regular and/or special repayment of debt principal that has been incurred to finance capital projects.
- 3.12. "**Debt Servicing**" means annual required debt repayments including interest and principal.
- 3.13. "**Emergency Purposes**" refers to an urgent and unexpected situation that poses a risk to health, life, property, or environment and requires immediate action.
- 3.14. "**Fixed and Variable Rates**" refer to a unique repayment schedule.
- 3.15. "**Fixed Principal**" refers to a concept where payment declines over time as principal repayment amount is fixed, and interest is added based on the outstanding balance.
- 3.16. "**Internal Financing**" refers to borrowing from existing Town reserves to finance projects. When the Town internally finances, the repayment terms will include the principal amount borrowed plus interest. The interest owed shall begin accruing in the month following the borrowing.
- 3.17. "**Level Debt Service**" (i.e. Blended Amortization) is a fixed payment over the life of the term with a blend of principal and interest in the amount.
- 3.18. "**Long-Term Debt**" means a debt obligation that is typically issued for capital expenditures. In the case of the Town, this is usually in the form of a debenture varying in debt terms of three years or greater.
- 3.19. "**Long-Term Financial Plan**" includes the long-term outlook for Town's capital plan that included debt financing requirements.
- 3.20. "**Municipal infrastructure**" means all Town owned buildings, parks, trails, transportation networks and information technology forming part of the built environment but excluding utility infrastructure.
- 3.21. "**Off-Site Levy Reserves**" are reserves to fund future development of specified - ff-site roadway and utility construction.
- 3.22. "**Pay-As-You-Go**" represents annual tax levy revenues that are budgeted within the operating budget to finance tax-supported capital expenditures.
- 3.23. "**Reserves**" are money that has been specifically set aside by Council to finance future expenditures, which are either operating or capital in nature.
- 3.24. "**Revenues**" means the total amount of money brought in on an annual basis as published in the last audited financial statements of the Town prior to the time of calculation, to include money from taxes, utilities, user

fees, departmental and corporate programs, developer and customer contributions, and Boards and Authorities.

- 3.25. "**Short-Term Debt**" means a debt obligation that is used to cover cash-flow timing issues, smaller capital projects, and interim financing for capital expenditures. The term of debt is less than three years.
- 3.26. "**Sustainability**" means meeting present needs without compromising the ability to meet future needs.
- 3.27. "**Tax Levy Revenues**" means revenues generated to pay for tax-supported operations. This revenue is calculated annually, taking the overall expenditures and subtracting all other sources of revenue such as user fees, fines, permits, grants and investment income. The balance remaining is the amount to be raised through municipal property taxes.
- 3.28. "**Tax-Supported Debt Servicing**" represents has annual required debt payments including interest and principal issued for capital expenditures using tax levy as the source of repayment.
- 3.29. "**Utilities**" are self-funded operations providing a service to its customers, at rates regulated by Town Council, and are: Water, Waste Water, Storm Water, and Solid Waste/Organics/Recycling.
- 3.30. "**Utility Infrastructure**" means all the systems and facilities associated with the Town's Water, Waste Water, Storm Water, and Solid Waste/Organics/Recycling utilities.

4. Responsibilities

- 4.1. Council is responsible for:
 - 4.1.1. the approval of borrowing bylaws to authorize short and long-term debt; and
 - 4.1.2. working with the CAO to prioritize future capital plan projects to be considered for debt financing.
- 4.2. The Chief Administrative Officer is responsible for:
 - 4.2.1. preparation of borrowing bylaws and managing any advertising requirements as stipulated in the Act;
 - 4.2.2. communicating to Council any tax and/or utility rate impacts related to the debt;
 - 4.2.3. managing the Town's debt in a responsible and planned manner in accordance with this policy, ensuring appropriate resources are available to meet current and future obligations; and
 - 4.2.4. reviewing the Long-Term Financial Plan Policy with Council to confirm priorities on regular basis.

5. Service Standards/Expectations

5.1. Introduction and Context

- 5.1.1. All capital funding types, including taxes, reserves, grants, levies, and debt, are ultimately borne (i.e. guaranteed) by the taxpayer either in the form of direct payment or with relation to grants through the allocation to one project versus another.
- 5.1.2. The Town will always be in a position where demand, want, or requirement for capital investment exceeds available funding.
- 5.1.3. To support decision making, the Town has a robust process for the evaluation and prioritization of both municipal and Off-Site Levy capital projects that considers:
 - 5.1.3.1. impact on or support for health, safety, and environment;
 - 5.1.3.2. level of alignment with Council's Strategic Plan or other policy direction;
 - 5.1.3.3. its support for maintaining or enhancing services and service levels;
 - 5.1.3.4. financial and non-financial the return on investment; and
 - 5.1.3.5. the level to which the project supports strategic growth.
- 5.1.4. Only those projects that score highly in these areas to demonstrate direct benefit to the community should be considered for funding. The combination of funding sources for these projects will be determined to make maximum use of grants, support generational equity, and propose debt in consideration of its long-term obligation for the Town and alignment to this policy.

5.2. Short-Term Debt

- 5.2.1. The Town may, from time to time, incur short-term debt to:
 - 5.2.1.1. manage short-term cash flow requirements; and
 - 5.2.1.2. provide financing for emergency purposes.
- 5.2.2. Short-term debt shall be financed through:
 - 5.2.2.1. internal financing;
 - 5.2.2.2. a line of credit; or
 - 5.2.2.3. conventional short-term banking.
- 5.2.3. Where short-term debt is used, a funding source to repay the short-term debt must be identified prior to borrowing.

5.3. Internal Financing

- 5.3.1. The Town may use internal financing to fund capital projects to reduce overall net borrowing costs when:
 - 5.3.1.1. the Town's reserve position allows it; and
 - 5.3.1.2. cash flow analysis supports it.
 - 5.3.1.3. Where the Town chooses to internally finance, a repayment schedule will be established, and a financing rate shall be applied to funds required to offset the capital project expenditures. The rate used shall be the average rate of return earned by the Town's investments. This interest rate is intended to offset the investment interest not earned or lost by the Town on funds utilized to finance capital projects.

5.4. Long-term Debt

- 5.4.1. Long-term debt may be considered for capital expenditures for municipal or utility infrastructure where the expected asset life, or increase to asset life, is greater than five years, and a valid project charter has been approved by Council.
- 5.4.2. Prior to approval of any project being considered for debt financing, administration shall analyze and communicate to Council the estimated impacts on the Town's existing and forecasted debt position, potential tax impacts, and reserve policy compliance as it relates to the Off-Site Levy (if applicable).
- 5.4.3. The repayment term (i.e. amortization) in respect of long-term debt shall not exceed the useful life of the asset being financed by the Town.
- 5.4.4. Debt terms shall be chosen in consideration of total cost of borrowing, tax impacts, management of debt levels, and generational equity.
- 5.4.5. In support of the overall Long-Term Financial Plan, the Chief Administrative Officer may also choose alternate repayment structures, such as level debt service, fixed principal, bullet, and fixed and variable rates.
- 5.4.6. The Town may borrow by debenture, conventional bank financing, or other approved financing debt instruments including internal financing.

5.5. Debt Limits

5.5.1. To ensure debt capacity remains for emergency purposes, the Town shall adhere to a ceiling for borrowing purposes of 60% of the debt limits prescribed by provincial regulation. These shall be referred to as the Town's "internal debt limits".

5.6. Debt Servicing Limits

5.6.1. The Town shall establish internal debt servicing limits to support the long-term financial sustainability of the Town.

5.6.1.1. Total debt servicing shall not exceed 18% of the Town's consolidated operating expense budget. This excludes any amount budgeted for existing debt servicing.

5.6.1.2. Tax-supported debt servicing shall not exceed 12% of the Town's consolidated operating expense budget. This excludes any amount budgeted for existing debt servicing.

5.7. Repayment of Debt

5.7.1. The Town of Strathmore is legally responsible for all debt servicing payments regardless of the initial intended funding source. For projects approved for funding through the Off-Site Levy Recovery Fund, if the fund experiences a deficit, any debt serviced from it will require a new funding source to be identified, such as property taxes or an alternate reserve.

5.7.2. Retiring tax-supported debt servicing will not be used to reduce the tax requirement where additional debt is planned in the next five years. Where new debt is not anticipated in the upcoming budget year, the same amount will be redirected to Pay-As-You-Go on an interim basis until such time as new debt servicing is required.

5.7.3. New tax-supported debt servicing will be added to the tax requirement as an ongoing adjustment in the year the first payment becomes payable in an amount that is not offset by 7.b above.

5.7.4. The Town may take advantage of opportunities to retire outstanding debt early if financially beneficial considering debt retirement penalties. High interest, tax supported debt shall be given priority consideration for early debt repayment.

5.8. Reporting

5.8.1. The Chief Administrative Officer shall report to Council regarding the Town's compliance with this policy. Reporting on the Town's outstanding debt, debt and debt servicing limits, and long-term

projections shall be provided through the quarterly reports, budget process, and annual financial statements.

5.9. Policy Review

5.9.1. This policy shall be reviewed in accordance with the corporate review schedule.

6. Legal References

Debt Limit Regulation, Alta. Reg. 255/2000

7. Cross References

Policy 1802 – Accounting for Capital Assets

Policy 1809 – Budget Policy

Policy 1810 – Asset Management Policy

Policy 1817 – Financial Reserves Policy

END OF POLICY

APPROVAL

Mayor

Director of Strategic, Administrative
and Financial Services



Report for Council

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: May 4, 2025

Meeting Date: May 14, 2025

SUBJECT: Budget Policy No. 1809

RECOMMENDATION: Information for Council.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

This Budget Policy will help develop guidelines for budget and taxation. The budget and taxation policy will aid Council in providing stable and predictable tax rates, manage debt limits and plan for sustainable growth.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The Budget & Taxation Guiding Principles will help ensure that funding is available for strategic infrastructure projects that create and enhance economic development within the community.

SOCIAL SUSTAINABILITY:

The budget policy will help ensure that funding is available programs and projects.

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Having a strong a Budget Policy helps support the long term asset management of critical municipal infrastructure. The policy also assist Council in strategically planning for future new community facilities and services.

ORGANIZATIONAL:

The Budget Policy will not place any added workload on staff, but it will require them to be more focused on the financial sustainability of the community over the upcoming decades. Additional work will be required to forecast future infrastructure needs within the community, but it will save staff work by ensuring that adequate funding resources will be available for such projects.

OPERATIONAL:

The Budget Policy is developed to support the operational challenges that the Town might be facing. This policy will help ensure that adequate funding is in place to meet the infrastructure needs to keep the operations running smoothly.

FINANCIAL:

The financial implications from the Budget Policy are prudent for the community and the organization.

POLICY:

Section 242 of the *Municipal Government Act* "a council must adopt and operating budget for each calendar year or may adopt interim operation budget for part of a calendar year."

Section 245 of the *Municipal Government Act* "a council must adopt a capital budget for each calendar year by January 1 of that calendar year."

The Budget Policy will have significant implications on policies, bylaws, and budgets. Future taxation policies, debt management policies, budget policies and financial plans will work in collaboration with the many policies of the Town.

Annual Operating and Capital Budgets will be heavily impacted by this policy. Future Property Tax Rate Bylaws and Borrowing Bylaws will all be influenced and guided by the Budget Policy.

IMPLEMENTATION:

The next steps with implementation of the Budget Policy will be communicating throughout the organization and will form a critical component of future operating and capital budgets. The policy will be best communicated through the community as a critical piece of the annual budget process.

BACKGROUND:

In 2021, Council approved the 1809 Budget Policy and additionally, the 2022 Town of Strathmore Long Term Financial Plan. These policies were light on content and provided minimal direction on assisting the organization achieve financial stability and strength.

In 2025, Administration is recommending that we solidify the policy to provide better guidance as the budget is an important Council strategic document. As such, only elected officials will be permitted to deliberate and adopt budgets.

KEY ISSUE(S)/CONCEPT(S):

The updated policy provides a framework for Council and Administration to arrive at a budget procedure that recognizes MGA requirements, the long and departments master plans. This policy recognizes that budgets are estimates made in advance for a period for which they apply, and that amendments are necessary due to changing circumstances.

This update removes the ability of Administration to make budget budget amendments without the approval of Council.

DESIRED OUTCOMES:

The main benefits of the Budget Policy will be financial stability and long-term financial planning.

COMMUNICATIONS:

The Budget Policy will be communicated throughout the organization and will form a critical component of future operating and capital budgets. The policy will be best communicated through the community as a critical piece of the annual budget process.

ALTERNATIVE ACTIONS/MOTIONS:

Modify the Budget Policy.

ATTACHMENTS:

[Attachment I: 1809 - Draft Budget Policy 2025-05-07](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 07 May
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 08 May
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 08 May
2025

Veronica Anderson, Legislative Services Officer

Approved
- 08 May
2025

TOWN POLICY

| | |
|--------------------------------------------------------------------------|-------------------------------------------------|
| POLICY NUMBER: 1809 | |
| REFERENCE: Resolution No.197.05.21 Resolution No. XXX.XX.XX | ADOPTED BY: Town Council May XX, 2025 |
| PREPARED BY: Financial Services | DATE: May XX, 2025 |
| TITLE: Budget Policy | |

1 Policy Statement

- 1.1. To establish principles for budget preparation and property taxation levies in accordance with the Municipal Government Act (MGA). In some cases, these principles will stand alone, while in others the principles are excerpts from separate policies established by Council.

2 Purpose

- 2.1 This policy will ensure an orderly and timely translation of civic services into resources, expense, and revenue requirements. It will also ensure effective means to deliver services to citizens and to enforce accountability for the proper and prudent management of public funds. The Town will work within the Long-Term Financial Plan as adopted by Council. The adopted budget will adhere to the Municipal Government Act (MGA) or other legal requirements including principles contained within this policy.

3 Definitions

- 3.1 **"Acting Mayor"** means the Councillor selected by Council to act as the Mayor in absence or incapacity of the Mayor and Deputy Mayor or in the case where the Mayor and/or Deputy Mayor choose to step down.
- 3.2 **"Budget Amendment"** mechanism used to revise the approved budget to reflect changes that occur throughout the fiscal year. Once the budget is adopted, it can be changed by a budget amendment.
- 3.3 **"Chief Administrative Officer"** or "CAO" means the person appointed by the Council under section 4 and under section 205 of the Act to be Chief Administrative Officer for the Town, along with any designate appointed by the Chief Administrative Officer;
- 3.4 **"Councillors"** means the municipal Council of the Town of Strathmore.

- 3.5 **"Deputy Mayor"** means the Councillor appointed by Council pursuant to the Municipal Government Act and the Council Procedure Bylaw, to act as the Mayor in the absence or incapacity of the Mayor on in the case where the Mayor chooses to step down.
- 3.6 **"Designate"** means an employee who is authorized to sign or approve by CAO.
- 3.7 **"Director"** is the head of a department of the Town of Strathmore.
- 3.8 **"Manager"** means the Managers of the department, division or unit of the Town
- 3.9 **"Mayor"** means the individual elected to the position of Chief Elected Official for the Town.
- 3.10 **"Operating Budget"** means a financial plan that includes an estimate amount for revenue, expenditures, and transfers to provide for Council's policies and programs. The amount needed to pay debt obligations in respect of borrowings made to acquire, construct, remove or improve capital property, the amount needed to meet the requisitions or other amounts the town is required to pay under an enactment.
- 3.11 The amount of depreciation, the amount to be transferred to a reserve, the amount to be transferred to the capital budget.

4 Responsibility to Implement

- 4.1 The Chief Administrative Officer (CAO) is the administrative head of the municipality and is granted authorities through the Municipal Government Act (MGA) and CAO Bylaw including but not limited to the responsibility to ensure the policies, procedures and programs of the municipality are developed and implemented.

5 Principles

- 5.1 Action of the Budget will be conducted in a manner that aligns with the context of the Long-Term Financial Plan.
- 5.2 The budget is an important Council strategic document. As such, only elected officials will be permitted to deliberate and adopt budgets.
- 5.3 Administration will recommend to Council a timeline for Budget preparation on an annual basis.
- 5.4 Inputs derived from citizen engagement will be considered during the budget and planning cycles.
- 5.5 Budgets will be aligned with Council's Strategic Plan, the Municipal Development Plan, and organizational master plans.
- 5.6 On an annual basis, Council will authorize service levels for the community.
- 5.7 New Programs, services and Tangible Capital Assets additions will be fully funded at the time of addition.
- 5.8 Directors and/or Department Managers are responsible for submitting estimates of revenue and expenditure utilizing the Town budgeting software within the timing authorized for budget preparation.

- 5.9 Budgets that include a new financial borrowing to fund a capital project will include an interest expenditure at the current interest rate or anticipated rate with principle repayments as applicable.

6 PROGRAMS AND SERVICES

- 6.1 Council endorses programs, services, and service levels on behalf of the community. The Towns programs, services, and service levels will be defined and documented through Levels of Service initiatives. Council approved budgets provide for the financial resources necessary to deliver programs and services to the community.
- 6.1.1 The endorsement of programs, services and service levels through the budget and planning process is a responsibility of Council.
- 6.1.2 Performance measures will be used to demonstrate and gauge successful delivery of service.
- 6.1.3 The Town shall ensure that it provides value for money, that public resources are put to the best possible use and that surplus assets are disposed of.

7 SHORT- AND LONG-TERM PLANNING

- 7.1 The Town will align with best practice and ensure that short and long-term financial planning is executed to ensure the long term financial sustainability of the Town.
- 7.1.1 Operating budgets will be prepared on a four-year rolling basis annually in compliance with the MGA. Capital plans will be prepared on a five-year rolling basis.
- 7.1.2 Council endorsed strategy, master plans, programs, services, and studies will guide the preparation of budgets.
- 7.1.3 The Town shall operate in a manner that will allow it to successfully adapt to future challenges or events
- 7.1.4 Financial decisions ensure future flexibility to adapt to opportunities and changing circumstances
- 7.1.5 As far as is reasonably possible the Town shall operate in a manner that takes into account the financial effects on future generations as well as on the distributional impact on the current population

8 TAX REVENUE

- 8.1 Taxes will be levied to fund the costs to deliver tax supported Town services. In the case of some services, user fees are charged to offset the cost to deliver the service. The operating budget will deliver the service to the community.
- 8.2 When planning for tax increases, the following will be considered:
- 8.2.1 The rate of tax adjustment will be kept as stable as possible while also ensuring the long-term financial sustainability of the Town.

8.2.2 Non-residential tax rate will be no more than 3 times the residential tax rate.

8.2.3 Economic conditions will be considered during the planning process.

9 ONE TIME REVENUES AND OTHER FORMS OF VOLATILE REVENUE

9.1 Council budgets will raise sufficient funds to maintain the ordinary operations of town business and will not rely on one-time revenues.

9.1.1 Budgets are not to be balanced by using streams of volatile revenue.

10 USER FEES, LICENSES, PERMITS AND FINES

10.1 As established by Council, user fees, licenses, permits and fines will be used to offset the cost of a program or service.

10.1.1 The user fees for recreation and culture fees are reviewed annually with the rate bylaw.

10.1.2 The cost of licenses and permits will be established to oversee the related service.

10.1.3 Fines will be used to encourage compliance to Town Bylaws.

11 UTILITIES

11.1 Utility services (water, sanitary sewer, storm sewer and waste management) will be budgeted on a full cost recovery basis. The utility rates will include an amount to be contributed to the Utility Infrastructure Reserves for long term sustainability and renewal of utility infrastructure.

12 BUDGET AMENDMENTS

12.1 AMENDMENTS TO COUNCIL APPROVED OPERATING BUDGET

12.1.1 At times, amendments to the operating budget are necessary to facilitate Town operations. The Directors and Managers are delegated the responsibility of managing outcomes of the approved budget.

12.1.1.1 Operating budget amendments for a new program or service or a significant change in service level require an approving motion by Council.

12.1.1.2 Budget amendments requiring funding above the total approved budget must be approved by a Council motion.

12.1.2 Authorizations for amendments must be in place prior to any financial transaction taking place.

12.2 AMENDMENTS TO COUNCIL APPROVED CAPITAL BUDGET

12.2.1 Capital budgets are prepared using projected costs and will align with good project methodologies including predesign, design and construction phases. At times amendments to the capital budget are necessary and desirable. Directors and Managers are delegated the responsibility of managing outcomes of the approved budget:

12.2.1.1 Capital budget amendments for a new program or service or a significant

change in service level require an approving motion by Council.

- 12.2.1.2 Amendments to the Capital Budget that alters the scope of a project or that materially changes the appearance, or functionality of a project shall be reviewed by and authorized by Council.
- 12.2.1.3 For items not included in the budget, or a cost overrun, must be considered as an amendment to a budget by Council, that Administration include in the analysis an opportunity interest cost at the current interest rate as a cost for the project.
- 12.2.1.4 Authorizations for amendments must be in place prior to any financial transaction taking place.
- 12.2.1.5 Funding of the capital program will aim to maximize the use of grants, debt and reserves, capital projects will not normally be funded by current year taxation.
- 12.2.1.6 Emergency purchases should only be made when the application of procedures would result in undue delay and exacerbate the situation

13 ENGAGEMENT, TRANSPARENCY AND ACCOUNTABILITY

- 13.1 Council is committed to a transparent and accountable process a process for funding not for profits. Each not for profit organization is welcome to attend an annual meeting where they will make formal request for financial support to Council. The presentations will be taken into consideration during the budget deliberation.
- 13.2 Feedback from the citizen satisfaction survey will be considered during the budget planning cycle.
 - 13.2.1 Transparency will be maintained by posting the Budget, Audited Financial Statements, and the Town of Strathmore Annual Report on the Town website.
 - 13.2.2 That the Council be provided with a quarterly financial update including a report on Capital Projects complete with variance.
- 13.3 Council is committed to ensuring funding to not for profits high are level of transparency and accountability. Annual engagement during budget funding periods is required pursuant to the following policies:
 - 13.3.1 Policy 5102 – Family and Community Support Services Grant Program.
 - 13.3.2 Policy 5102-01 – Family and Community Support Services Grant Program Procedure.
 - 13.3.3 Policy 7204 – Community Improvement Program Policy.
 - 13.3.4 Policy 7204-01 – Community Improvement Program Procedure.

14 Scope/Application

This policy applies to the Town's elected officials, CAO, and Town staff.

15 Cross References

Policy 1110 – Strategic Planning Policy.

Policy 1802 – Accounting for Capital Assets Policy.

Policy 1810 – Asset Management Policy.

Policy 1817 – Financial Reserves Policy.

Policy 5102 – Family and Community Support Services Grant Policy.

Policy 5102-01 – Family and Community Support Services Grant Procedure.

Policy 7204 – Community Improvement Program Policy.

Policy 7204-01 – Community Improvement Program Procedure.

END OF POLICY

APPROVAL

Mayor

Director of Strategic, Administrative
and Financial Services