

2026



**Strathmore**  
RURAL REIMAGINED

# 2026 Services and Service Levels Inventory

**JUNE 3, 2026**  
**FINAL**

# 2026 Services and Service Levels Inventory

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# 2026 Services and Service Levels Inventory

## INTRODUCTION

The **Services and Service Levels Inventory** provide a comprehensive overview of the services delivered by the Town of Strathmore and the standards that guide their delivery. It serves as a key tool for translating Council approved priorities into operational planning, budgeting, and service delivery decisions.

The Inventory is organized by municipal programs, each representing a core function of local government. Within each program, individual services describe the outputs delivered to specific clients or target groups, along with defined service levels that establish clear and consistent expectations.

Services are described with a focus on the experience of residents, businesses, and stakeholders who receive them. Internal support services are also documented, acknowledging their importance in supporting effective, coordinated, and accountable service delivery.

The Inventory reflects the Town's current service delivery environment and is reviewed annually. Ongoing updates ensure it remains responsive to community needs, supports continuous improvement, and aligns with Council's strategic priorities.

| Services                        | Description                                                                                                             | Legal / Governance | Sub-Services                                                      | Description                                                                                                                                            | Level of Service                                                                                                                                          | Internal / External Service * |
|---------------------------------|-------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>HUMAN RESOURCES PROGRAMS</b> |                                                                                                                         |                    |                                                                   |                                                                                                                                                        |                                                                                                                                                           |                               |
| <b>Administration</b>           |                                                                                                                         |                    |                                                                   |                                                                                                                                                        |                                                                                                                                                           |                               |
| Employee Handbook               | A comprehensive guide for employees that outlines the policies, procedures and expectations for an employee of the Town |                    |                                                                   |                                                                                                                                                        | Employee Handbook (currently under review)                                                                                                                | Internal                      |
|                                 | Human Resources administrative records                                                                                  |                    | Ensuring confidentiality and security of sensitive employee data. | Maintaining accurate and up-to-date employee records, including personal information, employment history, performance evaluation and training records. | New hire information, termination records, updates on employee information shall be uploaded to the employee file within 48-hours of document completion. | Internal                      |
| <b>Talent Acquisition</b>       |                                                                                                                         |                    |                                                                   |                                                                                                                                                        |                                                                                                                                                           |                               |
| Recruitment of Talent           | Hiring of Town Staff, inclusive of permanent, part-time, term and seasonal hires.                                       |                    |                                                                   | Ensuring that the recruitment process adheres to legal and regulatory requirements (eg: equal opportunity,                                             | Time to Hire: Ensure all vacancies are filled within 90 days of the initial requisition for hire to the candidate's first day.                            | Internal                      |

\* **Internal Service** levels refer to functions and support mechanisms within the municipality to ensure efficient management and administration of such service level, while **External Service** levels are services provided by the municipality to residents and businesses to improve community well-being and support public needs.

## 2026 Services and Service Levels Inventory

| Services                        | Description              | Legal / Governance | Sub-Services                            | Description                                                                                                                                                                   | Level of Service                                                                                                                                             | Internal / External Service * |
|---------------------------------|--------------------------|--------------------|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>HUMAN RESOURCES PROGRAMS</b> |                          |                    |                                         |                                                                                                                                                                               |                                                                                                                                                              |                               |
|                                 |                          |                    |                                         | privacy, data integrity) following our retention of records schedule, listed on each posting and following the Town of Strathmore's 2025 Handbook.                            |                                                                                                                                                              |                               |
|                                 |                          |                    |                                         |                                                                                                                                                                               | Candidate Experience: measure how candidates perceive the recruitment and onboarding process through 30-day check-ins.                                       | Internal                      |
|                                 |                          |                    |                                         |                                                                                                                                                                               | Cost per Hire: Maintain an accurate budget to best attract talent (sourcing, interviewing, and hiring) defined through the annual budgeting process.         | Internal                      |
| <b>Talent Management</b>        |                          |                    |                                         |                                                                                                                                                                               |                                                                                                                                                              |                               |
| Talent Retention                | Retention of Town Talent |                    | Ensuring the Town's Talent is retained. | Talent retention strategies, including employee engagement initiatives (social engagement, quarterly Town halls, Employee Appreciation Day, long-service recognition program, | 1-2 Leadership Training sessions offered per year; 1-2 all Staff training sessions per year under the HR Umbrella as corporate Training - Inclusive of DEIA. | Internal                      |

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| Services                        | Description                                 | Legal / Governance | Sub-Services                | Description                                                        | Level of Service                                                                                                                      | Internal / External Service * |
|---------------------------------|---------------------------------------------|--------------------|-----------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>HUMAN RESOURCES PROGRAMS</b> |                                             |                    |                             |                                                                    |                                                                                                                                       |                               |
|                                 |                                             |                    |                             | safety recognition program.                                        |                                                                                                                                       |                               |
|                                 |                                             |                    |                             |                                                                    | Annual Long-Service Award Recognition, and Safety Recognition at Year-End Celebration event.                                          | Internal                      |
|                                 |                                             |                    |                             |                                                                    | Development of Annual Performance Review program and support.                                                                         | Internal                      |
|                                 |                                             |                    |                             |                                                                    | Creation of the annual Workforce Planning Strategy.                                                                                   | Internal                      |
|                                 |                                             |                    |                             |                                                                    | Hosting of quarterly Town Hall / Coffee and SLT events.                                                                               | Internal                      |
|                                 |                                             |                    |                             |                                                                    | Hosting of an Annual Employee Appreciation Day.                                                                                       | Internal                      |
| <b>Payroll and Benefits</b>     |                                             |                    |                             |                                                                    |                                                                                                                                       |                               |
| Payroll                         | Administering Pay and Benefits to all Staff | Pay Directive      | Standard for acknowledgment | Maintaining timely administration of pay and benefits to all staff | Process payroll accurately and efficiently, including salary calculations, deductions, and tax withholdings, on a bi-weekly schedule. | Internal                      |
|                                 |                                             |                    | Standard for acknowledgment |                                                                    | Resolution of payroll inquiries and any discrepancies within 48 hours.                                                                | Internal                      |
| Benefits                        |                                             | Benefits Directive | Standard for acknowledgment |                                                                    | Administer employee benefits programs, LAPP, EFAP within the first week of employment with the Town, and any changes within 48 hours. | Internal                      |

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| Services                             | Description                                                           | Legal / Governance        | Sub-Services                                                 | Description                                                                                                                                                                                                                                                                                                                                          | Level of Service                                                                                                                                                                               | Internal / External Service * |
|--------------------------------------|-----------------------------------------------------------------------|---------------------------|--------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>HUMAN RESOURCES PROGRAMS</b>      |                                                                       |                           |                                                              |                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                |                               |
|                                      |                                                                       | Benefits Directive        | Standard for acknowledgment                                  |                                                                                                                                                                                                                                                                                                                                                      | Assist employees with benefit enrollment, changes and claim processing within 48 hours of the request.                                                                                         | Internal                      |
| <b>Health, Wellness &amp; Safety</b> |                                                                       |                           |                                                              |                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                |                               |
|                                      | Providing a Safe and Healthy Work Environment for all Town Employees. | Health & Safety Directive | Ensuring the Town has an up-to-date safety program in place. | Safety Procedures and Protocols: Safety Policy and program: creating and implementing Town Directives and procedures to mitigate risks to ensure a safe working environment (emergency response plans, workplace safety training, orientations, regular equipment and building inspections, and adherence to OH&S, Strathmore policy and procedure). | Healthcare Access: Provide access to local healthcare resources, such as occupational health clinics, insurance coverage, wellness programs through orientation or within 24 hours of request. | Internal                      |
|                                      |                                                                       | Health & Safety Directive |                                                              |                                                                                                                                                                                                                                                                                                                                                      | Health and Safety Training: Providing training programs to educate employees on health and safety best practices, including first aid/CPR training, fire safety drills, and                    | Internal                      |

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| Services                                        | Description                                                                                                                      | Legal / Governance        | Sub-Services                                                                                          | Description | Level of Service                                                                                                                                                                                                                                     | Internal / External Service * |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>HUMAN RESOURCES PROGRAMS</b>                 |                                                                                                                                  |                           |                                                                                                       |             |                                                                                                                                                                                                                                                      |                               |
|                                                 |                                                                                                                                  |                           |                                                                                                       |             | hazardous material handling procedures, general safety orientation within the first month of employment. Regular legislative training every 3 years following new-hire on Respect in the Workplace, WHMIS and other role specific training required. |                               |
|                                                 |                                                                                                                                  | Health & Safety Directive |                                                                                                       |             | Annually reviewing and updating Town Directives to ensure compliance with local, provincial, and federal regulations related to health, wellness, and safety in the workplace. Updating Directives every 3 years.                                    | Internal                      |
|                                                 |                                                                                                                                  | Health & Safety Directive |                                                                                                       |             | Maintaining COR certification with a Certified Partner - perform an External Audit every 3 years.                                                                                                                                                    | Internal                      |
| <b>Administrative Directives and Procedures</b> |                                                                                                                                  |                           |                                                                                                       |             |                                                                                                                                                                                                                                                      |                               |
|                                                 | Providing the Town with adequate Administrative Directives and Procedures to uphold legislation and guidance for Town Employees. |                           | Compliance: Ensure adherence to labour laws and regulations, mitigating the risk of legal liabilities |             | Response time: an employee can expect a 48-hour response time to inquiries, such as company policies, benefits, or procedures. Response times can vary depending on the nature and urgency of the request.                                           | Internal                      |

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|--------------------------|-------------|--------------------|--------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| HUMAN RESOURCES PROGRAMS |             |                    |              |             |                                                                                                                                                                                    |                               |
|                          |             |                    |              |             | Compliance Monitoring: Annually reviewing and updating Directives every 3 years to ensure compliance with local, provincial, and federal regulations related to HR best practices. | Internal                      |

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| Services                                | Description                                                                                                                                                                               | Legal / Governance | Sub-Services                    | Description                                                                                                                                      | Level of Service                                                                                                                                                                                   | Internal / External Service * |
|-----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>ECONOMIC DEVELOPMENT PROGRAMS</b>    |                                                                                                                                                                                           |                    |                                 |                                                                                                                                                  |                                                                                                                                                                                                    |                               |
| <b>Business Retention and Expansion</b> |                                                                                                                                                                                           |                    |                                 |                                                                                                                                                  |                                                                                                                                                                                                    |                               |
|                                         | Conduct a structured and action-oriented means of engaging with existing businesses within the community to identify their priorities, anticipate challenges, and encourage their growth. |                    |                                 | Collect and analyze information from existing businesses to understand and identify priority needs based on common challenges at least annually. | Complete and present every 4 years a Business Needs Assessment report for Council and local business Stakeholders. 2027 next BNA                                                                   | External                      |
|                                         | Support and participate on local business stakeholder committees and organizations                                                                                                        |                    | Community Futures Wild Rose     | Partner on regional business needs projects                                                                                                      | Funding partner in annual Business Walk                                                                                                                                                            | External                      |
|                                         |                                                                                                                                                                                           |                    | Strathmore Business Association | Informal business working group consisting of the top ten industries in Strathmore;                                                              | The kick of this project is TBD. The Chamber may facilitate and not the Town. In year 1, the Town will support the Association's foundation, facilitate its organization, and provide its funding. | External                      |

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| Services                         | Description | Legal / Governance | Sub-Services                                                            | Description                                                                                                                                                                                                                                                                       | Level of Service                                                                                                                                                                                                                                                                                                             | Internal / External Service * |
|----------------------------------|-------------|--------------------|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| ECONOMIC DEVELOPMENT PROGRAMS    |             |                    |                                                                         |                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                              |                               |
| Business Retention and Expansion |             |                    |                                                                         |                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                              |                               |
|                                  |             |                    |                                                                         |                                                                                                                                                                                                                                                                                   | <p>In year 2, the Town will provide a town liaison representative to provide updates and learn the needs of the business community.</p> <p>Ongoing, the Town liaison will attend Quarterly Meetings; work on business needs projects on an ad hoc basis.</p>                                                                 |                               |
|                                  |             |                    | Grand Openings, expansions, relocations and special events in the Town. | Local businesses, not for profits and developers will request the Town's Economic Development presence at certain events. At times the Town is asked to speak on the business climate of Strathmore and also share information to promote events through the Town's social media. | Create and provide a Business Welcome Wagon package; Creation of an Economic Development website for investment attraction, data analytics dashboard and to promote local business directory through GIS. Extend community invitations to Council and support their attendance, when able. Ongoing activities, as requested. | External                      |

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| Services                                | Description                                                                                          | Legal / Governance | Sub-Services                                                                                                           | Description                                                                                                                                                                                                     | Level of Service                                                                                             | Internal / External Service * |
|-----------------------------------------|------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>ECONOMIC DEVELOPMENT PROGRAMS</b>    |                                                                                                      |                    |                                                                                                                        |                                                                                                                                                                                                                 |                                                                                                              |                               |
| <b>Business Retention and Expansion</b> |                                                                                                      |                    |                                                                                                                        |                                                                                                                                                                                                                 |                                                                                                              |                               |
|                                         | Attend Economic Development Government partner meetings, events, and regional associations meetings. |                    | Jobs and Economy, PrairiesCan West, Alberta Innovates, Invest Alberta, Invest Canada, and Export Canada                | Research and share resources / connections / grants from our provincial and federal funded Economic Development support departments with various Town departments and when applicable local community partners. | Participate in monthly Government Partnership meetings; investment attraction Plan utilizing the NRED Grant. | External                      |
|                                         |                                                                                                      |                    | Calgary Region Rural Economic Developers informal committee                                                            | Provide local community updates, connections, and resources. Consider and formulate regional collaboration initiatives.                                                                                         | Participate in monthly meetings onsite in community and host meetings, as needed.                            | External                      |
|                                         | Economic Development Associations                                                                    |                    | Economic Developers of Alberta, Economic Developers of Canada, International Economic Developers Corporation, Business | Become members, annually, to each association to keep up on Economic Development trends, new tools and                                                                                                          | Attend annual conferences, webinars and various training opportunities.                                      | External                      |

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| Services                                | Description                                                                  | Legal / Governance | Sub-Services                                                                                                                                         | Description                                                                                                                                                                                      | Level of Service                                                                                                                                                                                                                                                                                                                        | Internal / External Service * |
|-----------------------------------------|------------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>ECONOMIC DEVELOPMENT PROGRAMS</b>    |                                                                              |                    |                                                                                                                                                      |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                         |                               |
| <b>Business Retention and Expansion</b> |                                                                              |                    |                                                                                                                                                      |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                         |                               |
|                                         |                                                                              |                    | Retention and Expansion International Association, and ICSC association.                                                                             | education. Facilitates connections with other municipalities and colleagues and provides information on best practices.                                                                          |                                                                                                                                                                                                                                                                                                                                         |                               |
|                                         | Local or regional economic impact events, committees, and initiatives.       |                    | Not for Profits, regional initiatives, and private entity events that provide large economic impact.                                                 | Fund or support by volunteer on committee. Monthly meetings, committee member role volunteer hours, e.g. fundraising, sponsor connection, marketing and attendance during the time of the event. | Respond to inquiries and requests for support within 2 days.                                                                                                                                                                                                                                                                            | External                      |
|                                         | Activities that attract new industrial and commercial business to Strathmore |                    | Response to emergent, time sensitive investment opportunities. This requires shifting resources as required. This may come from provincial, federal, |                                                                                                                                                                                                  | Respond immediately to any Provincial and Federal investment leads and prioritize until not qualified. Connect and partner with pre-qualified potential commercial property owner. All leads are responded to with 2 business days and Town direction and or updates are provided within 5 business days. Leverage grant opportunities. | External                      |

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| Services                                | Description                                                                                                                                                                                    | Legal / Governance | Sub-Services                                                                                                       | Description                                                                                                                | Level of Service                                                                                                    | Internal / External Service * |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>ECONOMIC DEVELOPMENT PROGRAMS</b>    |                                                                                                                                                                                                |                    |                                                                                                                    |                                                                                                                            |                                                                                                                     |                               |
| <b>Business Retention and Expansion</b> |                                                                                                                                                                                                |                    |                                                                                                                    |                                                                                                                            |                                                                                                                     |                               |
|                                         |                                                                                                                                                                                                |                    | and other private entity partners. Respond to all grant opportunities.                                             |                                                                                                                            |                                                                                                                     |                               |
|                                         |                                                                                                                                                                                                |                    | Additional support and resources to meet timelines may be required from other departments.                         | Update administration at weekly meeting on cross department functions. Coordinate with applicable departments as required. | Sponsor cross department project charters and lead weekly meetings.                                                 | Internal                      |
|                                         | Actions taken to promote business and investment opportunities within the Town to domestic and international markets, including identifying opportunities, targeting prospects, providing site |                    | Work in collaboration with Invest Alberta, Invest Canada and outsource to specific industry targeted site selects. | Cross function departments as required. Outsource additional expertise, as needed, to execute projects.                    | Engage with local commercial developers to participate in Investment initiatives. Foster P3 model where applicable. | External                      |

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|----------------------------------|---------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------|------------------|-------------------------------|
| ECONOMIC DEVELOPMENT PROGRAMS    |                                                                                                               |                    |              |             |                  |                               |
| Business Retention and Expansion |                                                                                                               |                    |              |             |                  |                               |
|                                  | tours, developing Town marketing campaigns, attending industry specific events, and relationship development. |                    |              |             |                  |                               |

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|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------------|-------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                                    |                                          |                               |                                                                                                                   |                                                                                                                                                                  |                               |
| <b>Administrative</b>                                            |                                                                                                                                                    |                                          |                               |                                                                                                                   |                                                                                                                                                                  |                               |
| Strategic Planning                                               | A process where Administration works with Council to define the vision for the future, set goals, and develop action plans to achieve those goals. | Municipal Government Act, RSA 2000 (MGA) | Strategic Plan Document       | Assessing the current state of the Town, identifying priorities, and approving budget to achieve desired outcome. | On an annual basis, Administration would work with Council to develop a Strategic Plan or update a current Strategic Plan to define future municipal objectives. | Internal                      |
|                                                                  |                                                                                                                                                    |                                          | Corporate Business Plan       | This Plan informs decisions, allocation of resources, and ensures alignment of long-term goals.                   | Administration provides the Corporate Business Plan on an annual basis.                                                                                          | Internal                      |
|                                                                  |                                                                                                                                                    |                                          | Quarterly Corporate Reporting |                                                                                                                   | Council receives a report on a quarterly basis outlining the progress of the strategic initiatives outlined in the Strategic Plan                                | Internal                      |
|                                                                  |                                                                                                                                                    |                                          | Town State of the Union       | Provide a public presentation on the Town's strategic achievements.                                               | Complete annually a State of the Union address to the community and administration                                                                               | External                      |

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|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |              |                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                               |
| <b>Communications and Marketing</b>                              |                                                                                                                                                                                                                                                                                                                                                                                                                 |                    |              |                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                               |
| External Communications and Marketing                            | Dissemination of information externally with the intent to inform and educate the public or to promote and encourage the public to take a certain action. This includes Crisis Communications when Required. External communications will be conducted through the following: website; social media; publications; advertising and promotion; video, photography, and multimedia; podcasts; customer inquiries. |                    | Marketing    | <p>Dissemination of marketing material with the intent to promote and encourage the public:</p> <ul style="list-style-type: none"> <li>• to purchase memberships.</li> <li>• sign up for programs.</li> <li>• use Town amenities.</li> <li>• attend events.</li> <li>• Promote the Town as a place to invest, shop, live, and visit.</li> </ul> | <p>Communications and Marketing asks departments to complete a quarterly brief with their requests. If the department receives adequate notice, the team can support the departments by printing campaign materials, creation of online forms, E-blasts, new webpages, video content, promoted adds, custom creative content, media notifications, press release, social media, newspaper/utility insert advertising, radio advertising.</p> <p>For short notice requests (at least 48hrs notice) the team will try to support depending on capacity.</p> | Internal                      |

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|------------------------------------------------------------------|-------------|--------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |             |                    |                    |                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                          |                               |
| <b>Communications and Marketing</b>                              |             |                    |                    |                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                          |                               |
|                                                                  |             |                    | Media Relations    | Manage all media relations activities, including managing media contacts, arranging interviews, preparing key messages, monitoring the Town's media coverage, preparation and distribution of media releases, and coordinate necessary media training. | Communications requests three days to answer media inquiries. This allows the team to draft messaging and obtain SLT approval for messaging. Response is within 72 hours.                                                                                                                                                                                                | External                      |
|                                                                  |             |                    | Public Information | Dissemination of information externally with the intent to inform and educate the public on various matters related to the Town's and Council's business, programs, services, amenities and events.                                                    | The department works with internal stakeholders to ensure information is disseminated to the public in a timely matter. The department responds to social media inquiries during business days within 48 hours or as per a negotiated timeline. Department will also support the Town in responding to Citizen Communications Forms, phone calls, emails, etc., with the | External                      |

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|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------|--------------------|----------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                             |                    |                                  |                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                       |                               |
| <b>Communications and Marketing</b>                              |                                                                                                             |                    |                                  |                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                       |                               |
|                                                                  |                                                                                                             |                    |                                  |                                                                                                                                                          | goal of identifying trends and proactively communicating to the public.                                                                                                                                                                                                                                                                                               |                               |
| Community Events                                                 | The management and delivery of events to the community.                                                     |                    | Support of Community Led Events  | The Communications team will support large community led events.                                                                                         | The Town manages the following annual events: Canada Day, Spirit of Christmas, Pitch-in Week, and Alberta Day. The Town will support community led events when capacity allows and if the events align with Council's strategic plan. These annual events include Remembrance Day, Strathmore Stampede Parade, Santa Clause Parade, pop-up events, and Block Parties. | External                      |
| Public Participation & Engagement                                | Planning, development of methods, coordination and guidance based on the Town's Public Participation Policy |                    | Community Satisfaction Survey    | Opportunity for residents to provide their opinion, perceptions and levels of satisfaction with services, quality of life and governance tax strategies. | Community Satisfaction Survey is conducted every 2 years. Survey results are shared with Council and published on the Town's website.                                                                                                                                                                                                                                 | External                      |
|                                                                  |                                                                                                             |                    | Public Participation Stewardship | Disseminate information to members of the public regarding opportunities to                                                                              | The Town allows members of the public to present to Council as a delegation (requests must be received two weeks before the meeting), speak to an item on a Council agenda through public comments, and can                                                                                                                                                           | External                      |

\* **Internal Service** levels refer to functions and support mechanisms within the municipality to ensure efficient management and administration of such service level, while **External Service** levels are services provided by the municipality to residents and businesses to improve community well-being and support public needs.

# 2026 Services and Service Levels Inventory

| Services                                                  | Description | Legal / Governance | Sub-Services | Description                                | Level of Service                                                                                                                                                   | Internal / External Service * |
|-----------------------------------------------------------|-------------|--------------------|--------------|--------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS |             |                    |              |                                            |                                                                                                                                                                    |                               |
| Communications and Marketing                              |             |                    |              |                                            |                                                                                                                                                                    |                               |
|                                                           |             |                    |              | participate in the Town's decision making. | send correspondence to Council or administration. Furthermore, the Town routinely holds "Coffee with Council" which allows the public to ask questions of Council. |                               |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                                                                                          | Legal / Governance | Sub-Services                             | Description                                                                         | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Internal / External Service * |
|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                                                                      |                    |                                          |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                               |
| <b>Legislative Services</b>                                      |                                                                                                                                                                                      |                    |                                          |                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                               |
| Administrative Tribunals                                         | The department gives legislative and procedural advice, coordinates meetings, gathers required information for Subdivision and Development Appeal Board and Assessment Review Board. |                    | Assessment Review Board                  | Statutory mandated board to hear Assessment Review Board appeals.                   | Appeals to the ARB must be received within 60 days from the Notice of Assessment date. The volume is dependent on the number of appeals received. Some complaints may be resolved prior to a hearing date; however, those that are not resolved will proceed to an ARB hearing. In accordance with applicable legislation, an ARB hearing must be held before December 31st of the year during which the complaint is filed. Legislative Services processes complaints immediately upon receipt. It is a requirement of the ARB to follow legislative processes. | External                      |
|                                                                  |                                                                                                                                                                                      |                    | Subdivision and Development Appeal Board | Statutory mandated board to hear Subdivision and Development Appeal Boards appeals. | When an appeal is received, the SDAB must commence a hearing within 30 days, and the resulting decision must be made and circulated within 15 days. The demand for SDAB hearings is based on the number of decisions rendered by the development or subdivision authorities which may be subject to an appeal. It is a requirement of the SDAB to follow legislative processes for the timing and scheduling of hearings.                                                                                                                                        | External                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                                                                         | Legal / Governance | Sub-Services                | Description                                                  | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Internal / External Service * |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                                                     |                    |                             |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                               |
| <b>Legislative Services</b>                                      |                                                                                                                                                                     |                    |                             |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                               |
| Inter-governmental Relations & Advocacy                          | Administrative liaison with other orders of government, municipalities, and municipal partners to promote and progress the Town's advocacy strategy and priorities. |                    | Government Relations ("GR") | Manage contract with external government advocacy consultant | <p>Liaise through biweekly meetings with the advocacy consultant on behalf of Council to ensure key priorities are known and that advocacy efforts are prioritized.</p> <p>Council meets with the Town's GR Consultant annually to review Council's advocacy plan. There will also be a quarterly update from the Town's GR Consultant, including new developments in the province and how Council's advocacy priorities have been actioned.</p> <p>Working in concert with the Town's GR strategist, key messages are prepared and circulated to Council two days prior to any meeting with provincial or federal government officials.</p> <p>The town's advocacy consultant provides information on relevant grants and supports grant applications.</p> | Internal                      |
|                                                                  |                                                                                                                                                                     |                    | Government Relations        | Federal Government / MP                                      | Support the relationship between the Town and the local federal Member of Parliament, including scheduling meetings with the MP, drafting correspondence on Council's behalf,                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | External                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description | Legal / Governance | Sub-Services         | Description               | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                            | Internal / External Service * |
|------------------------------------------------------------------|-------------|--------------------|----------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |             |                    |                      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                               |
| <b>Legislative Services</b>                                      |             |                    |                      |                           |                                                                                                                                                                                                                                                                                                                                                                                                                                             |                               |
|                                                                  |             |                    |                      |                           | drafting key messages for Council of federal level events and provide speaking notes for the mayor's attendance at events, as required.                                                                                                                                                                                                                                                                                                     |                               |
|                                                                  |             |                    | Government Relations | Province of Alberta / MLA | Support the relationship between the Town and the local provincial Member of the Legislative Assembly, including scheduling of quarterly meetings between the MLA and Council, drafting correspondence to the MLA on Council's behalf, drafting key messages for Council of provincial level events, and provide speaking notes for the mayor's attendance at events, as required.                                                          | External                      |
|                                                                  |             |                    | Government Relations | AUMA Membership           | <p>The Town is a member of Alberta Municipalities. Administration supports Council in their attendance by preparing travel arrangements, scheduling meetings with provincial officials, as necessary, crafting speaking notes, if needed, and preparing any ancillary supporting information such as background information for resolutions.</p> <p>A member of Administration attends these meetings to support Council, if available.</p> | External                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                        | Legal / Governance                                       | Sub-Services                   | Description                                                         | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Internal / External Service * |
|------------------------------------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------|--------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                    |                                                          |                                |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |
| <b>Legislative Services</b>                                      |                                                                                    |                                                          |                                |                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                               |
|                                                                  |                                                                                    |                                                          | Government Relations           | MCMC Membership                                                     | <p>The Town is a member of Mid-sized Cities Mayor's Caucus. Administration supports the Mayor (or Deputy Mayor as the case may be) in their attendance by preparing travel arrangements to various meetings, scheduling meetings with provincial officials, as necessary, crafting speaking notes, if needed, and preparing any ancillary supporting information such as background information for agenda meeting discussion items.</p> <p>A member of Administration attends these meetings to support the Mayor, if available.</p> | External                      |
|                                                                  |                                                                                    |                                                          | Government Relations           | Other Municipalities: Support regional collaboration                | Administration supports Council with efforts to foster collaboration with local municipalities with the intent to create Voluntary Intermunicipal Collaboration Frameworks (ICFs) with neighbouring municipalities                                                                                                                                                                                                                                                                                                                    | External                      |
| Boards and Committees                                            | Providing legislative and procedural guidance to the Town's boards and committees. | Municipal Government Act, RSA 2000, C M-26 (MGA), Part 5 | Board and Committee Management | Provide procedural and legislative advice to boards and committees. | Legislative Services provides procedural and legislative advice to the Town's various boards and committees.                                                                                                                                                                                                                                                                                                                                                                                                                          | Internal                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description | Legal / Governance                                                                                                                                                                  | Sub-Services                            | Description                                                                                                                                 | Level of Service                                                                                                                                                                                                                                                                                                                                                        | Internal / External Service * |
|------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |             |                                                                                                                                                                                     |                                         |                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                         |                               |
| <b>Legislative Services</b>                                      |             |                                                                                                                                                                                     |                                         |                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                         |                               |
|                                                                  |             | <ul style="list-style-type: none"> <li>• MGA, Part 5, Division 1</li> <li>• Bylaw #22-26 and #23-12: Boards &amp; Committees Bylaw, and amendments</li> </ul>                       | Board and Committee Appointments        | Advertising vacancies, reviewing applications, and presenting applications to Council for consideration.                                    | The department is responsible for board and committee membership, including recruitment, appointments, and resignations. Typically, the department presents applications to Council to consider at the annual organizational meeting. However, vacancies are advertised throughout the year, on an as needed basis.                                                     | Internal                      |
|                                                                  |             | <ul style="list-style-type: none"> <li>• MGA, Part 11</li> <li>• Bylaw #22-26: Boards and Committees Bylaw</li> </ul>                                                               | Assessment Review Board (ARB)           | The ARB carries out the duties as described in the MGA                                                                                      | <p>The ARB consists of 3 public at large members, and the Composite Assessment Review Board consists of 2 public at large members and one member appointed by the province.</p> <p>ARB Hearings are scheduled pursuant to the MGA on an as needed basis. The department provides clerical and administrative support for the board, as well as acting as the clerk.</p> | Internal                      |
|                                                                  |             | <ul style="list-style-type: none"> <li>• MGA, Part 5, Division 1</li> <li>• Bylaw #22-26: Boards and Committees</li> <li>• Policy #7204</li> <li>• Community Improvement</li> </ul> | Community Improvement Program Committee | Establishes grant funding to not-for-profit organizations supporting a myriad of recreation, culture, and social based programs, activities | <p>The department is responsible for board and committee membership, including recruitment, appointments, and resignations.</p> <p>Council will receive recommendations from Administration on funding under the Program and thereby included in the Town's annual budget process.</p>                                                                                  | Internal                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description | Legal / Governance                                                                                                              | Sub-Services                                       | Description                                                                                                                             | Level of Service                                                                                                                                                                                                                                                                                                                                   | Internal / External Service * |
|------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |             |                                                                                                                                 |                                                    |                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                    |                               |
| <b>Legislative Services</b>                                      |             |                                                                                                                                 |                                                    |                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                    |                               |
|                                                                  |             | Program Policy #7204<br>• Community Improvement Program Procedure #7204-1                                                       |                                                    | and capital related projects.                                                                                                           |                                                                                                                                                                                                                                                                                                                                                    |                               |
|                                                                  |             | • MGA, Part 5, Division 1<br>• Bylaw #22-26: Boards and Committees.<br>• Council Resolution adopted TOR on April 2, 2025        | Culture and Wellbeing Task Force                   | TOR adopted to identify and coordinate opportunities to provide community input on items related to community identity and civic pride. | The department is responsible for board and committee membership, including recruitment, appointments, and resignations. The Taskforce consists of 1 Council member, and up to 6 public at large<br><br>Meetings were held monthly and as agreed upon by the Task Force.                                                                           | Internal                      |
|                                                                  |             | • MGA, Part 5, Division 1<br>• Family and Community Services Act and Regulations<br>• Bylaw #23-12: Boards and Committees Bylaw | Family & Community Support Services Advisory Board | The Board receives, reviews and makes recommendations on applications for funding under the Family & Community Support Services Program | The department is responsible for board and committee membership, including recruitment, appointments, and resignations. Members of the FCSS Board consist of 1 Council member, 5 public at large and 1 non-voting member from the FCSS department staff member. The Board meets a minimum of 3 times per year or as agreed upon by the committee. | Internal                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description | Legal / Governance                                                                                                                                                                        | Sub-Services  | Description                                                          | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Internal / External Service * |
|------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |             |                                                                                                                                                                                           |               |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                               |
| <b>Legislative Services</b>                                      |             |                                                                                                                                                                                           |               |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                               |
|                                                                  |             | Amending Bylaw <ul style="list-style-type: none"> <li>• Policy 5102 – Family and Community Support Services Grant Program</li> <li>• United Way of Calgary and Area Agreement.</li> </ul> |               |                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                               |
|                                                                  |             | <ul style="list-style-type: none"> <li>• MGA, Part 5, Division 1</li> <li>• Bylaw #22-14: Library Board</li> <li>• Libraries Act and Regulations</li> </ul>                               | Library Board | Formation of the governing body for the operation of a Town library. | The department is responsible for board and committee membership, including recruitment, appointments, and resignations.<br><br>Members of the Library Board, up to 10, but no less than 5, are appointed by Council, and up to 2 members of the board may be Town Councillors. The Strathmore Library Board is formed as a separate corporate entity and operates independent of Town operations. The Board meets at least every 4 months. The annual budget is prepared and submitted to the Town as a funding request | Internal                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                      | Legal / Governance                                                                                                                                        | Sub-Services                                    | Description                                                                                                                   | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Internal / External Service * |
|------------------------------------------------------------------|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                  |                                                                                                                                                           |                                                 |                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                               |
| <b>Legislative Services</b>                                      |                                  |                                                                                                                                                           |                                                 |                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                               |
|                                                                  |                                  |                                                                                                                                                           |                                                 |                                                                                                                               | on an annual basis within the Town's budgeting processes and policies.                                                                                                                                                                                                                                                                                                                                                                                                                                 |                               |
|                                                                  |                                  | <ul style="list-style-type: none"> <li>MGA, Part 5, Division 1</li> <li>MGA, Part 17, Division 10</li> <li>Bylaw #22-26: Boards and Committees</li> </ul> | Subdivision and Development Appeal Board (SDAB) | The SDAB hears and determines appeals on behalf of the Town in respect to decisions of the Subdivision Development Authority. | <p>The SDAB consists of up to 5 members appointed by Council, one of whom shall act as a Chair., one of whom shall act as a Chair. The department provides clerical and administrative support for the board, as well as acting as the clerk.</p> <p>SDAB Hearings are scheduled pursuant to the MGA on an as needed basis.</p>                                                                                                                                                                        | External                      |
| Council Meetings                                                 | Coordination of Council Meetings | <ul style="list-style-type: none"> <li>MGA, Division 9</li> </ul>                                                                                         | Meeting Management                              | Meeting Management includes development of agendas, draft minutes, circulating agendas, posting agendas on the website.       | Legislative Services will attend all Council meetings (Regular, Special, and Committee). Notification of Special Council Meetings will occur at least 24 hrs prior to the meeting, unless the meeting is called in accordance with S. 194(4) of the MGA. Regular Council Meeting agendas will be posted on the Town's website at least 3 days prior to the meeting. Legislative Services will draft agendas once agenda schedules have been reviewed by SLT and the Council Agenda Planning Committee. | Internal                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                                             | Legal / Governance                                                                                                                                                           | Sub-Services                       | Description                                                                                          | Level of Service                                                                                                                                                                                                              | Internal / External Service * |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                         |                                                                                                                                                                              |                                    |                                                                                                      |                                                                                                                                                                                                                               |                               |
| <b>Legislative Services</b>                                      |                                                                                                                                         |                                                                                                                                                                              |                                    |                                                                                                      |                                                                                                                                                                                                                               |                               |
|                                                                  |                                                                                                                                         |                                                                                                                                                                              | Livestreaming of Council Meeting   | Livestreaming Council meetings onto YouTube.                                                         | All public Council meetings (Regular, Special, and Committee of the Whole) will be livestreamed, as per the Council Procedure Bylaw. Recordings of the meetings can be found on the Town's YouTube channel.                   | Internal                      |
|                                                                  |                                                                                                                                         |                                                                                                                                                                              | Parliamentary Support              | Provide procedural and legislative support to Council and Administration before and during meetings. | Legislative Services provides parliamentary support during Council meetings (including drafting motions and providing legislative and procedural advice).                                                                     | Internal                      |
|                                                                  |                                                                                                                                         |                                                                                                                                                                              | Correspondence                     |                                                                                                      | As per Procedure Bylaw 23-17, Legislative Services is able to receive correspondence on behalf of Council. This correspondence is included in the Council Agenda package (confidential correspondence is emailed to Council). | Internal                      |
| Municipal Elections                                              | Organization, coordination, and delivery of municipal elections. Elections are managed in accordance with the LAEA and Bylaw No. 21-18. | <ul style="list-style-type: none"> <li>• MGA, Part 5, Divisions 2, 5 &amp; 6</li> <li>• Bylaw #24-18 – Election Bylaw</li> <li>• Bylaw #24-19 Election Sign bylaw</li> </ul> | Coordination of municipal election |                                                                                                      | Voting will be kept open from 10 am to 8 pm on Election Day. Advance voting will be held in the Town on days and times established by the Returning Officer.                                                                  | Internal                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                                                                                             | Legal / Governance                                                                                                           | Sub-Services                               | Description                                                                                             | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Internal / External Service * |
|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                                                                         |                                                                                                                              |                                            |                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                               |
| <b>Legislative Services</b>                                      |                                                                                                                                                                                         |                                                                                                                              |                                            |                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                               |
|                                                                  | Council Orientation                                                                                                                                                                     | <ul style="list-style-type: none"> <li>• MGA, Part 6</li> </ul>                                                              |                                            | Each Councillor must attend orientation training following election.                                    | Ensures that orientation for council is conducted in accordance with <i>Municipal Government Act</i> .                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Internal                      |
| Policy and Bylaw Development and Management                      | Manage, review and provide insight into the development of bylaws and policies for content, correct formatting, consistency of language, and to ensure legal and legislative compliance | <ul style="list-style-type: none"> <li>• MGA, Part 2, Divisions 1 &amp; 2;</li> <li>• MGA, Part 6, Section 201(1)</li> </ul> | Management of the bylaw and policy program | Legislative Services provides assistance to internal departments in the policy development of the Town. | <ul style="list-style-type: none"> <li>• Is responsible to assist with providing guidance on the development of new bylaws and policies.</li> <li>• Will liaise with the originating department on the review and drafting of documents.</li> <li>• Ensures documents meet legal and legislative requirements.</li> <li>• Provides guidance on the approval process.</li> <li>• Will track current bylaws and policies for any necessary follow-up, review, or approval.</li> <li>• Assists with or drafts bylaws, policies, procedures, or associated documents annually.</li> <li>• The process to develop bylaws and policies is as follows:</li> <li>• Departments will reach out to Legislative Services to get the template and Policy/Bylaw number.</li> <li>• The draft policy/bylaw will be emailed to relevant stakeholders (ideally giving them 30 days to review)</li> </ul> | Internal                      |

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## 2026 Services and Service Levels Inventory

| Services                                                              | Description                                                                                                                                                                                                 | Legal / Governance                                                                                                                                                                                                  | Sub-Services                                                                                                                                                                                              | Description                                                                                                                                                                                                                                                                                                                                   | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Internal / External Service * |
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| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>      |                                                                                                                                                                                                             |                                                                                                                                                                                                                     |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                               |
| <b>Legislative Services</b>                                           |                                                                                                                                                                                                             |                                                                                                                                                                                                                     |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                               |
|                                                                       |                                                                                                                                                                                                             |                                                                                                                                                                                                                     |                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>•The draft policy/bylaw is then sent to Legislative Services to review (ideally giving them 7 days to review)</li> <li>•The owner of the policy/bylaw will then present to SLT, and once SLT approves of the document it will be scheduled for a Council meeting.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                 |                               |
| Access to Information Act (ATIA) and Protection of Privacy Act (POPA) | Oversee the provision of the Town's ATIA and POPA program, ensuring the Town remains compliant with legislation. Aid the public and Administration for access to information and privacy-related questions. | <ul style="list-style-type: none"> <li>• Access to Information Act (ATIA)</li> <li>• Protection of Privacy Act (POPA)</li> <li>• Bylaw #25-24 – ATIA and POPA</li> <li>• Designated Officer Bylaw #26-06</li> </ul> | Records Management is a critical operational program designed to provide the Town with oversight and assurances for the secure, legislatively compliant storage, maintenance, and disposition of records. | This program ensures that both physical and electronic records are preserved according to legal standards and organizational policies, facilitating efficient access and protecting the integrity of information over time. Additionally, it supports transparency and accountability by enabling accurate recordkeeping and timely access to | <ul style="list-style-type: none"> <li>• Provides guidance to Council, Administration, and the public as needed, on privacy legislation, processes, and questions which may occur.</li> <li>• Is responsible to receive all ATIA and POPA request applications (information access).</li> <li>• Oversees and conducts the ATIA and POPA request review process, ensuring legislative compliance throughout, and only releasing records which are permitted by legislation.</li> <li>• Assists with training members of Administration, as needed.</li> <li>• Ensures the Town is compliant with the <i>Access to Information Act</i> (ATIA) and <i>Protection of Privacy Act</i> (POPA).</li> </ul> | External                      |

\* **Internal Service** levels refer to functions and support mechanisms within the municipality to ensure efficient management and administration of such service level, while **External Service** levels are services provided by the municipality to residents and businesses to improve community well-being and support public needs.

## 2026 Services and Service Levels Inventory

| Services                                                         | Description                               | Legal / Governance                                                                                                                       | Sub-Services | Description                                                                                                                                    | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Internal / External Service * |
|------------------------------------------------------------------|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                           |                                                                                                                                          |              |                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                               |
| <b>Legislative Services</b>                                      |                                           |                                                                                                                                          |              |                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                               |
|                                                                  |                                           |                                                                                                                                          |              | public records to internal staff or external entities through the FOIP program.                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                               |
| Records Management                                               | Management program for the Town's records | <ul style="list-style-type: none"> <li>• Bylaw #17-13: Records Management</li> <li>• Policy #1701 – Records Management Policy</li> </ul> |              | The program ensures that processes align with the Records Management Bylaw, and associated procedures for both physical and electronic records | <ul style="list-style-type: none"> <li>• Oversees the Town's Records Management Program and works to ensure the effective and efficient use of the Town's records management tools.</li> <li>• Provides internal assistance with the retrieval of Town records.</li> <li>• Oversees the use of and assists with the training of the records management software, which is used for the retention and disposition of electronic records.</li> <li>• Assists to promote departmental practices align with the Town's long-term Records Management goals.</li> <li>• Participates in the implementation of organizational software, to ensure compatibility with Records Management software systems.</li> </ul> | Internal                      |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                                                     | Legal / Governance | Sub-Services | Description                                                                                                                                                 | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Internal / External Service |
|------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                                 |                    |              |                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                             |
| <b>IT and GIS Service Desk</b>                                   |                                                                                                                                                 |                    |              |                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                             |
| IT Service                                                       | The IT department provides support or services related to information technology (IT).                                                          |                    |              | Services include software, hardware, network, and photocopiers, and ensures timely resolution of technical services for the Town.                           | <p>Services will be provided based on their criticality and impact to the user, using the Service Prioritization Matrix as follows:</p> <ul style="list-style-type: none"> <li>• Mission Critical: Issues affecting town-wide services. Response: Immediate.</li> <li>• Core Business Impact (No workaround): First response: 30 minutes to 2 hours.</li> <li>• Core Business Impact (With workaround): First response: 24 hours to 3 business days.</li> <li>• External Service Provider Involved: First response: 24 hours to 5 business days.</li> <li>• Non-urgent IT Work Orders: Up to 10-20 business days.</li> </ul> | Internal                    |
| Geographic Information Systems (GIS)                             | GIS enables the collection, analysis, and visualization of spatial and geographic data to support decision-making and improve service delivery. |                    |              | Used for mapping infrastructure, planning urban development, managing land use, managing asset, monitoring environmental changes, and optimizing the Town's | <ul style="list-style-type: none"> <li>• Services are provided to internal departments, on an as-needed basis, and external users through the Town's website.</li> <li>• Support to Emergency Management events, on an as needed basis.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                           | Internal and External       |

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# 2026 Services and Service Levels Inventory

| Services                                                  | Description | Legal / Governance | Sub-Services | Description                   | Level of Service | Internal / External Service |
|-----------------------------------------------------------|-------------|--------------------|--------------|-------------------------------|------------------|-----------------------------|
| STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS |             |                    |              |                               |                  |                             |
| IT and GIS Service Desk                                   |             |                    |              |                               |                  |                             |
|                                                           |             |                    |              | services using data analysis. |                  |                             |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                 | Legal / Governance | Sub-Services                                                                             | Description                                                                                                                                                                                                                                                                                                                                                                              | Level of Service                                                                                                                                                                                                                                                                                                                                        | Internal / External Service |
|------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                             |                    |                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                         |                             |
| <b>Business Solutions Project Management</b>                     |                                                                             |                    |                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                         |                             |
| Business Solutions and Project Delivery                          | Overseeing the successful delivery of technology driven change initiatives. |                    | Development or support of a Business Case to justify the project's value and investment. | Project Management and Delivery ensures the project is executed on time, within scope, on budget, and aligned with the Town's strategic investment goal. Additionally, Organizational Change Management (OCM) supports a smooth transition when implementing new business systems technology, focusing on project stakeholder engagement, training, and adapting to new ways of working. | <ul style="list-style-type: none"> <li>The proposed new business initiative will progress through the initial Project Intake request in collaboration with the internal department owner and reviewed by the SLT, on an ad hoc basis.</li> <li>The Business Case for the project will form part of the Operating and Capital Budget process.</li> </ul> | Internal                    |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                          | Legal / Governance | Sub-Services                                                                                                                                                                                                                   | Description                                                                                                                                                                                                                                          | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                           | Internal / External Service |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                      |                    |                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                             |
| <b>Information Governance, Security and Compliance</b>           |                                                                                                      |                    |                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                             |
| Information Security                                             | Focus on protecting the Town's digital assets.                                                       |                    | Development of security awareness training to empower employees and enhance business support. Development and execution of a Cyber Incident Response Plan, execution, and tabletop exercises to prepare for potential threats. | Regular vulnerability assessments and security patching ensure the Town's IT systems remain secure. Supports the overall corporate Risk Management strategy to proactively manage and mitigate risks.                                                | The development and implementation of the Information Security Policy. Response to Cyber incidents are Mission Critical: Issues affecting town-wide services. Response: Immediate.- Core Business Impact (No workaround): First response: 30 minutes to 2 hours.- Core Business Impact (With workaround): First response: 24 hours to 3 business days.<br><br>Security Awareness training is provided to all Town employees on a quarterly basis annually. | Internal                    |
| IT Governance and Compliance                                     | Ensures that the Town's technology operations align with business goals and industry best practices. |                    | It includes the IT assessment, development of an IT Strategy Plan and Emerging Technology Roadmap to guide future technology investments.                                                                                      | Assessments and audits are conducted to ensure compliance and security standards. The service also recommends continuous improvement and remediation projects to address gaps and optimize IT processes, while advising on the creation of necessary | Create and update annually the Strategy Plan and Emerging Technology Roadmap. Refresh the Plan every five year                                                                                                                                                                                                                                                                                                                                             | Internal                    |

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# 2026 Services and Service Levels Inventory

| Services                                                  | Description | Legal / Governance | Sub-Services | Description                                                           | Level of Service | Internal / External Service |
|-----------------------------------------------------------|-------------|--------------------|--------------|-----------------------------------------------------------------------|------------------|-----------------------------|
| STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS |             |                    |              |                                                                       |                  |                             |
| Information Governance, Security and Compliance           |             |                    |              |                                                                       |                  |                             |
|                                                           |             |                    |              | policies and directives to maintain effective governance and control. |                  |                             |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                                                                                                 | Legal / Governance                                                                                                                                                                                                                                                                            | Sub-Services                                                                                                                        | Description | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Internal / External Service |
|------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                               |                                                                                                                                     |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                             |
| <b>Financial Services</b>                                        |                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                               |                                                                                                                                     |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                             |
| Financial Reporting, Compliance, and Controls                    | Management of the corporate accounting and financial reporting including assuring compliance with municipal financial regulations and overseeing the corporate system of internal controls. | <ul style="list-style-type: none"> <li>• MGA, Parts 8 and 15.1, Division 3</li> <li>• Annual Capital Borrowing Bylaws</li> <li>• Annual Operating Line of Credit Bylaw</li> <li>• Annual Fees Bylaw and Amending Bylaws</li> <li>• Public Sector Accounting Standards Board (PSAB)</li> </ul> | <p>Completing an annual financial audit.</p> <p>Completing quarterly financial reporting (actuals, forecast compared to budget)</p> |             | <ul style="list-style-type: none"> <li>• Staff can contact finance during work hours for support and advice on financial matters.</li> <li>• The audited financial statements are completed in compliance with Public Sector Accounting Standards and legislative requirements (i.e. Municipal Government Act) and submitted to Municipal Affairs by May 1st each year.</li> <li>• The audited financial statements are posted on the Town's website by May 1st each year.</li> <li>• Quarterly Financial Reporting is prepared for March, June, September, and December each year.</li> </ul> | External                    |
| Tangible Capital Asset (TCA) Financial Management                | Coordination and reporting of tangible capital asset financial activity                                                                                                                     | <ul style="list-style-type: none"> <li>• MGA, Parts 8 and 15.1, Division 3</li> <li>• Public Sector Accounting Standards Board (PSAB)</li> </ul>                                                                                                                                              |                                                                                                                                     |             | <ul style="list-style-type: none"> <li>• TCA records are updated throughout the year. A report is prepared on Capital Expenditure activity on a quarterly basis (for March, June, September and December) and annually through the annual and quarterly reporting requirements (Annual Financial statements.)</li> </ul>                                                                                                                                                                                                                                                                       | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                                                                            | Legal / Governance                                                                                                              | Sub-Services                 | Description                                                                                                                                                                                                | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Internal / External Service |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                                                        |                                                                                                                                 |                              |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                             |
| <b>Financial Services</b>                                        |                                                                                                                                                                        |                                                                                                                                 |                              |                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                             |
| Assessment Services Administration                               | As part of the property taxation processes, a property assessment contractor provides annual property assessment services & supplemental property assessment services. | <ul style="list-style-type: none"> <li>• MGA, Part 9, Division 1 – 6</li> <li>• Annual Supplemental Assessment Bylaw</li> </ul> | Property Assessment Services | Serve as a liaison between the Town and residents on matters dealing with property assessments; including the management of assessment inquiries in regard to property taxation via phone calls or e-mail. | <ul style="list-style-type: none"> <li>• Prepare assessments in accordance with the Municipal Government Act and its attendant regulations and adhere to any other policies or guidelines as issued from time to time from the Alberta Provincial Government.</li> <li>• Provide assessment information as requested by the Minister of Municipal Affairs in compliance with the statutory reporting requirements prescribed in the Municipal Government Act and its attendant regulations.</li> <li>• Defend any assessment that is subject to an assessment complaint that must go before and Assessment Review Board and any assessment appeals before the Municipal Government Board in compliance with the statutory timelines established in the Municipal Government Act and report any changes to the Town of Strathmore.</li> <li>• Declare the Assessment Roll by February 28 of each year.</li> <li>• Assessment Notices are sent to rate payers by the Town of Strathmore no later than February 28 of each year.</li> </ul> | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                                  | Legal / Governance                                                                                                                                                                                              | Sub-Services                                                                                                                               | Description                                                                                            | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Internal / External Service |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                              |                                                                                                                                                                                                                 |                                                                                                                                            |                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| <b>Financial Services</b>                                        |                                                                                                                              |                                                                                                                                                                                                                 |                                                                                                                                            |                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| Accounts Receivable and Payable                                  | Provision of accurate, timely processing of customer invoices including to track and collect on outstanding balances.        | <ul style="list-style-type: none"> <li>Public Sector Accounting Standards Board (PSAB)</li> </ul>                                                                                                               | Provision of accurate, timely process of all vendor invoices and staff expense claims while ensuring policies and procedures are followed. |                                                                                                        | Invoice requisitions are processed on a weekly basis. Vendor payments are paid within 30 days of invoice date. EFT payments are made mid month and at month-end; cheque payments are printed at the end of each month.                                                                                                                                                                                                                                                                                  | Internal and External       |
| Utility Billing                                                  | This involves bill generation, collection on outstanding accounts, and the collection of commercial and industrial payments. | <ul style="list-style-type: none"> <li>MGA Part 3, Division 3</li> <li>Bylaw #25-22 Water Administration Bylaw</li> <li>Policy #17-12 Land Use Bylaw Amendment – Government Services &amp; Utilities</li> </ul> |                                                                                                                                            | Utility Billing includes the services for water, wastewater, stormwater, garbage pick-up and recycling | <ul style="list-style-type: none"> <li>Residential and non-residential accounts are billed monthly.</li> <li>Utility account maintenance is verified by receiving information from the account holder on an ad hoc basis.</li> <li>Payments are collected in person (during regular business hours), online or pre-authorized payments 30 days following the previous billing cycle.</li> <li>Utility bills outstanding 60 days from billing cycle are transferred to the property tax roll.</li> </ul> | Internal and External       |
| Taxation Billing                                                 | Administration of the Town's tax collection                                                                                  | <ul style="list-style-type: none"> <li>MGA, Part 10, Division 1-9</li> <li>Bylaw #25-10 Non-residential</li> </ul>                                                                                              | Tax CollectionTax Arrears Payment Plan (TAPP)                                                                                              | The Tax Arrears Payment Plan (TAPP) is the Town's commitment to providing an economic                  | The Tax Rate bylaw is presented to Council before May 1 of each year. The tax notices are sent to property owners no later than 30 days prior to due date of June 30 of each year. Current year tax payments are                                                                                                                                                                                                                                                                                        | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description | Legal / Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Sub-Services | Description                                                            | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Internal / External Service |
|------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |              |                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| <b>Financial Services</b>                                        |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |              |                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
|                                                                  |             | Municipal Tax Incentive Bylaw <ul style="list-style-type: none"> <li>Bylaw #25-11 – Property Tax Rate Bylaw</li> <li>Bylaw #23-06 – Tax Arrears Payment Plan</li> <li>Bylaw #20-25 – Non-Profit Organizations Tax Exemption Bylaw</li> <li>Bylaw #22-03 – Tax Incentive Bylaw</li> <li>Bylaw – Amending Bylaw #22-09</li> <li>Bylaw – Amending Bylaw #25-01</li> <li>Policy 1812 – Property Tax Relief Policy</li> <li>Policy 5103 – Seniors Property Tax Rebate Program</li> </ul> |              | recovery plan for property owners whose property taxes are in arrears. | collected in person, online or preauthorized plans (Tax Installment Payment Plan - TIPP) by the due date of June 30. The Tax Installment Payment Plan is administered from January 1 to December 31 each year. Tax Arrears Payment Plans (TAPP) are administered from January 1 to December 31 each year and includes current and past tax arrears for payment. TAPP is a monthly plan that allows owners to make consecutive monthly payments for taxes over a term of up to 24 months. Transfer of outstanding utilities, fines against the property (snow clearing, property bylaw infraction fines, contraventions to dangerous and unsightly properties, etc.) on an ad hoc basis. |                             |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                    | Legal / Governance                                                                                                                                                                                                                                                                                                                                                                                                                                       | Sub-Services | Description                                                                                   | Level of Service                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Internal / External Service |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |              |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |
| <b>Financial Services</b>                                        |                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                          |              |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |
|                                                                  |                                                                                                | <ul style="list-style-type: none"> <li>• Procedure 5103-01 – Seniors Property Tax Rebate Program</li> </ul>                                                                                                                                                                                                                                                                                                                                              |              |                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |
| Operational and Capital Budget Development and Reporting         | Development of current and future years operating and capital budgets and financial forecasts. | <ul style="list-style-type: none"> <li>• MGA, Parts 8 and 15.1, Division 3</li> <li>• Policy 1809 – Budget Policy</li> <li>• Policy 1802 Accounting for Capital Assets</li> <li>• Policy 1807 – Operating and Capital Reserve Fund Policy</li> <li>• Policy 1816 – Capital and Operating Carry Forward Policy</li> <li>• Policy 1817 – Financial Reserves</li> <li>• Policy 1821 – Debt Management Policy</li> <li>• Public Sector Accounting</li> </ul> |              | Budget owners are required to defend market costs of all Operating and Capital Business Cases | The Budget Plan is approved by Council by May 1 of each year. Administration receives Budget Guidelines by June 1 of each year. The Operating and Capital Business Cases are due August 1 of each year. The Finance team meets with department owners to draft operating budgets and to review Business Cases in early August of each year. The Capital Budget prioritization committee concludes their review by September 10 of each year. The Department Fees and Charges review is due by August 1 of each year. Council reviews/approves/amends by mid September<br>Internal workshops with Senior Leadership conclude by September 30 of each year. The draft budget is presented to Council the first Council meeting in November of each year. Council deliberates a proposed Budget by the end of November for a proposed approval no later than the first Council Meeting in December. | Internal and External       |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                                                                                          | Legal / Governance                                                                                                                                                                                                                           | Sub-Services | Description                                                                                                                                                       | Level of Service                                                                                                                                                                   | Internal / External Service |
|------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                                                                                      |                                                                                                                                                                                                                                              |              |                                                                                                                                                                   |                                                                                                                                                                                    |                             |
| <b>Financial Services</b>                                        |                                                                                                                                                                                      |                                                                                                                                                                                                                                              |              |                                                                                                                                                                   |                                                                                                                                                                                    |                             |
|                                                                  |                                                                                                                                                                                      | Standards Board (PSAB)                                                                                                                                                                                                                       |              |                                                                                                                                                                   |                                                                                                                                                                                    |                             |
| Long-Range Financial Planning                                    | Provision of long-term financial planning to improve the understanding of the Town's financial situation with a focus on sustainability to favorably influence its financial future. | <ul style="list-style-type: none"> <li>• MGA, Parts 8 and 15.1, Division 3</li> <li>• Policy 1817 – Financial Reserves</li> <li>• Policy 1821 – Debt Management Policy</li> <li>• Public Sector Accounting Standards Board (PSAB)</li> </ul> |              |                                                                                                                                                                   | Complete a ten-year capital budget and four-year operating budget by December 31 for Council approval.                                                                             | Internal and External       |
| Grant and Project Administration                                 | The department supports the Town's capital investment agenda through increased grant revenues.                                                                                       | <ul style="list-style-type: none"> <li>• Policy 1111 – Physician Sponsorship Grant Policy</li> <li>• Policy 1113 - Physician Incentive Program</li> <li>• FCSS Grant Program</li> <li>• FCSS Grant Program Procedure</li> </ul>              |              | Working with internal department managers to ensure administration of government grants and the timely and necessary reporting of expenses to government funders. | <p>Ensure grant reporting to the Province of Alberta is completed on December 31 of each year.</p> <p>Grant reports for all other grant funding is provided on an ad hoc basis</p> | Internal                    |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description                                                                                                            | Legal / Governance                                                                                                                                                                                                  | Sub-Services     | Description                                                                                                                                                                                                                     | Level of Service                                                                                                                                                                                                                                                                                                                                  | Internal / External Service |
|------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |                                                                                                                        |                                                                                                                                                                                                                     |                  |                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                   |                             |
| <b>Financial Services</b>                                        |                                                                                                                        |                                                                                                                                                                                                                     |                  |                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                   |                             |
| Investment Administration                                        | Develops measures to maximize investment opportunities and ensure appropriate cash management strategies are in place. | <ul style="list-style-type: none"> <li>• Policy 1803 – Cash and Investment Management Policy</li> </ul>                                                                                                             |                  | Provide ongoing support to the Town to ensure appropriate cash flow is available for financing both operating and capital budgets, as needed.                                                                                   | The utility, operating and capital reserves are reviewed during the budget process and on December 31 each year.                                                                                                                                                                                                                                  | Internal                    |
| Cemetery Management Administration                               | Perpetual care                                                                                                         | <ul style="list-style-type: none"> <li>• Cemeteries Act, RSA 2000, C-3</li> <li>• Cemeteries Exemption Regulation</li> <li>• Cemeteries Act, General Regulation</li> <li>• Bylaw #14-16 – Cemetery Bylaw</li> </ul> | Cemetery Service | Provide assistance to clients with appropriate arrangements. Coordinate the record keeping and administrative and financial aspect of burial services, maintenance of graves and permitting/ booking installation of monuments. | Maintain records and services in full compliance with the provincial Cemeteries Act and Strathmore Cemetery Bylaw. Prepare invoicing to plot owners for services. Provide Town's operations with details of plot sales, interments, and land area details related to rights holdership. Provide plot rights holders with the deeds to their lots. | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description | Legal / Governance | Sub-Services                            | Description                                                                                                                                                                                                                                          | Level of Service and Policy / Agreement                                                                                                                                                                                                                   | Internal / External Service |
|------------------------------------------------------------------|-------------|--------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |             |                    |                                         |                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                           |                             |
| <b>Legal Administration</b>                                      |             |                    |                                         |                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                           |                             |
| Legal Document Management                                        |             |                    | Template Control                        | Management and updating of legal document templates, to be utilized by internal stakeholders, as needed.                                                                                                                                             | Develop and maintain internal templates. Templates are reviewed every 5 years by external legal counsel.                                                                                                                                                  | Internal                    |
|                                                                  |             |                    | Legal Contract Drafting and / or Review | Review of proposed agreements or contracts and providing feedback ensuring alignment with Town policies and procedures and applicable legislation. Draft legal documents in accordance with Town policies and procedures and applicable legislation. | Draft contracts/agreements are developed using internal templates and provided to the requesting department within two weeks. Any subsequent amendments are made within one week.                                                                         | Internal                    |
| Legal Opinion Procurement                                        |             |                    |                                         | Liaising with internal stakeholders and external legal counsel to procure legal opinions on various subjects.                                                                                                                                        | Legal opinions are requested and provided in accordance with the internal process. The response time to obtain the legal opinion may range from 1 week to 1 month, depending on the complexity of the issue. All legal opinions are saved into the Town's | Internal                    |

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2026 Services and Service Levels Inventory

| Services                                                  | Description | Legal / Governance | Sub-Services | Description                                                                                                                                                                                                                                                                                                                      | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Internal / External Service |
|-----------------------------------------------------------|-------------|--------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS |             |                    |              |                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |
| Legal Administration                                      |             |                    |              |                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |
|                                                           |             |                    |              | Maintaining a database and repository of previously acquired legal opinions for reference purposes.                                                                                                                                                                                                                              | repository within 2 business days following receipt.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                             |
| Litigation Support                                        |             |                    |              | Liaising with internal stakeholders and external legal counsel for the defence of and/or filing of a legal litigious matter by and on behalf of the Town. Ongoing monitoring of all litigious claims involving the Town and consistent reporting of the status of all claims to the CAO and SLT, and on some occasions, Council. | Any claims that are filled on behalf of the Town of Strathmore would need to occur within the two-year period of the statute of limitations. The Town monitors potentially litigious matters consistently. Should a litigious matter be initiated, either by the Town or by a member of the public, Legal and Risk Management abides by the timelines set out by outside counsel and/or the Courts, which can range from 18 months to 10 years, depending on the claim. Administration will provide quarterly reports to Council on any matter that has proceeded to litigation. | Internal                    |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description | Legal / Governance | Sub-Services | Description                                                                                                                                                                                                                                                           | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Internal / External Service |
|------------------------------------------------------------------|-------------|--------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |             |                    |              |                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                             |
| <b>Risk Management</b>                                           |             |                    |              |                                                                                                                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                             |
| Insurance Administration                                         |             |                    |              | <p>Procuring appropriate insurance for Town-owned property including vehicles, mobile equipment and real property.</p> <p>Managing the Town's insurance portfolio, including quarterly schedule reviews and annual renewals.</p>                                      | Legal and Risk Management conducts a review of insurance schedules quarterly. The renewal process for existing policies is conducted annually beginning in September and finalized in November of each year.                                                                                                                                                                                                                                                                                                                                                                                                                      | Internal                    |
| Claims Management                                                |             |                    |              | Initiating and/or managing claims made by or against the Town and liaising with outside counsel, internal stakeholders and insurance providers to carry out investigations respecting liability questions, cost analysis and mitigation. Regular reporting of claims. | Claims are managed on varying timelines dependent on the nature of the claim and the level of information required to be presented. The <i>Municipal Government Act</i> is the main legislation referenced for the defense of claims made against the Town. Denials shall be issued within 2 weeks from the conclusion of the investigation. Matters that are liable and under the deductible of the Town's insurance policy shall be paid out within one month from the receipt of the final invoice. Matters that are defensible are handled by the Town's insurer and the timeline for resolution can range from 1 month to 10 | Internal                    |

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## 2026 Services and Service Levels Inventory

| Services                                                         | Description | Legal / Governance | Sub-Services | Description                                                                                                                                                                                                       | Level of Service and Policy / Agreement                                                                                                                                                                   | Internal / External Service |
|------------------------------------------------------------------|-------------|--------------------|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> |             |                    |              |                                                                                                                                                                                                                   |                                                                                                                                                                                                           |                             |
| <b>Risk Management</b>                                           |             |                    |              |                                                                                                                                                                                                                   |                                                                                                                                                                                                           |                             |
|                                                                  |             |                    |              | status to SLT and CAO.                                                                                                                                                                                            | years, depending on the claim. Claims status, or stewardship, is reported to SLT on a monthly basis.                                                                                                      |                             |
| Risk Advice                                                      |             |                    |              | Research and analysis of risk levels associated with contracts and agreements as well as certain activities led by the Town and providing advice to internal stakeholders.                                        | Once request has been received, research is undertaken, which may include consultation with Alberta Municipalities, legal counsel, etc. The response time can range from 1 day to 30 days.                | Internal                    |
| Policy Development and Support                                   |             |                    |              | <p>Providing legislation-based support and advice to internal stakeholders in relation to policy drafting.</p> <p>Draft policies and internal directives associated with legal and risk management practices.</p> | Administration will develop policy recommendations and Administrative Directives to ensure best practice around risk management and insurance practices. Policies will be reviewed once per Council term. | Internal                    |

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# 2026 Services and Service Levels Inventory

| Services                                                  | Description | Legal / Governance | Sub-Services | Description                                                                             | Level of Service and Policy / Agreement | Internal / External Service |
|-----------------------------------------------------------|-------------|--------------------|--------------|-----------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS |             |                    |              |                                                                                         |                                         |                             |
| Risk Management                                           |             |                    |              |                                                                                         |                                         |                             |
|                                                           |             |                    |              | Presenting and providing and/or procuring recommendations to Council for draft policies |                                         |                             |

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## 2026 Services and Service Levels Inventory

| Services                                                | Description                                                                                                                                                                                                                                                | Legal / Governance                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Sub-Services                                                                                                                                                  | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Internal / External Service |
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| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>       |                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |
| <b>Municipal Enforcement: Enforcement and Licensing</b> |                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |
| Municipal Enforcement                                   | Municipal Enforcement staff provide professional and effective service by ensuring bylaws are adhered to, educating the public through points of contact and Public Relations type events, and when necessary, enforce both provincial and municipal laws. | <ul style="list-style-type: none"> <li>• MGA, Part 13, Division 4</li> <li>• Peace Officer Act</li> <li>• Peace Officer Regulation</li> <li>• Alberta Solicitor General's Public Security Peace Officer Program Policy</li> <li>• Internal SOPs</li> <li>• Bylaw #18-04 - Traffic Bylaw, Section</li> <li>• Alberta Traffic Safety Act</li> <li>• Alberta Gaming and Liquor Act</li> <li>• Petty Trespass Act</li> <li>• Tobacco Reduction Act</li> <li>• Bylaw #23-27 - Community</li> </ul> | Municipal Enforcement recognizes the need to provide a safe environment for its ratepayers, residents and visitors, and to protect the Town's infrastructure. | <p>Services provided to residents relate to:</p> <ul style="list-style-type: none"> <li>• animal licensing</li> <li>• community standards</li> <li>• parking ticket processing / inquiries.</li> <li>• Assist and respond to SFD and RCMP related calls</li> </ul> <p>Services provided internally to protect municipal operations and assets include:</p> <ul style="list-style-type: none"> <li>• ensure undue liability to roadways, parks, and other municipal controlled property or structures</li> </ul> | <p>Provide and maintain Municipal Enforcement services from Monday through Friday, 7:00 am to 5:00 pm.</p> <p>Outside business hours, officers are scheduled to monitor all incoming calls and emails (CCFs) and actioned as follows:</p> <ul style="list-style-type: none"> <li>a) responded to by telephone within 24 hours, and actioned on or before the next business day, or</li> <li>b) redirected to the non-emergency RCMP line; or</li> <li>c) c) redirected to Town of Strathmore Public Works (Operations) after hours.</li> </ul> <p>Municipal Enforcement officer-to-population ratio is approximately one officer to every 3,750 residents. This contingent currently comprises of one supervisor, two officers and a Municipal Enforcement Officer (bylaw appointment only).</p> | External                    |

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# 2026 Services and Service Levels Inventory

| Services                                         | Description | Legal / Governance                                                                                                              | Sub-Services | Description                                                                                                                                                                                               | Level of Service and Policy / Agreement | Internal / External Service |
|--------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------------------|
| COMMUNITY AND PROTECTIVE SERVICES PROGRAMS       |             |                                                                                                                                 |              |                                                                                                                                                                                                           |                                         |                             |
| Municipal Enforcement: Enforcement and Licensing |             |                                                                                                                                 |              |                                                                                                                                                                                                           |                                         |                             |
|                                                  |             | Standards<br>Amending Bylaw                                                                                                     |              | <ul style="list-style-type: none"><li>Upholding the community standards Bylaw,</li></ul>                                                                                                                  |                                         |                             |
|                                                  |             | <ul style="list-style-type: none"><li>Bylaw #22-20 Responsible Animal Control Bylaw</li><li>Bylaw #24-06 – Taxi Bylaw</li></ul> |              | <ul style="list-style-type: none"><li>animal control bylaw</li><li>taxi and parking enforcement</li></ul> Administrative duties provided related to statistic reporting and violation notice preparation. |                                         |                             |

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## 2026 Services and Service Levels Inventory

| Services                                                                                         | Description                                                                                                                           | Legal / Governance                                                                                                                                                                                                                                                                                                                  | Sub-Services | Description | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Internal / External Service |
|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| COMMUNITY AND PROTECTIVE SERVICES PROGRAMS                                                       |                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                     |              |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                             |
| Community Services: Delivery of Community Social Services Programming through local partnerships |                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                     |              |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                             |
|                                                                                                  | The Family and Community Support Services (FCSS) program promotes and enhances the well-being of Albertans, families and communities. | <ul style="list-style-type: none"><li>• Family and Community Support Services Act, RSA 2000, Chapter F-3</li><li>• Family and Community Support Services Regulation; Alberta Regulation 218/1994</li><li>• Policy 5102 – FCSS Grant Program</li><li>• Bylaw #23-12 - Family and Community Support Services Advisory Board</li></ul> |              |             | The preventative social programs offered by Family and Community Support Services (FCSS) positively shape the lives of individuals and families in Strathmore. FCSS secures programming that meets the most immediate needs of our residents of every age and ability by making it a priority to understand and respond to local social needs, issues and gaps in services. The department fosters collaboration with social agencies and plays an active role in the community, providing access to proactive services that build resiliency and lead to a strong, healthy and socially sustainable Town. | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                                                                | Description                                                                                                                                         | Legal / Governance | Sub-Services                                                          | Description                                                                                                                                                                 | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                               | Internal / External Service |
|---------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>                                                       |                                                                                                                                                     |                    |                                                                       |                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                       |                             |
| <b>Community Services: Delivery of Community Social Services Programming through local partnerships</b> |                                                                                                                                                     |                    |                                                                       |                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                       |                             |
|                                                                                                         | Grant-funded initiatives must clearly demonstrate the following: FCSS funds preventative, early-intervention work—not treatment or crisis response. |                    |                                                                       | To provide financial support through an application process to local non-profits that is administered through the Town and decisions are made by a publicly selected Board. | The FCSS Grant Funding Advisory Board meets and reviews grant funding applications for local nonprofits social agencies. This Board support prevention-focused, community-based outcomes with indirect funding and does not manage day-to-day operations. The Board meets and reviews and recommends funding a minimum of three (3) times per year.                   | External                    |
|                                                                                                         |                                                                                                                                                     |                    | <ul style="list-style-type: none"> <li>Frozen Meal Program</li> </ul> |                                                                                                                                                                             | <p>In partnership with Calgary Meals on Wheels, the Frozen Meal Program is offered to Strathmore residents. This program provides nutritious, frozen meals to individuals in our community who need them.</p> <p>Residents can place an order for meals every two weeks. Orders are processed and delivered directly to the resident's door (within Town limits).</p> | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                                                         | Description | Legal / Governance | Sub-Services                                                                                              | Description | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                         | Internal / External Service |
|--------------------------------------------------------------------------------------------------|-------------|--------------------|-----------------------------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| COMMUNITY AND PROTECTIVE SERVICES PROGRAMS                                                       |             |                    |                                                                                                           |             |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |
| Community Services: Delivery of Community Social Services Programming through local partnerships |             |                    |                                                                                                           |             |                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |
|                                                                                                  |             |                    | <ul style="list-style-type: none"><li>• Good Food Box Program</li></ul>                                   |             | Community Kitchen is a non-profit organization that supports our community Good Food Box program by offering sustainable access to nutritious, quality produce while ensuring variety, freshness and affordability. Locally grown produce is prioritized with a focus on seasonal fruits and vegetables. Good Food Box is sorted and packed by volunteers and delivered to Strathmore to residents through the FCSS department. | External                    |
|                                                                                                  |             |                    | <ul style="list-style-type: none"><li>• Canadian Volunteer Income Tax Program (CVITP)</li></ul>           |             | In partnership with staff and volunteers, the Canadian Volunteer Income Tax Program offers free assistance with basic income tax preparation. This service is available to seniors and individuals with a modest income and simple tax situations who are unable to prepare their taxes on their own.                                                                                                                           | External                    |
|                                                                                                  |             |                    | <ul style="list-style-type: none"><li>• Social Prescribing (Link Care 55+) Grant Funded Program</li></ul> |             | Social Prescribing bridges the gap between medical and social care services. When older adults present with non-medical symptoms like loneliness, healthcare professionals can refer them to community-based programs to enhance their quality of life.                                                                                                                                                                         | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                                                                | Description | Legal / Governance                                                                                     | Sub-Services                                                                        | Description                                                                                                     | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Internal / External Service |
|---------------------------------------------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>                                                       |             |                                                                                                        |                                                                                     |                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| <b>Community Services: Delivery of Community Social Services Programming through local partnerships</b> |             |                                                                                                        |                                                                                     |                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
|                                                                                                         |             | <ul style="list-style-type: none"> <li>Policy 5103 – FCSS Senior Property Tax Rebate Policy</li> </ul> | <ul style="list-style-type: none"> <li>Seniors Tax Rebate Program</li> </ul>        | Program applications are required and based on level of household income to qualify                             | The Seniors Tax Rebate Program provides support to subsidize local senior property owners with municipal property tax rebates.                                                                                                                                                                                                                                                                                                                                                                          | External                    |
|                                                                                                         |             |                                                                                                        | <ul style="list-style-type: none"> <li>Smile Cookies</li> </ul>                     | Local Tim Hortons selects FCSS to donated proceeds for social needs assistance to local residents and programs. | The Smile Cookie campaign is a charitable initiative where 100% of the local proceeds from the sale of decorated cookies through Tim Hortons is donated to FCSS and goes to support local services and programs such as mental health supports/initiatives, emergency basic needs (food assistance, emergency housing, shelter referrals), helping individuals obtain valid government identification, assistance to access critical prescription medications, and other FCSS supports and initiatives. | External                    |
|                                                                                                         |             |                                                                                                        | <ul style="list-style-type: none"> <li>K.A.R.E. Volunteer Driver Program</li> </ul> |                                                                                                                 | The K.A.R.E Volunteer Driver Program is a local service that connects volunteer drivers with residents of Strathmore to coordinate transportation needs for healthcare and/or medical appointments when a resident doesn't not have access to reliable transportation.                                                                                                                                                                                                                                  | External                    |

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# 2026 Services and Service Levels Inventory

| Services                                                                                         | Description | Legal / Governance | Sub-Services                                                                                      | Description | Level of Service and Policy / Agreement                                                                                                                                                                                                 | Internal / External Service |
|--------------------------------------------------------------------------------------------------|-------------|--------------------|---------------------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| COMMUNITY AND PROTECTIVE SERVICES PROGRAMS                                                       |             |                    |                                                                                                   |             |                                                                                                                                                                                                                                         |                             |
| Community Services: Delivery of Community Social Services Programming through local partnerships |             |                    |                                                                                                   |             |                                                                                                                                                                                                                                         |                             |
|                                                                                                  |             |                    | <ul style="list-style-type: none"><li>Snow Angels Program</li></ul>                               |             | The Snow Angels Program connects volunteers with residents needing snow removal assistance due to health or mobility challenges. This is a non-age restricted program that is coordinated through FCSS and supported by IT’s GIS system | External/<br>Internal       |
|                                                                                                  |             |                    | <ul style="list-style-type: none"><li>Volunteer Management, Recruitment and Recognition</li></ul> |             | Working in partnership with organizations to build community capacity by coordinating those organizations who need volunteers with those who want to support their community.                                                           | External/<br>Internal       |

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## 2026 Services and Service Levels Inventory

| Services                                                                                                | Description                                                                                                                                                                                                                                          | Legal / Governance                                                                                                                                              | Sub-Services                                                               | Description | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                     | Internal / External Service |
|---------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>                                                       |                                                                                                                                                                                                                                                      |                                                                                                                                                                 |                                                                            |             |                                                                                                                                                                                                                                                                                             |                             |
| <b>Community Services: Delivery of Community Social Services Programming through local partnerships</b> |                                                                                                                                                                                                                                                      |                                                                                                                                                                 |                                                                            |             |                                                                                                                                                                                                                                                                                             |                             |
|                                                                                                         | <p>United Way Grant-funded initiatives must clearly demonstrate the following:</p> <p>Engage the Community</p> <p>Facilitate Collaboration</p> <p>Focus efforts on key social areas</p> <p>Fund a network of programs that service the community</p> | <ul style="list-style-type: none"> <li>Policy 5102 – FCSS Grant Program</li> <li>Bylaw #23-12 - Family and Community Support Services Advisory Board</li> </ul> | <ul style="list-style-type: none"> <li>United Way Grant Funding</li> </ul> |             | Provide financial support (direct and indirect) to non-profit organizations that deliver a program or event that are preventive in nature and enhance the social well-being of individuals and families through prevention or intervention strategies provided at the earliest opportunity. | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                                                                | Description | Legal / Governance | Sub-Services                                                                            | Description | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                       | Internal / External Service |
|---------------------------------------------------------------------------------------------------------|-------------|--------------------|-----------------------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>                                                       |             |                    |                                                                                         |             |                                                                                                                                                                                                                                                                                                               |                             |
| <b>Community Services: Delivery of Community Social Services Programming through local partnerships</b> |             |                    |                                                                                         |             |                                                                                                                                                                                                                                                                                                               |                             |
|                                                                                                         |             |                    | <ul style="list-style-type: none"> <li>Youth and Family Programming</li> </ul>          |             | Youth and Family programming concentrate on youth and families that are either navigating social issues or want to engage in pro-social activities. Education and awareness presentations are available on youth and family social issues, local resources to students, parents, and social agencies.         | External                    |
|                                                                                                         |             |                    | <ul style="list-style-type: none"> <li>Tools for Schools</li> </ul>                     |             | The Tools for Schools program ensure students start their academic year with the necessary back to school necessities. FCSS works closely with local schools and families to provide essential resources for eligible students.                                                                               | External                    |
|                                                                                                         |             |                    | <ul style="list-style-type: none"> <li>Social Service support and assessment</li> </ul> |             | FCSS maintains resource navigation to assist residents and individuals to obtain valid government identification, assistance to access financial benefits on a provincial and federal level, navigating available home supports, client intakes and related supports and other FCSS supports and initiatives. | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                          | Description                                                                                                                                                                                                                                        | Legal / Governance                                                                                                                                                                                                                                       | Sub-Services                | Description | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Internal / External Service |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b> |                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                          |                             |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |
| <b>Fire Services</b>                              |                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                          |                             |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |
|                                                   | Respond to and mitigate a diverse range of fire emergencies including structural, wildland, and motor vehicle fires while prioritizing life safety, civilian life safety, incident control, property conservation, and environmental conservation. | Fire Service Bylaw <ul style="list-style-type: none"> <li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li> <li>• National Fire Protection Association (NFPA)</li> <li>• National Fire Code – 2023 Alberta Edition (NFC(AE))</li> </ul> | Fire Response & Suppression |             | The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.<br><br>Additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call. | External                    |
|                                                   | Mitigate a diverse range of technical dangerous goods, related emergencies including road, residential, and commercial leaks                                                                                                                       | Fire Service Bylaw <ul style="list-style-type: none"> <li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li> <li>• National Fire Protection</li> </ul>                                                                                   | Hazardous Materials         |             | The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations, staffed by a three-member                                                                                                                                                                                                                                                                 | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                          | Description                                                                                                              | Legal / Governance                                                                                                                                                                                                                                          | Sub-Services                     | Description | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Internal / External Service |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b> |                                                                                                                          |                                                                                                                                                                                                                                                             |                                  |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |
| <b>Fire Services</b>                              |                                                                                                                          |                                                                                                                                                                                                                                                             |                                  |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                             |
|                                                   | prioritizing life safety, civilian life safety, incident control, property conservation, and environmental conservation. | Association (NFPA) <ul style="list-style-type: none"> <li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li> </ul>                                                                                                                                    |                                  |             | engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.<br><br>Additional paid-on-call members may be called to support the full-time members; the number of firefighters and frequency is dependent on the nature of the call.                                                                                                                                                                                                                                                                                                |                             |
|                                                   | Rescue people and mitigate a diverse range of technical emergencies including such matters as water and incidents.       | <ul style="list-style-type: none"> <li>Fire Service Bylaw</li> <li>Policy 23-01 - Strathmore Fire Department, Level of Service</li> <li>National Fire Protection Association (NFPA)</li> <li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li> </ul> | Water/Ice Rescue                 |             | The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.<br><br>Additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call. | External                    |
|                                                   | Provide lift assists, standard first aid and basic life support for                                                      | <ul style="list-style-type: none"> <li>Fire Service Bylaw</li> <li>Policy 23-01 - Strathmore Fire</li> </ul>                                                                                                                                                | EMS Assist / Medical Co-response |             | The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire                                                                                                                                                                                                                                                                                                                                                                                             | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                          | Description                                                                                                                                                                     | Legal / Governance                                                                                                                                                                                                                                           | Sub-Services                                               | Description                                                                                                                                                                                                                                         | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Internal / External Service |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b> |                                                                                                                                                                                 |                                                                                                                                                                                                                                                              |                                                            |                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                             |
| <b>Fire Services</b>                              |                                                                                                                                                                                 |                                                                                                                                                                                                                                                              |                                                            |                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                             |
|                                                   | ambulance assists and medical co-response for Echo codes or for significant ambulance delay.                                                                                    | Department, Level of Service <ul style="list-style-type: none"> <li>National Fire Protection Association (NFPA)</li> <li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li> </ul>                                                                      |                                                            |                                                                                                                                                                                                                                                     | prevention services to the community, 10 - minute response - 90% of the time. Current operations, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.<br><br>, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.                                                                                                                                                                     |                             |
|                                                   | Provide fire life safety inspections, occupancy load reviews and investigations as per the approved Quality Management Plan (QMP) signed with the Alberta Safety Codes Council. | <ul style="list-style-type: none"> <li>Fire Service Bylaw</li> <li>Policy 23-01 - Strathmore Fire Department, Level of Service</li> <li>Safety Codes Act,</li> <li>National Fire Protection Association (NFPA)</li> <li>National Fire Code – 2023</li> </ul> | Fire Code Enforcement<br><br>Quality Management Plan (QMP) | Enforce the National Fire Code – Alberta Edition within the community. Work with building code officials, building owners and occupants to inspect new and existing occupancies to ensure ongoing compliance with respective codes and regulations. | The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations a, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.<br><br>Additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call. | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                          | Description                                                                                                                                                                                                                         | Legal / Governance                                                                                                                                                                                                                                                                | Sub-Services        | Description                                                                                                                                                                                      | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Internal / External Service |
|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b> |                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                   |                     |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| <b>Fire Services</b>                              |                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                   |                     |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
|                                                   |                                                                                                                                                                                                                                     | Alberta Edition (NFC(AE))                                                                                                                                                                                                                                                         |                     |                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
|                                                   | Provide a public education program to all residents through school visits, open houses, home visits, public events, fire drills, alarm inspections, requests, or complaints from the public regarding fire prevention in buildings. | <ul style="list-style-type: none"> <li>• Fire Service Bylaw</li> <li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li> <li>• Safety Codes Act,</li> <li>• National Fire Protection Association (NFPA)</li> <li>• National Fire Code – Alberta Edition</li> </ul> | Fire Code Education | Engage with the community in non-emergency settings to provide prevention, preparedness and safety awareness and education through presentations, workshops, tours, visits and community events. | <p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p> | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                          | Description                                                                                                              | Legal / Governance                                                                                                                                                                                                                                                                                           | Sub-Services                                                     | Description                                                                                                                                                                                                                                               | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Internal / External Service |
|---------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b> |                                                                                                                          |                                                                                                                                                                                                                                                                                                              |                                                                  |                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| <b>Fire Services</b>                              |                                                                                                                          |                                                                                                                                                                                                                                                                                                              |                                                                  |                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| Mutual Aid                                        | The level of response is as per the requesting agency and in accordance with response levels as per Council Policy 2301. | <ul style="list-style-type: none"> <li>Policy 23-01 - Strathmore Fire Department, Level of Service</li> <li>Mutual Aid Agreements with City of Chestermere and Wheatland County</li> <li>National Fire Protection Association (NFPA)</li> <li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li> </ul> | Mutual Aid Partnerships                                          | Coordinate with key stakeholder groups to develop, implement, train, and execute emergency response plans to ensure effectiveness and compatibility. Promote awareness of emergency management and disaster preparedness across the region and community. | <p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p> | External                    |
|                                                   |                                                                                                                          | <ul style="list-style-type: none"> <li>Mutual Aid Agreement with the Province of Alberta</li> </ul>                                                                                                                                                                                                          | Mutual Aid Fire Control Plan with Ministry of Forestry and Parks | Support for manpower and equipment during emergency situations in the Province of Alberta.                                                                                                                                                                | A mutual aid agreement allows for support (manpower and equipment) specifically in wildfire emergency situations in the Alberta Forest Protection Areas. Requests will be evaluated by the Town based on available resources and ongoing priorities.                                                                                                                                                                                                                                                                                                                    | External                    |

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# 2026 Services and Service Levels Inventory

| Services                                   | Description                                                                                                                              | Legal / Governance                                                                                                                                           | Sub-Services                         | Description                                                                                                                                                               | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Internal / External Service |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| COMMUNITY AND PROTECTIVE SERVICES PROGRAMS |                                                                                                                                          |                                                                                                                                                              |                                      |                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                             |
| Fire Services                              |                                                                                                                                          |                                                                                                                                                              |                                      |                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                             |
|                                            | Emergency Management and Preparation provides a framework for how the Town participates in a comprehensive emergency management program. | <ul style="list-style-type: none"><li>Emergency Management Act, RSA 2000, Chapter E-6.8</li><li>Bylaw # 24-09 Regional Emergency Management Bylaw.</li></ul> | Emergency Management and Preparation | The emergency plans and preparation are developed to increase the capacity of the community in order to manage the impacts of an event, whether natural or human induced. | Develop and administer plans to respond to an emergency to ensure that the proper protocols and processes are in place to minimize harm to persons or property. Plan and coordinate the response to disaster events amongst service delivery providers through the Emergency Coordination Center (ECC).<br>The Town is a member of the Wheatland Regional Emergency Management Partnership (WREMP) which coordinates emergency prevention, planning, mitigation, response, and recovery in the area. The partnership includes Wheatland County, the Town of Strathmore, the Villages of Hussar, Standard, and Rockyford, and the City of Chestermere. | Internal                    |

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## 2026 Services and Service Levels Inventory

| Services                                            | Description                                                                                                                                                       | Legal / Governance                                                                                  | Sub-Services                | Description                                                                                                                                                                               | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                            | Internal / External Service |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>   |                                                                                                                                                                   |                                                                                                     |                             |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                             |
| <b>Recreation: Recreation &amp; Sport Amenities</b> |                                                                                                                                                                   |                                                                                                     |                             |                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                             |
| Administration                                      | Administration includes the Manager of Recreation and Culture who provides leadership, supervision, and direction to the department's approximately 50 employees. |                                                                                                     |                             |                                                                                                                                                                                           | Develops departmental policies and procedures, liaises with Director of Community and Protective Services for the Town. Plans and oversees department budgets and marketing, deals with accounts payable, facility bookings, customer service and capital projects.                                                                                                                                                                                                | Internal                    |
|                                                     |                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Policy 7204 – Community Improvement Grant Program</li> </ul> | Community Improvement Grant | The Community Improvement Program (CIP) is designed as a grant funding program to the Strathmore and area community organizations that improve Strathmore's identity and quality of life. | <p>This program aims to ensure continuous support for local not-for-profit community organizations with a comprehensive model that addresses two streams:</p> <ul style="list-style-type: none"> <li>To attract large scale events that bring prestige and economic impact, to support the development of new community events in their initial years, and to support unique one-time opportunities to connect and celebrate community and civic pride.</li> </ul> | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                            | Description                                                                                                              | Legal / Governance                                                                                                                                                                                        | Sub-Services      | Description                                                                                                                                                                                   | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                           | Internal / External Service |
|-----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>   |                                                                                                                          |                                                                                                                                                                                                           |                   |                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                   |                             |
| <b>Recreation: Recreation &amp; Sport Amenities</b> |                                                                                                                          |                                                                                                                                                                                                           |                   |                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                   |                             |
|                                                     |                                                                                                                          |                                                                                                                                                                                                           |                   |                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Minor Capital Projects – to support one-time capital investment costs to repair, renovate, upgrade or expand programs and service delivery provided by a community association.</li> </ul> <p>The total grant pool for this program is \$20,000.</p>                       |                             |
| Facility Management                                 | Recreation Services is responsible for the management and operation of the Town owned Recreation and Culture facilities. |                                                                                                                                                                                                           |                   |                                                                                                                                                                                               | The Town owns and operates the Aquatic Centre, Family Centre, and Sports Centre, and maintains the Lambert Centre and Curling Club.                                                                                                                                                                               | Internal                    |
|                                                     |                                                                                                                          | <ul style="list-style-type: none"> <li>Lifesaving Society Pool Safety Standards;</li> <li>Alberta Health Pool Standards</li> <li>Lifesaving Society Policy and Procedure Guide for delivery of</li> </ul> | Aquatic Amenities | Recreation & Culture department is responsible for the management and operation of the Strathmore Aquatic Centre including the day-to-day operation, maintenance and scheduling using prudent | <p>The Aquatic Centre which includes a 6 lane - 25 metre lap pool, waterslide, hot tub, kiddie pool, and steam room and is open approximately 4,455 hours per year over 345.5 days.</p> <p>Aquatic amenities are offered based on the following hours of operation: Monday, Tuesday, Friday 6:00 am -9:00 pm;</p> | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                            | Description | Legal / Governance                                                                                                                                           | Sub-Services                 | Description                                                                                                                                                                 | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Internal / External Service |
|-----------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>   |             |                                                                                                                                                              |                              |                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| <b>Recreation: Recreation &amp; Sport Amenities</b> |             |                                                                                                                                                              |                              |                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
|                                                     |             | <p>Lifesaving Society programs &amp; services;</p> <ul style="list-style-type: none"> <li>• Public Health Act</li> <li>• Bylaw 24-25 – Fees Bylaw</li> </ul> |                              | <p>management practices. We provide all supervision, lifeguarding, swim instruction and fitness programming.</p>                                                            | <p>Wednesday 6:00 am -8:00 pm; Thursday 6:00 am-8:45 pm; Saturday's from 7:00 AM - 5:00 pm; and Sundays from –10:45 am - 5:00 pm. Aquatic amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p> <p>The Aquatic Centre had 36,548 user visits per year including public swimming, lane swimming, and fitness.</p> <p>Private facility rentals (ie: sport organizations, birthday parties, school rentals, and public rentals etc.) are scheduled up to 689 hours in 2025.</p> <p>Swimming lessons, in varying categories, average 3,000 per year. (3,605 in 2025)</p> |                             |
|                                                     |             | <ul style="list-style-type: none"> <li>• All Family Centre admission fees, membership fees, and rental fees are in alignment with</li> </ul>                 | Indoor Ice Surface Amenities | <p>Recreation &amp; Culture department is responsible for the management and operation of the Strathmore Family Centre including the day-to-day operations, maintenance</p> | <p>The Family Centre features one NHL size ice rink and one Olympic size rink.</p> <p>Arena amenities are offered based on the following hours of operation: Monday - Friday from 6:00 am - 11:00 pm; Saturdays</p>                                                                                                                                                                                                                                                                                                                                                                                                                                     | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                            | Description | Legal / Governance                                                                                                                  | Sub-Services                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                       | Level of Service and Policy / Agreement                                                                                                                                                                                                                          | Internal / External Service |
|-----------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>   |             |                                                                                                                                     |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                  |                             |
| <b>Recreation: Recreation &amp; Sport Amenities</b> |             |                                                                                                                                     |                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                  |                             |
|                                                     |             | Bylaw # 24-25 - 2025 Fees Bylaw                                                                                                     |                                        | and scheduling using prudent management practices. We provide all supervision for the ice sports, with a secondary usage of dry surface boarded sports and recreation activities. The arena facilities provide spaces for recreation community groups to rent for various leagues, practices, tournaments, and competitions. The Arena can be used to facilitate special events, such as the Strathmore Stampede cabaret when the ice is removed. | from 7:00 am - 11:00 pm; and Sundays from 8:00 am - 10:00 pm.<br><br>The Arena has just under 4,500 hours in facility rentals, and 1,000 hours in drop-in public access (public skating and shinny) annually.                                                    |                             |
|                                                     |             | <ul style="list-style-type: none"> <li>Indoor field rentals are allocated in alignment with the Sports Centre Allocation</li> </ul> | Sports Centre - Indoor Field Amenities | Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Indoor Field Amenities -                                                                                                                                                                                                                                                                                         | Indoor field amenities are available for use during the Strathmore Motor Product Sports Centre's operating hours on average: Monday - Sunday from 8:00 am to 9:00 pm.<br><br>These amenities are offered for spontaneous use, private bookings, or a combination | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                            | Description | Legal / Governance                                                                                                                                                          | Sub-Services                                                                                      | Description                                                                                                                                                                                                                                      | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Internal / External Service |
|-----------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>   |             |                                                                                                                                                                             |                                                                                                   |                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                             |
| <b>Recreation: Recreation &amp; Sport Amenities</b> |             |                                                                                                                                                                             |                                                                                                   |                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                             |
|                                                     |             | Procedure. All Sports Centre admission fees, membership fees, and rental fees are in alignment with Bylaw # 24-25 - 2025 Fees Bylaw.                                        |                                                                                                   | including the day-to-day operation, maintenance and scheduling using prudent management practices. We provide all supervision, summer camps, and fitness programming.                                                                            | <p>based on a balance of community and operational needs.</p> <p>The Sports Centre indoor field amenity has just under 1,550 hours in rentals, 3,400 hours in public access, and 483 hours in school rentals annually (George Freeman School, Storefront and other GHSD schools that book in at no cost as per JUA)</p> <p>9 weeks of Summer Camps, with an average of 540 participants; 14 different professional development day camps (49 days/school holidays) with an average of 542 participants.</p> |                             |
|                                                     |             | <ul style="list-style-type: none"> <li>All Sports Centre admission fees, membership fees, and rental fees are in alignment with Bylaw # 24-25 - 2025 Fees Bylaw.</li> </ul> | Strathmore Motor Products Sports Centre - Indoor Sport Court / Magnum Cement Gymnasium Amenities. | Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Indoor Sport Court and Gymnasium - including the day-to-day operation, maintenance and scheduling using prudent | <p>Indoor court/gymnasium amenities are available for use during the Strathmore Motor Product Sports Centre's operating hours: Monday - Sunday from 8:00 am to 9:00 pm.</p> <p>These amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p>                                                                                                                                                                               | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                            | Description | Legal / Governance                                                                                                                     | Sub-Services                                                                     | Description                                                                                                                                                                                                                                         | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Internal / External Service |
|-----------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>   |             |                                                                                                                                        |                                                                                  |                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| <b>Recreation: Recreation &amp; Sport Amenities</b> |             |                                                                                                                                        |                                                                                  |                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                             |
|                                                     |             |                                                                                                                                        |                                                                                  | management practices. We provide all supervision, summer camps, and fitness programming.                                                                                                                                                            | The Sports Centre Indoor Sport Court, Cement and Gymnasium has just over 3,500 hours in rentals, hours in rentals, 11,900 hours in public access and 2,050 hours in school rentals annually.                                                                                                                                                                                                                                                                                                                                                                            |                             |
|                                                     |             | <ul style="list-style-type: none"> <li>Admission and membership fees are in alignment with Bylaw # 24-25 - 2025 Fees Bylaw.</li> </ul> | Strathmore Motor Products Sports Centre – Sobey's Indoor Walking Track Amenities | Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Walking Track - including the day-to-day operation, maintenance and scheduling using prudent management practices. | <p>The Sobey's Indoor Walking track is a 5-lane walking track located in the Strathmore Motor Products Sports Centre. It is available for spontaneous use during the facilities hours of operation: Monday - Sunday from 8:00 am to 9:00 pm.</p> <p>These amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p> <p>The Sobey's Indoor Walking Track has an average of 4,500 hours in public access annually. The Sobey's Indoor Walking Track sees over 11, 900 people annually.</p> | External                    |
|                                                     |             | <ul style="list-style-type: none"> <li>Rental rates for multi-purpose spaces (meeting rooms, etc.) can be found in</li> </ul>          | Strathmore Motor Products Sports Centre - Multi Purpose Spaces                   | Various indoor open spaces to be used for a variety of programming and spontaneous use purposes, including                                                                                                                                          | These spaces are available for spontaneous use, private bookings, or a combination based on a balance of community and operational needs. Multi purpose spaces are                                                                                                                                                                                                                                                                                                                                                                                                      | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                            | Description | Legal / Governance               | Sub-Services                           | Description                                                                                                           | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Internal / External Service |
|-----------------------------------------------------|-------------|----------------------------------|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>   |             |                                  |                                        |                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                             |
| <b>Recreation: Recreation &amp; Sport Amenities</b> |             |                                  |                                        |                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                             |
|                                                     |             | Bylaw # 24-25 - 2025 Fees Bylaw. |                                        | meeting rooms, and flex programming areas.                                                                            | available for public use at various Town of Strathmore recreational facilities.                                                                                                                                                                                                                                                                                                                                                                                                                                       |                             |
|                                                     |             |                                  | The Strathmore Centennial Civic Centre | The Strathmore Centennial Civic Centre is a versatile building available for a wide variety of events and activities. | The Civic Centre can accommodate up to 900 people and hosts a wide range of events including weddings, birthday celebrations, cultural events, markets, fundraisers, meetings and community gatherings.<br>The large hall can be split into 3 separate spaces, the West Hall, Middle Hall and East Hall, to accommodate different sized gatherings. Additionally, the Charles Mercer Room can also be booked as a separate meeting or event space. The Centre can support up to 4,000 hours in room rentals annually. | External                    |
|                                                     |             |                                  | Strathmore Curling Rink                |                                                                                                                       | The Strathmore Curling Rink is operated by the Strathmore Curling Club and houses 4 sheets of ice, viewing area, a licensed lounge, and is home to the Strathmore Elks Club. The Town is responsible for facility maintenance as the building owner, and as per the current lease arrangement.                                                                                                                                                                                                                        | External                    |

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# 2026 Services and Service Levels Inventory

| Services                                   | Description | Legal / Governance | Sub-Services                                | Description                     | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                | Internal / External Service |
|--------------------------------------------|-------------|--------------------|---------------------------------------------|---------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| COMMUNITY AND PROTECTIVE SERVICES PROGRAMS |             |                    |                                             |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                             |
| Recreation: Recreation & Sport Amenities   |             |                    |                                             |                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                        |                             |
|                                            |             |                    | Lambert Centre (library)                    |                                 | The Lambert Centre is home to the Strathmore Municipal Library and the Strathmore Happy Gang. The Town is responsible for facility maintenance as the owner of the facility.                                                                                                                                                                                                                                                           |                             |
|                                            |             |                    | Outdoor Ice Service Amenities – storm ponds | Outdoor skating                 | <p>The Kinsman Park pond and Strathmore Lakes pond are the two outdoor ponds that are prepared and maintained each year for outdoor skating. Outdoor ponds are maintained daily, and weather dependent have the snow removed.</p> <p>The ice thickness of the Storm Ponds are checked daily for safety. Operation of the skating surface is 24/7, unless maintenance is occurring, or safety issues require the area to be closed.</p> |                             |
|                                            |             |                    | Lions Regional Outdoor Rink                 | Outdoor skating and ball hockey | <p>The rink is flooded for natural ice in the winter, and is left dry for the summer for ball hockey.</p> <p>Lights are on every evening, and the rink is open 24/7, unless maintenance is occurring or is closed due to safety concerns.</p>                                                                                                                                                                                          |                             |

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## 2026 Services and Service Levels Inventory

| Services                                            | Description | Legal / Governance | Sub-Services                 | Description | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                  | Internal / External Service |
|-----------------------------------------------------|-------------|--------------------|------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>   |             |                    |                              |             |                                                                                                                                                                                                                                                                                                                                                          |                             |
| <b>Recreation: Recreation &amp; Sport Amenities</b> |             |                    |                              |             |                                                                                                                                                                                                                                                                                                                                                          |                             |
|                                                     |             |                    |                              |             | The seasonality of the rink for skating is purely weather dependent of the winter season.                                                                                                                                                                                                                                                                |                             |
|                                                     |             |                    | Lions Spray Park             |             | The spray park is opened between June 1 and September long weekend, subject to weather conditions. The hours of the spray park are 11:00 am to 8:00 pm.                                                                                                                                                                                                  |                             |
|                                                     |             |                    | Baseball Diamonds            |             | The town maintains the Hillview baseball diamonds and the Kinsman Park diamonds. The local baseball clubs maintain the red shale infield, while the Town maintains turf cutting, fertilizing, weed control, the irrigation system, garbage collection and repairs to the park fencing, if needed. The dugout structures are also maintained by the Town. |                             |
|                                                     |             |                    | Tennis and Pickleball Courts |             | Courts are open on a first come first use basis, 24/7. They are generally open from May to October, weather dependent.                                                                                                                                                                                                                                   |                             |
|                                                     |             |                    | Public Washrooms             |             | Public washrooms at Kinsman Park and Lambert Park are open between May long weekend until October 15 (weather dependent). Operating hours are 7:30 am until 8:00 pm                                                                                                                                                                                      |                             |

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# 2026 Services and Service Levels Inventory

| Services                                   | Description | Legal / Governance | Sub-Services | Description | Level of Service and Policy / Agreement                                                         | Internal / External Service |
|--------------------------------------------|-------------|--------------------|--------------|-------------|-------------------------------------------------------------------------------------------------|-----------------------------|
| COMMUNITY AND PROTECTIVE SERVICES PROGRAMS |             |                    |              |             |                                                                                                 |                             |
| Recreation: Recreation & Sport Amenities   |             |                    |              |             |                                                                                                 |                             |
|                                            |             |                    |              |             | Public washrooms at the main Town office are open from 7:30 am until 8:00 pm – 365 days a year. |                             |

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## 2026 Services and Service Levels Inventory

| Services                                          | Description                                                                             | Legal / Governance | Sub-Services        | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Internal / External Service |
|---------------------------------------------------|-----------------------------------------------------------------------------------------|--------------------|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b> |                                                                                         |                    |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                             |
| <b>Recreation: Recreation Programming</b>         |                                                                                         |                    |                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                             |
| Sport, Fitness, & Leisure Programming             | Ensuring the community has access to quality recreation programs at an affordable cost. |                    | Aquatic Programming | Provide water safety education through the Lifesaving Society Canada Programs, and Lifesaving Society Canada Certification Courses. Teaching people of all ages and abilities to be safe in and around water. Also providing Pre-school Programs to introduce children to water through play. In addition to group and private swim lessons, school-board lessons are also offered as a way for students in Strathmore and the surrounding areas to gain essential swimming and lifesaving skills. | <p>Aquatic programs are offered in alignment with the Lifesaving Society Policy and Procedure Guide. Program registration can be completed online, over the phone (via credit card payment), or in-person at the Strathmore Aquatic Centre. Swim lesson registration for residents opens 48 hours before non-resident registration opens. Waiting lists are available for all programs. Program fees are established by determining a fair market rate using comparable communities. Local market conditions are considered when establishing rates.</p> <p>The following aquatic programs are offered throughout the year:</p> <ul style="list-style-type: none"> <li>• Lessons (includes School Board, Private and Adult lessons. Parent &amp; Tot, Preschool, Swimmer 1-6, &amp; Canadian Swim Patrol lessons)</li> <li>• Certification Courses (includes Intermediate First Aid w/CPR &amp; AED, Bronze Cross, Bronze Medallion, Swim Instructor)</li> <li>• Drop-in Programming (Aquamation, Deep Water Running, Tethered Running Aquasize).</li> </ul> | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                          | Description | Legal / Governance | Sub-Services                   | Description                                                                                                                                                                                                                                                                                            | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Internal / External Service |
|---------------------------------------------------|-------------|--------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b> |             |                    |                                |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |
| <b>Recreation: Recreation Programming</b>         |             |                    |                                |                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                             |
|                                                   |             |                    |                                |                                                                                                                                                                                                                                                                                                        | <p>Float Fitness returned in 2025 as a registered program and has drop in spots if not at capacity.</p> <p>The number of programs/lessons offered annually varies depending on staffing/Instructor availability. In 2025, a total of 506 programs were totalling an annual number of 3,605 registrations.</p>                                                                                                                                                                                                                                                                                                    |                             |
|                                                   |             |                    | Fitness & Wellness Programming | <p>Provide a full assortment of instructed drop-in and registered programs to suit the interests and needs of all ages and abilities. Drop-in and registered fitness programs are offered at the Strathmore Motor Products Sports Centre and are designed to be affordable and offered year-round.</p> | <p>Registration for group fitness classes open one month prior to the start of the session. Registration can occur in-person at the Strathmore Motor Products Sports Centre, over the phone (via credit card payment), or online.</p> <p>Fitness programs are reviewed and evaluated at the conclusion of each session. Low demand programs are replaced with new programs in response to changing trends, program popularity, available space, equipment needs and costs.</p> <p>Program fees are established by determining a fair market rate using comparable programs in similar facilities, while also</p> | External                    |

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2026 Services and Service Levels Inventory

| Services                                   | Description | Legal / Governance | Sub-Services | Description | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Internal / External Service |
|--------------------------------------------|-------------|--------------------|--------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| COMMUNITY AND PROTECTIVE SERVICES PROGRAMS |             |                    |              |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                             |
| Recreation: Recreation Programming         |             |                    |              |             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                             |
|                                            |             |                    |              |             | <p>ensuring coverage of instructor costs. New fitness programs are given some latitude to build a following. Programs that do not meet the minimum cost recovery are cancelled.</p> <p>Fitness programs are offered at various times throughout the week, starting as early as 6:15 am until 9:00 pm, according to public demand.</p> <p>Examples of fitness classes offered throughout the year (pending instructor availability, and program demand) are:</p> <ul style="list-style-type: none"><li>• Yoga (group fitness class)</li><li>• Seniorcize (group fitness class)</li><li>• Kickboxing (group fitness class)</li><li>• Cardio &amp; Strength Conditioning (group fitness class)</li><li>• Learn to Run (group fitness class)</li></ul> <p>Barre Express and Stretch Express</p> <p>Zumba</p> <ul style="list-style-type: none"><li>• Dryland Fitness (group fitness training)</li><li>• Personal Training and Group Fitness</li></ul> <p>Registration can be done by session or by the day which includes drop-in.</p> |                             |

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## 2026 Services and Service Levels Inventory

| Services                                          | Description | Legal / Governance | Sub-Services            | Description                                                                                                                                                                                                                                                                                                                                          | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Internal / External Service |
|---------------------------------------------------|-------------|--------------------|-------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b> |             |                    |                         |                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                             |
| <b>Recreation: Recreation Programming</b>         |             |                    |                         |                                                                                                                                                                                                                                                                                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                             |
|                                                   |             |                    |                         |                                                                                                                                                                                                                                                                                                                                                      | Instructors hold either one of two certifications; Canfitpro (Fitness Instructor Specialist), or AFLCA (Group Exercise Certificate) or a recognized Personal Training Certification (Canfit Pro, NASM, CSEP)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                             |
|                                                   |             |                    | Summer Camp Programming | To provide affordable and accessible day camps for children in the community and surrounding areas. Participants gain a wide range of new experiences through off-site field trips. There are various themes offered throughout the summer. This program is offered at the Strathmore Motor Products Sports Centre for children ages 4-12 years old. | <p>Summer camp programming is offered for 8-9 weeks during the summer months (dependant on school schedules). These camps are offered Monday to Friday (excluding statutory holidays) from 9:00 am - 5:00 pm. Before program care is available from 7:45 am - 9:00 am at an additional charge.</p> <p>The program adheres to the recommended staff-to-child ratios set by the Government of Alberta (Early Learning and Child Care Regulation). Registration opens 4 ½ months prior to the first week of camp starting. Registration can be completed in-person at the Strathmore Motor Products Sports Centre, over the phone via credit card payment, or online. Each week, 12 spots are available for children ages 4-5 years old, and 24 spots are available for children ages 6-12 years old. Waitlists are available for all</p> | External                    |

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# 2026 Services and Service Levels Inventory

| Services                                   | Description | Legal / Governance | Sub-Services | Description | Level of Service and Policy / Agreement                                                        | Internal / External Service |
|--------------------------------------------|-------------|--------------------|--------------|-------------|------------------------------------------------------------------------------------------------|-----------------------------|
| COMMUNITY AND PROTECTIVE SERVICES PROGRAMS |             |                    |              |             |                                                                                                |                             |
| Recreation: Recreation Programming         |             |                    |              |             |                                                                                                |                             |
|                                            |             |                    |              |             | camps once a maximum capacity has been reached. Registration can be done weekly or by the day. |                             |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                         | Legal / Governance                                                                                                                                             | Sub-Services                                                                      | Description                                                                              | Level of Service and Policy / Agreement                                                                                                                                                                                                              | Internal / External Service |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                     |                                                                                                                                                                |                                                                                   |                                                                                          |                                                                                                                                                                                                                                                      |                             |
| <b>Infrastructure Services: Engineering Services</b>                |                                                                                                     |                                                                                                                                                                |                                                                                   |                                                                                          |                                                                                                                                                                                                                                                      |                             |
| Design and Construction Standards                                   | Engineering design and construction standards for Town developments, facilities and infrastructure. | <ul style="list-style-type: none"> <li>Engineering Design and Construction Standards Manual.</li> <li>Policy - 3901 Design Standards and Procedures</li> </ul> | Engineering Design and Construction Standards Manual                              | Manage responsible design and construction of the Town's infrastructure and development. | Work with developers, contractors and the public to ensure specifications, standards, inspections, checklists, permits and approvals are in place and the Town is prepared to meet future needs with up-to-date Master Plans, Studies and Standards. | Internal and External       |
|                                                                     |                                                                                                     | <ul style="list-style-type: none"> <li>Engineering Design and Construction Standards Manual.</li> <li>Policy - 3901 Design Standards and Procedures</li> </ul> | Flushing, Testing, and Disinfection Manual for New Water and Sanitary Sewer Mains | Manage responsible design and construction of the Town's infrastructure and development. | Work with developers, contractors and the public to ensure specifications, standards, inspections, checklists, permits and approvals are in place and the Town is prepared to meet future needs with up-to-date Master Plans, Studies and Standards. | Internal and External       |
| Approvals and Permits                                               | Ensure that work is completed properly, and safely, within the                                      | <ul style="list-style-type: none"> <li>Policy 3202 - Temporary</li> </ul>                                                                                      | Municipal Right of Way Works and Excavation Permit                                | Application to perform work within a municipal right-of-way.                             | Respond to applicant within 2 business day and issue permit with 5 business days.                                                                                                                                                                    | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                           | Legal / Governance                                                                                                                                                                                     | Sub-Services                             | Description                                                                                                                                                                                                                                                             | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                 | Internal / External Service |
|---------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                       |                                                                                                                                                                                                        |                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                         |                             |
| <b>Infrastructure Services: Engineering Services</b>                |                                                                       |                                                                                                                                                                                                        |                                          |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                         |                             |
|                                                                     | Town's Right of Ways                                                  | Road and Parking Closure <ul style="list-style-type: none"> <li>Policy 6104 - Municipal Right-of-Way Excavation Policy</li> <li>Policy 1210-01 - Administrative Response Protocol Procedure</li> </ul> | Road, Lane and Parking Closure Approvals | Temporarily close a Town-owned Road, traffic lane, parking lane, or parking lot for construction and special events.                                                                                                                                                    | Respond to applicant within 2 business day and issue permit within 5 business days, depending on request.                                                                                                                                                                                                                                                                               | Internal and External       |
|                                                                     |                                                                       |                                                                                                                                                                                                        | Shallow Utility Approvals                | Guidance for natural gas, electricity, cable TV, broadband, and telephone distributors to install new services or relocate existing lines.                                                                                                                              | Respond to applicant within 2 business day and issue approvals within 5 business days.                                                                                                                                                                                                                                                                                                  | External                    |
| Bridge Management                                                   | Inspections and maintenance to ensure the longevity of infrastructure |                                                                                                                                                                                                        | Maintenance of Bridge Structures         | Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and "need". | Major bridge structures are evaluated every 2 years. Remedial work is based on priority criteriums and agreement with the Western Irrigation District. <ul style="list-style-type: none"> <li>16 bridges in town boundary               <ul style="list-style-type: none"> <li>3 pedestrian and 13 vehicles of which 3 are controlled by Alberta Transportation.</li> </ul> </li> </ul> | Internal and External       |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                             | Legal / Governance                                                                                            | Sub-Services                    | Description                                                                                                                                       | Level of Service and Policy / Agreement                                       | Internal / External Service |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                         |                                                                                                               |                                 |                                                                                                                                                   |                                                                               |                             |
| <b>Infrastructure Services: Engineering Services</b>                |                                                                                         |                                                                                                               |                                 |                                                                                                                                                   |                                                                               |                             |
| Development related requests                                        | Responding to Citizen concerns, contractor requests, and potential development planning | <ul style="list-style-type: none"> <li>Policy 1210-01 - Administrative Response Protocol Procedure</li> </ul> | Infrastructure Information Desk | Provision of central contact point for the public's inquiries on existing infrastructure, future developments, and capital construction projects. | Acknowledge requests within 2 business days. Response within 5 business days. | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                                                                                                                                                                                                                                                            | Legal / Governance                                                     | Sub-Services                   | Description                                                                                                                                                  | Level of Service and Policy / Agreement                                                                                                                          | Internal / External Service |
|---------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                                                                                                                                                                                                                                                        |                                                                        |                                |                                                                                                                                                              |                                                                                                                                                                  |                             |
| <b>Infrastructure Services: Engineering Services</b>                |                                                                                                                                                                                                                                                                                                                                        |                                                                        |                                |                                                                                                                                                              |                                                                                                                                                                  |                             |
| Capital & Major Project Management                                  | Planning, budgeting, and managing capital projects from the initial concept phase, through design, construction and project closeout. This includes "replace, maintain and rehabilitate" projects and new community infrastructure. Examples of infrastructure are sidewalks/trails, roads, bridges, parks, utilities, and facilities. | <ul style="list-style-type: none"> <li>Policy 1809 - Budget</li> </ul> | Management of Capital Projects | Manage contractors, consultants, and third-party inspectors to ensure Capital Projects are completed within approved budgets and with minimal public impact. | Maintain services and minimize interruptions as much as is possible based on the scope of the project. Administer terms of contract.<br><br>10-Year Capital Plan | Internal and External       |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                     | Legal / Governance             | Sub-Services                       | Description                                                                                                                           | Level of Service and Policy / Agreement                                                                                                              | Internal / External Service |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------------|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                 |                                |                                    |                                                                                                                                       |                                                                                                                                                      |                             |
| <b>Infrastructure Services: Engineering Services</b>                |                                                                                                 |                                |                                    |                                                                                                                                       |                                                                                                                                                      |                             |
| Solid Waste Collection                                              | Collection and disposal of solid waste and organic material for residential and Town facilities | • 21-04 Waste Management Bylaw | Collection Schedules & Routes      | Standardized schedules and routes for solid waste, organics, heavy item garbage (HIG) holidays, and Christmas tree collection.        | Annual calendar update to inform residents are aware of collection.                                                                                  | Internal and External       |
|                                                                     |                                                                                                 | • 21-04 Waste Management Bylaw | Black Cart Program (solid waste)   | Collection and disposal of solid waste using Town provided waste carts (black carts are available in 64 gallon size)                  | Contracted services for automated weekly collection and disposal.                                                                                    | Internal and External       |
|                                                                     |                                                                                                 | • 21-04 Waste Management Bylaw | Green Cart Program (organic waste) | Collection and disposal of organic material using Town provided waste carts (green carts are available in two sizes 64 and 32 gallon) | Contracted services for automated collection and disposal<br>Weekly collection - May 1 to October 31<br>Biweekly collection - November 1 to April 30 | Internal and External       |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                    | Legal / Governance                                                             | Sub-Services                                        | Description                                                                                                                                                                                                                                                                                          | Level of Service and Policy / Agreement                                                                                                                       | Internal / External Service |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                |                                                                                |                                                     |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                               |                             |
| <b>Infrastructure Services: Engineering Services</b>                |                                                                                                |                                                                                |                                                     |                                                                                                                                                                                                                                                                                                      |                                                                                                                                                               |                             |
|                                                                     |                                                                                                | <ul style="list-style-type: none"> <li>21-04 Waste Management Bylaw</li> </ul> | Recycling / Composting Facility                     | A centralized site where residents can bring recycling, hazardous waste and electronics for proper disposal. The depot accepts yard waste, recyclables (paper, cardboard, aluminum, glass and Styrofoam.) as well as hazardous chemicals, paint, oil, tires, electronics, batteries and scrap metal. | Contracted services to operate the recycling facility is currently. Open to the Strathmore residents Tuesday to Saturday 9am to 5pm, excluding stat holidays. | Internal and External       |
|                                                                     |                                                                                                |                                                                                | Town Facility Waste & Recycling Material Collection | Collection and disposal of solid and organic waste and recycling material.                                                                                                                                                                                                                           | Contracted services for collection and disposal.<br>Size of dumpsters and carts and collection occurrence is facility specific.                               | Internal                    |
| Waste Programs                                                      | Targeted annual or season community events designed to encourage appropriate disposal of solid | <ul style="list-style-type: none"> <li>21-04 Waste Management Bylaw</li> </ul> | Heavy Item Garbage (HIG) Collection Program         | Pick up large items from residential areas                                                                                                                                                                                                                                                           | A service that is offered to rate payers, twice a year and occurs the 3rd week of April and September                                                         | External                    |
|                                                                     |                                                                                                |                                                                                | Trash to Treasure Program                           | Encourages residents to put any usable items out prior to the Heavy Item Garbage collection, so                                                                                                                                                                                                      | Occurs at the end of the 2nd week of April and September, right before HIG week.                                                                              | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                                                    | Legal / Governance                                                                                                                                                          | Sub-Services                                  | Description                                                                                 | Level of Service and Policy / Agreement                                                                                                                                                                                                                                  | Internal / External Service |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                                                |                                                                                                                                                                             |                                               |                                                                                             |                                                                                                                                                                                                                                                                          |                             |
| <b>Infrastructure Services: Engineering Services</b>                |                                                                                                                                |                                                                                                                                                                             |                                               |                                                                                             |                                                                                                                                                                                                                                                                          |                             |
|                                                                     | and organic waste.                                                                                                             |                                                                                                                                                                             |                                               | others can pick it up and give it a new home.                                               |                                                                                                                                                                                                                                                                          |                             |
|                                                                     |                                                                                                                                |                                                                                                                                                                             | Free Compost Program                          | Compost available for residents for household use                                           | Through the recycling facility, the Town offers up to 10 gallons of finished compost per resident, for free, from May 1 to October 31.                                                                                                                                   | External                    |
|                                                                     |                                                                                                                                |                                                                                                                                                                             | Curbside Christmas Tree Collection            | Pick up undecorated Christmas trees from residential areas.                                 | Annual event that typically occurs the 3rd week January, with notice going out to resident in early January.                                                                                                                                                             | External                    |
| Water Supply and Distribution Management                            | Supply, operation and maintenance of the distribution of drinking water and other water systems within the Town of Strathmore. | <ul style="list-style-type: none"> <li>• 18-06 Water Utility Bylaw</li> <li>• 19-19 Water Utility Amendment Bylaw</li> <li>• 21-03 Water Utility Amendment Bylaw</li> </ul> | Conveyance from Regional Treatment and Supply | Town treated water supply (transmission) from the City of Calgary to Town water reservoirs. | Continuous Service to maintain demands of the community.<br>Compliance with the standards prescribed in the Master Servicing Agreement with the City of Calgary, the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements. | Internal and External       |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance                                                                                                                                                                                                      | Sub-Services               | Description                                                                                             | Level of Service and Policy / Agreement                                                                                                                                                                                             | Internal / External Service |
|---------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                                                                                                                                                                                                                         |                            |                                                                                                         |                                                                                                                                                                                                                                     |                             |
| <b>Infrastructure Services: Engineering Services</b>                |             |                                                                                                                                                                                                                         |                            |                                                                                                         |                                                                                                                                                                                                                                     |                             |
|                                                                     |             | <ul style="list-style-type: none"> <li>• 18-06 Water Utility Bylaw</li> <li>• 19-19 Water Utility Amendment Bylaw</li> <li>• 21-03 Water Utility Amendment Bylaw</li> <li>• 20-26 Water Administration Bylaw</li> </ul> | Residential Water Services | Operation and maintenance of Town utility water service valves and meters.                              | Measurement and Payment of monthly water use.<br>Compliance with the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements.                            | External                    |
|                                                                     |             | <ul style="list-style-type: none"> <li>• 18-06 Water Utility Bylaw</li> <li>• 21-03 Water Utility Amendment Bylaw</li> <li>• 20-06 Water Administration Bylaw</li> </ul>                                                | Bulk Water Services        | Operation and maintenance of Town utility bulk water systems that convey water to truck haul customers. | Delivery of Bulk Water for commercial customers at one central location.<br>Compliance with the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements. | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance                                                                                                       | Sub-Services                       | Description                                                                                                                             | Level of Service and Policy / Agreement                                                                                                                                                                                          | Internal / External Service |
|---------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                                                                                                                          |                                    |                                                                                                                                         |                                                                                                                                                                                                                                  |                             |
| <b>Infrastructure Services: Engineering Services</b>                |             |                                                                                                                          |                                    |                                                                                                                                         |                                                                                                                                                                                                                                  |                             |
|                                                                     |             | <ul style="list-style-type: none"> <li>18-06 Water Utility Bylaw</li> <li>21-03 Water Utility Amendment Bylaw</li> </ul> | Water Distribution Maintenance     | Operation and maintenance of Town utility and identified water distribution networks.                                                   | Distribution of treated water to all customers throughout the community. Compliance with the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements. | External                    |
|                                                                     |             | <ul style="list-style-type: none"> <li>18-06 Water Utility Bylaw</li> <li>21-03 Water Utility Amendment Bylaw</li> </ul> | Water Reservoirs and Pump Stations | Operation and maintenance of Town utility reservoirs and pump stations that convey water to the Town utility water distribution system. | Storage of treated water to maintain demands of the community. Compliance with the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements.           | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                                                                                                                                 | Legal / Governance                                                                                                                                                                                                                                                                                                           | Sub-Services                        | Description                                                                                                                                                           | Level of Service and Policy / Agreement                                                                                                                                                                                                                                        | Internal / External Service |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                              |                                     |                                                                                                                                                                       |                                                                                                                                                                                                                                                                                |                             |
| <b>Infrastructure Services: Engineering Services</b>                |                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                                                              |                                     |                                                                                                                                                                       |                                                                                                                                                                                                                                                                                |                             |
| Wastewater Management                                               | Operation, maintenance and management of the infrastructure and facilities that collect wastewater from all properties within the Town of Strathmore that are connected to the municipal wastewater system. | <ul style="list-style-type: none"> <li>• 18-10 Wastewater Bylaw</li> <li>• 22-13 Wastewater Amendment Bylaw</li> <li>• Policy 4201 Sanitary Sewer FOG Management</li> <li>• Policy 4202 Private Wastewater Treatment Facility Prohibition</li> <li>• Policy 4203 Backflow Prevention and Cross-Connection Control</li> </ul> | Wastewater Conveyance for Treatment | Utility conveyance of wastewater from the wastewater collection system via trunk sewers to the local Wastewater Treatment Plant for further conveyance and treatment. | Conveyance of raw sewage from all customers to the Wastewater treatment plant for treatment.<br>Compliance with the standards prescribed within the agreement with EPCOR, the Sanitary Sewer Bylaw compliance with provincial and federal regulatory/legislative requirements. | Internal and External       |

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# 2026 Services and Service Levels Inventory

| Services                                                     | Description | Legal / Governance                                                                                                                                                                          | Sub-Services                               | Description                                                                                                                                           | Level of Service and Policy / Agreement                                                                                                                                                                                                                        | Internal / External Service |
|--------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS |             |                                                                                                                                                                                             |                                            |                                                                                                                                                       |                                                                                                                                                                                                                                                                |                             |
| Infrastructure Services: Engineering Services                |             |                                                                                                                                                                                             |                                            |                                                                                                                                                       |                                                                                                                                                                                                                                                                |                             |
|                                                              |             | <ul style="list-style-type: none"><li>• 18-10 Wastewater Bylaw</li><li>• 22-13 Wastewater Amendment Bylaw</li><li>• Policy 4202 Private Wastewater Treatment Facility Prohibition</li></ul> | Residential Wastewater Service Maintenance | Public property services consisting of inspection and maintenance of sanitary sewer services from residential properties to Town utility sewer mains. | Ensuring proper flow of wastewater from private property to the public utility. Compliance with the standards prescribed within the agreement with EPCOR, the Sanitary Sewer Bylaw compliance with provincial and federal regulatory/legislative requirements. | External Service            |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance                                                                                                                                                                                                                                                                                                           | Sub-Services                      | Description                                                                                                                                                                                             | Level of Service and Policy / Agreement                                                                                                                                                                                                | Internal / External Service |
|---------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                                                                                                                                                                                                                                                                                                                              |                                   |                                                                                                                                                                                                         |                                                                                                                                                                                                                                        |                             |
| <b>Infrastructure Services: Engineering Services</b>                |             |                                                                                                                                                                                                                                                                                                                              |                                   |                                                                                                                                                                                                         |                                                                                                                                                                                                                                        |                             |
|                                                                     |             | <ul style="list-style-type: none"> <li>• 18-10 Wastewater Bylaw</li> <li>• 22-13 Wastewater Amendment Bylaw</li> <li>• Policy 4201 Sanitary Sewer FOG Management</li> <li>• Policy 4202 Private Wastewater Treatment Facility Prohibition</li> <li>• Policy 4203 Backflow Prevention and Cross-Connection Control</li> </ul> | Wastewater Collection Maintenance | Operation and maintenance of all Town utility wastewater collection systems from all properties connected to the municipal wastewater collection system for conveyance to the interceptor trunk sewers. | Maintain services for all users to limit interruptions. Compliance with the standards prescribed within the agreement with EPCOR, the Sanitary Sewer Bylaw compliance with provincial and federal regulatory/legislative requirements. | External Service            |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance                                                                                                                                                                                                                           | Sub-Services                                     | Description                                                                                     | Level of Service and Policy / Agreement                                                                                                                                                                                                | Internal / External Service |
|---------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                                                                                                                                                                                                                                              |                                                  |                                                                                                 |                                                                                                                                                                                                                                        |                             |
| <b>Infrastructure Services: Engineering Services</b>                |             |                                                                                                                                                                                                                                              |                                                  |                                                                                                 |                                                                                                                                                                                                                                        |                             |
|                                                                     |             | <ul style="list-style-type: none"> <li>18-10 Wastewater Bylaw</li> <li>22-13 Wastewater Amendment Bylaw</li> <li>Policy 4201 Sanitary Sewer FOG Management</li> <li>Policy 4202 Private Wastewater Treatment Facility Prohibition</li> </ul> | Wastewater Management Facilities (lift stations) | Operation and maintenance of Town utility and identified developer/private owned lift stations. | Maintain services for all users to limit interruptions. Compliance with the standards prescribed within the agreement with EPCOR, the Sanitary Sewer Bylaw compliance with provincial and federal regulatory/legislative requirements. | External Service            |
|                                                                     |             | <ul style="list-style-type: none"> <li>Water Act Approval 119-03-00</li> </ul>                                                                                                                                                               | Wastewater Treatment                             | Treatment of raw sewage as delivered to the Wastewater Treatment Plant                          | Treat wastewater to a quality which is acceptable to provincial regulations and approvals which allows for discharge of treated effluent.                                                                                              | External Service            |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                                                                                                           | Legal / Governance                   | Sub-Services                                  | Description                                                                                                                                                                                                                                            | Level of Service and Policy / Agreement                                                                                                                                                     | Internal / External Service |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                                                                                                       |                                      |                                               |                                                                                                                                                                                                                                                        |                                                                                                                                                                                             |                             |
| <b>Infrastructure Services: Engineering Services</b>                |                                                                                                                                                                                       |                                      |                                               |                                                                                                                                                                                                                                                        |                                                                                                                                                                                             |                             |
| Stormwater Drainage Management                                      | Operation and maintenance of the storm water collection systems, management facilities and outfalls that support the flow of rainfall and snowmelt through the Town to the Bow River. | • Policy 3701, Stormwater Management | Stormwater Collection Maintenance             | Operation and maintenance of all Town utility stormwater collection systems from all properties connected to the municipal stormwater collection system, including but not limited to catch basins, grass and concrete swales and ditches and culverts | Compliance with the standards prescribed within the agreement with EPCOR, the Stormwater Management Policy, and compliance with provincial and federal regulatory/legislative requirements. | Internal and External       |
|                                                                     |                                                                                                                                                                                       | • Policy 3701, Stormwater Management | Stormwater Lift Stations                      | Operation and maintenance of Town utility and identified developer/private owned stormwater lift stations.                                                                                                                                             | Compliance with the standards prescribed within the agreement with EPCOR, the Stormwater Management Policy, and compliance with provincial and federal regulatory/legislative requirements. | Internal and External       |
|                                                                     |                                                                                                                                                                                       | • Policy 3701, Stormwater Management | Stormwater Management Facilities and Outfalls | Operation and maintenance of Town utility and identified developer/private owned stormwater management facilities and outfalls.                                                                                                                        | Compliance with the standards prescribed within the agreement with EPCOR, the Stormwater Management Policy, and compliance with provincial and federal regulatory/legislative requirements. | Internal and External       |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                               | Legal / Governance | Sub-Services                              | Description                                                                                                                                                                                                                                                             | Level of Service and Policy / Agreement                                                                                                                                                                                         | Internal / External Service |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|--------------------|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                           |                    |                                           |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                 |                             |
| <b>Operations Services</b>                                          |                                                                                                           |                    |                                           |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                 |                             |
| Emergency Call Out                                                  | After Hours emergency response                                                                            |                    |                                           | Responding and attending to after hours calls from residents and facility operators.                                                                                                                                                                                    | Routine on call staff respond as needed                                                                                                                                                                                         | Internal and External       |
| Transportation Network Management and Maintenance                   | Maintenance of the Town's transportation infrastructure including roads, sidewalks, pathways and bridges. |                    | Boulevard, Median and Roadway Maintenance | Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and "need". | Annual repair and maintenance as required by inspection and completion of condition assessment index. Repairs per customer concerns within industry standards.<br>Road Condition Assessment                                     | Internal and External       |
|                                                                     |                                                                                                           |                    | Maintenance of gravel roads and alleys    |                                                                                                                                                                                                                                                                         | Gravel roads include monthly grading, when weather permits and as required, and calcium applied annually.<br><br>Alleys are graded with a skidsteer attachment, on a monthly rotation, using existing material in the lane way. | Internal and External       |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance                                            | Sub-Services                      | Description                                                                                                                | Level of Service and Policy / Agreement                                                                                                                        | Internal / External Service |
|---------------------------------------------------------------------|-------------|---------------------------------------------------------------|-----------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                                                               |                                   |                                                                                                                            |                                                                                                                                                                |                             |
| <b>Operations Services</b>                                          |             |                                                               |                                   |                                                                                                                            |                                                                                                                                                                |                             |
|                                                                     |             |                                                               | Road Repairs                      | Annual and routine pothole repairs, crack sealing and road patching                                                        | All main, arterial and collector roads are repaired annually or as required. Standards under development.                                                      | Internal and External       |
|                                                                     |             | • Policy 3203 - Winter Road, Pathway and Sidewalk Maintenance | Snow Clearing and Ice Control     | Snow clearing and ice control of all Town roads, sidewalks, pathways, parking lots, hard surface infrastructure and parks. | Seasonal daily checks on ice prone areas, Town facilities and parks.                                                                                           | Internal and External       |
|                                                                     |             |                                                               | Street Cleaning                   | Annual spring sweeping and ongoing cleaning of Town road network to remove debris and road hazards.                        | All main, arterial and collector boulevards cleaned and swept in spring as required thereafter.                                                                | Internal and External       |
|                                                                     |             |                                                               | Roadway Line Painting             | Annual and routine line painting of roadway lines, intersections and crosswalks                                            | All main, arterial and collector roads are painted annually or as required.                                                                                    | Internal and External       |
|                                                                     |             |                                                               | Traffic Control Signs and Signals | Annual and routine maintenance and inspections of traffic control signals and lights                                       | All traffic control signs and signals are maintained and inspected annually                                                                                    | Internal and External       |
|                                                                     |             |                                                               | Sidewalk Repair and Maintenance   | Repairs to provide safe surfaces for pedestrian travel. Includes sidewalk replacement, mud jacking and crack sealing.      | Annual repair and maintenance as required by inspection and completion of condition assessment index. Repairs per customer concerns within industry standards. | Internal and External       |
|                                                                     |             |                                                               |                                   |                                                                                                                            | Sidewalk Condition Assessment                                                                                                                                  |                             |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance | Sub-Services                         | Description                                                                                                                                                                                                                                                             | Level of Service and Policy / Agreement                                                                                                                                                                                           | Internal / External Service |
|---------------------------------------------------------------------|-------------|--------------------|--------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                    |                                      |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                   |                             |
| <b>Operations Services</b>                                          |             |                    |                                      |                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                   |                             |
|                                                                     |             |                    | Pathway Repair and Maintenance       | Repairs to provide safe surfaces for pedestrian travel. Includes pathway replacement, mud jacking and crack sealing.                                                                                                                                                    | Annual repair and maintenance as required by inspection and completion of condition assessment index. Repairs per customer concerns within industry standards.<br>Sidewalk Condition Assessments<br>Sidewalk Condition Assessment | Internal and External       |
|                                                                     |             |                    | Maintenance of Town Parking Lots     | Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and “need”. | Remedial work is based on priority criteria. Repairs are conducted as needed dependent on priority.                                                                                                                               | Internal                    |
|                                                                     |             |                    | Traffic Accommodation Setup/Takedown | Providing, setting up and taking down barricades and signs for traffic accommodations                                                                                                                                                                                   | As needed - for Town projects, events and assist non-Town projects and events, in accordance with accepted safety standards and regulations.                                                                                      | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                      | Legal / Governance                                                        | Sub-Services | Description                                                                                                                            | Level of Service and Policy / Agreement                                                                                                                            | Internal / External Service |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                  |                                                                           |              |                                                                                                                                        |                                                                                                                                                                    |                             |
| <b>Operations Services</b>                                          |                                                                                                  |                                                                           |              |                                                                                                                                        |                                                                                                                                                                    |                             |
| Facility Management and Maintenance                                 | Maintenance of the Town's building assets including indoor and outdoor facilities and amenities. | <ul style="list-style-type: none"> <li>Asset Management Policy</li> </ul> |              | Maintenance and upgrade of facilities and amenities to ensure safe, well-maintained, well-functioning facilities for the public's use. | Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs. | Internal                    |
|                                                                     | Sign and Post Maintenance/Replacements                                                           |                                                                           |              | Maintenance and replacement of all town signs and posts                                                                                | Yearly inspections and respond to assessment requests                                                                                                              | Internal                    |
|                                                                     | Cart repairs / replacements                                                                      |                                                                           |              | Maintenance and replacement of all town black and green carts                                                                          | Repairs/Replacements of garbage carts and recycle carts are done weekly                                                                                            | Internal                    |
|                                                                     | Picnic table and bench repairs                                                                   |                                                                           |              | Maintenance and replacement of all town picnic tables and benches                                                                      | Repairs/Replacements of picnic tables and benches are completed as needed. Annual Inspection / Safety                                                              | Internal                    |
|                                                                     | Overland Storm System Maintenance                                                                |                                                                           |              | Maintenance of Culverts, Swales, Gutters                                                                                               | Routine inspections and maintenance to ensure the safe use. Seasonal debris clearing as needed.                                                                    | Internal                    |
|                                                                     | Catch Basin Maintenance                                                                          |                                                                           |              | Maintenance of catch basins                                                                                                            | Routine inspections and maintenance to ensure the safe use of catch basin. Seasonal ice/snow clearing as needed.                                                   | Internal                    |
|                                                                     | Flag raising/lowering                                                                            |                                                                           |              | Raising and lowering flags at the municipal building and Kinsmen Park to honor special events                                          | As needed                                                                                                                                                          | Internal                    |

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## 2026 Services and Service Levels Inventory

| Services                                                               | Description                                                                                                          | Legal / Governance                                                                                                                                                                                                                                    | Sub-Services          | Description                                                                                                                                                                                                                                                                                                                                      | Level of Service and Policy / Agreement                                                                                                                                                                                                | Internal / External Service |
|------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>    |                                                                                                                      |                                                                                                                                                                                                                                                       |                       |                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                        |                             |
| <b>Operations Services</b>                                             |                                                                                                                      |                                                                                                                                                                                                                                                       |                       |                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                        |                             |
| Fleet Management and Maintenance                                       | Maintenance of the Town's fleet assets including vehicles, equipment and tools.                                      | <ul style="list-style-type: none"> <li>Asset Management Policy</li> </ul>                                                                                                                                                                             |                       | Maintenance and upgrade of fleet to ensure safe, well-maintained, well-functioning fleet for Town employees use.                                                                                                                                                                                                                                 | Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.                                                                     | Internal                    |
| Maintenance of Sport Fields, Dog Park, Parks, Docks, and Natural Areas | Grass cutting, fertilizing, aerating, sweeping, graffiti control, litter and illegal dumping collection and disposal | <ul style="list-style-type: none"> <li>Policy 7605 - Parks Classification and Maintenance Policy</li> <li>14-07 Parks and Pathways Bylaw</li> <li>15-12 Parks and Pathways Amending Bylaw</li> <li>21-06 Parks and Pathways Amending Bylaw</li> </ul> | Parks and Open Spaces | Dedicated park or open space that may include a collection of recreation amenities and natural features that provides opportunities for scheduled and spontaneous use. Included but not limited to playgrounds, splash park, skate park, sports fields, green spaces and pathways. Working with external partners, such as Communities in Bloom. | Park sites are offered for spontaneous use, booked use or a combination based on a balance of community and operational need. Park sites are offered based on the Hours of Operations in the appendix of the Parks and Pathways Bylaw. | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance                                                                                                                                                                                                                                    | Sub-Services      | Description                                     | Level of Service and Policy / Agreement                                                                                                                                                          | Internal / External Service |
|---------------------------------------------------------------------|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                                                                                                                                                                                                                                                       |                   |                                                 |                                                                                                                                                                                                  |                             |
| <b>Operations Services</b>                                          |             |                                                                                                                                                                                                                                                       |                   |                                                 |                                                                                                                                                                                                  |                             |
|                                                                     |             | <ul style="list-style-type: none"> <li>Policy 7605 - Parks Classification and Maintenance Policy</li> <li>14-07 Parks and Pathways Bylaw</li> <li>15-12 Parks and Pathways Amending Bylaw</li> <li>21-06 Parks and Pathways Amending Bylaw</li> </ul> | Sports Fields     | Maintenance of green infrastructure             | Routine inspections and maintenance according to Bylaw and agreements with user groups. Park sites are offered based on the Hours of Operations in the appendix of the Parks and Pathways Bylaw. | External                    |
|                                                                     |             |                                                                                                                                                                                                                                                       | Irrigation System | Turning on and off non automated systems        | Monthly inspections of irrigation heads, lines and valve boxes during the operation season.                                                                                                      | External                    |
|                                                                     |             | <ul style="list-style-type: none"> <li>Policy 7601 - Play Space and Playground Equipment</li> </ul>                                                                                                                                                   | Playgrounds       | Routine inspections and repairs                 | Playgrounds are inspected monthly as per the Canadian Playground Safety Standards                                                                                                                | External                    |
|                                                                     |             |                                                                                                                                                                                                                                                       | Garbage control   | Collection, disposal and replacement of garbage | There are 165 garbage receptables throughout Strathmore. Each receptable is collected once per week with the higher                                                                              | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                                                                                                           | Legal / Governance                                                                     | Sub-Services               | Description                                                                           | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                        | Internal / External Service |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|----------------------------|---------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                                                                                                       |                                                                                        |                            |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                |                             |
| <b>Operations Services</b>                                          |                                                                                                                                                                                       |                                                                                        |                            |                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                |                             |
|                                                                     |                                                                                                                                                                                       |                                                                                        |                            | bags in Town garbage receptacles                                                      | volume locations (ie: downtown and Kinsmen Park) being picked up twice.                                                                                                                                                                                                                                                                                                        |                             |
| Perennial / Annual Planting and Maintenance                         | Maintenance of perennial and annual plants in Town parks, boulevards, natural spaces and downtown hanging baskets, including, maintenance and inspections. Removal and rehabilitation |                                                                                        | Plant Care and Maintenance | Routine seasonal maintenance to ensure the health of the perennial and annual plants. | Spring planning and plant and flower purchasing. Planting and routine seasonal maintenance, spring/summer/fall                                                                                                                                                                                                                                                                 | External                    |
| Tree Planting and Maintenance                                       | Maintenance of urban tree canopy, including tree planting, maintenance and inspections.                                                                                               | <ul style="list-style-type: none"> <li>Bylaw #19-18 - Tree Protection Bylaw</li> </ul> | Tree Care and Maintenance  | Routine maintenance to ensure the health of the urban forest.                         | Structural pruning on all ornamental trees on a 5-year rotating cycle (young trees are pruned twice in 5-year cycle). All trees inspected at time of pruning, defects noted, re- inspection within cycle based on severity of defect.<br><br>Pest control treatments are done immediately upon identification and chemicals may be used depending on type of treatment needed. | Internal                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance                                                                                                                                                                 | Sub-Services | Description                                                                                                           | Level of Service and Policy / Agreement                                           | Internal / External Service |
|---------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                                                                                                                                                                                    |              |                                                                                                                       |                                                                                   |                             |
| <b>Operations Services</b>                                          |             |                                                                                                                                                                                    |              |                                                                                                                       |                                                                                   |                             |
| Vegetation and Pest Control                                         |             | <ul style="list-style-type: none"> <li>14-07 Parks and Pathways Bylaw</li> <li>15-12 Parks and Pathways Amending Bylaw</li> <li>21-06 Parks and Pathways Amending Bylaw</li> </ul> | Pest Control | Management of vertebrate pests impacting infrastructure. Includes, but not limited to beavers, gophers, insects, etc. | Remove or control pests as governed by the Parks Bylaw - Break out (Gophers)      | Internal                    |
|                                                                     |             | <ul style="list-style-type: none"> <li>14-07 Parks and Pathways Bylaw</li> <li>15-12 Parks and Pathways Amending Bylaw</li> <li>21-06 Parks and Pathways Amending Bylaw</li> </ul> | Weed Control | Management of noxious and invasive vegetation.                                                                        | Remove or control weeds as governed by the Parks Bylaw and provincial legislation | Internal                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                                                              | Legal / Governance                                                                                                                                                                                                                                            | Sub-Services       | Description                                                                                                                                                                                                                                                                                                         | Level of Service and Policy / Agreement                                                                                                                                                                                                               | Internal / External Service |
|---------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                                                          |                                                                                                                                                                                                                                                               |                    |                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                       |                             |
| <b>Operations Services</b>                                          |                                                                                                                                          |                                                                                                                                                                                                                                                               |                    |                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                       |                             |
| Cemetery Management                                                 | Perpetual care                                                                                                                           | <ul style="list-style-type: none"> <li>14-16 Cemetery Bylaw</li> </ul>                                                                                                                                                                                        | Cemetery Service   | Provide assistance to visitors and clients. Manage burial services and maintenance of graves, landscaping, monuments, trees, benches and driveways.                                                                                                                                                                 | Maintain records and services in full compliance with the National Cemetery of Canada Act and Strathmore Cemetery Bylaw.                                                                                                                              | Internal                    |
| Recreation and Sport Amenities                                      | Ensure the provision of scheduled and spontaneous use of recreation amenities for community users in a safe and comfortable environment. | <ul style="list-style-type: none"> <li>Policy 7605 - Parks Classification and Maintenance Policy</li> <li>Policy 7205 - Recreational Use of Strathmore and Kinsmen Lakes</li> <li>14-07 Parks and Pathways Bylaw</li> <li>15-12 Parks and Pathways</li> </ul> | Outdoor Facilities | <p>Dedicated park or open space that may include a collection of recreation amenities and natural features that provides opportunities for scheduled and spontaneous use.</p> <p>Included but not limited to: playgrounds, splash park, skate park, outdoor ice rink, sports fields, green spaces and pathways.</p> | Regular inspection and maintenance of facilities and are operated in alignment with the Canadian Standards Association playground standards. Park sites are offered based on the Hours of Operations in the appendix of the Parks and Pathways Bylaw. | Internal                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance                                          | Sub-Services                                                                 | Description                                                                                                                                        | Level of Service and Policy / Agreement                                                                                                                                                                                           | Internal / External Service |
|---------------------------------------------------------------------|-------------|-------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                                                             |                                                                              |                                                                                                                                                    |                                                                                                                                                                                                                                   |                             |
| <b>Operations Services</b>                                          |             |                                                             |                                                                              |                                                                                                                                                    |                                                                                                                                                                                                                                   |                             |
|                                                                     |             | Amending Bylaw<br>• 21-06 Parks and Pathways Amending Bylaw |                                                                              |                                                                                                                                                    |                                                                                                                                                                                                                                   |                             |
|                                                                     |             | • 09-01 Concerts and Other Special Events Bylaw             | The support of Town sponsored events at Town facilities.                     | Support for delivery of events - Canada Day, Stampede Parade, AB Cultural Days, Truth and Reconciliation Day, Christmas Festivities, Powwows, etc. | Annual events hosted by the Town for community engagement to provide diverse, quality, professional and emerging live entertainment for all ages, cultures and backgrounds.<br><br>Holiday decorations set up and take down.      | External                    |
|                                                                     |             | • 09-01 Concerts and Other Special Events Bylaw             | The coordination and delivery of public sponsored events at town facilities. | Support for delivery of events - varies year to year.                                                                                              | Events hosted by the public for private and community engagement to provide diverse, quality, professional and emerging live entertainment for all ages, cultures and backgrounds. 2023 - over 100 non-Town events were supported | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                                                 | Legal / Governance                                                                                                                                                                                                                            | Sub-Services                                                                                                                                                                                                                                                                           | Description                                                                                                                         | Level of Service and Policy / Agreement                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Internal / External Service |
|---------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                                             |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                        |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                             |
| <b>Planning and Development</b>                                     |                                                                                                                             |                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                        |                                                                                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                             |
| Planning Applications                                               | Processing and coordination of the approval of statutory plans and amendments - Redesignations and Subdivision Applications | <ul style="list-style-type: none"> <li>14-11 Consolidated Land Use Bylaw</li> <li>Policy 6607 - Subdivision, Development Agreement and Subdivision Servicing Agreement</li> </ul>                                                             | <ul style="list-style-type: none"> <li>Textual Amendments</li> <li>Land Use Changes</li> <li>Project Proposals</li> </ul>                                                                                                                                                              | The review and processing of applications for changes to the Land Use Bylaw.                                                        | Compliance with the standards prescribed within provincial, regional and municipal plans, studies and bylaws. Processing time varies from 1 month to 6 months from the preapplication to completion of the amendments and depends on the application, meeting Land Use Bylaw requirements, Council priorities and submitting a complete package. Applications are processed in accordance with the Subdivision and Development Regulation and the MGA.                                                        | Internal and External       |
| Development Permit Process                                          | Review and issuance of residential, commercial, industrial development & improvement applications                           | <ul style="list-style-type: none"> <li>10-01 Safety Codes Bylaw</li> <li>22-02 Lot Grading Bylaw</li> <li>20-02 Telecommunications Facilities and Antenna Structures Bylaw</li> <li>Policy 6103 - Naming Development Areas, Roads,</li> </ul> | <ul style="list-style-type: none"> <li>Basement Developments</li> <li>Certificate of Compliance</li> <li>Decks</li> <li>Fences</li> <li>Low Density and Multi-Residential Development Application</li> <li>Renovations</li> <li>Secondary Suites</li> <li>Sheds and Garages</li> </ul> | The review and processing of development applications. Includes Land Use Bylaw enforcement and compliance certificate applications. | Compliance with the standards prescribed within provincial, regional and municipal plans, studies and bylaws. Review and approval timelines depend on meeting Land Use Bylaw requirements and submitting a complete package. Typically responds to applications with 2 business days to verify the completeness of the application. Applications processing time is 2 to 40 days following the formal acceptance of the application. Processed in accordance with the Subdivision and Development Regulation. | Internal and External       |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description | Legal / Governance                                                                         | Sub-Services                                                                                                                                            | Description                                                                                                                                                                                  | Level of Service and Policy / Agreement                                                                            | Internal / External Service |
|---------------------------------------------------------------------|-------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |             |                                                                                            |                                                                                                                                                         |                                                                                                                                                                                              |                                                                                                                    |                             |
| <b>Planning and Development</b>                                     |             |                                                                                            |                                                                                                                                                         |                                                                                                                                                                                              |                                                                                                                    |                             |
|                                                                     |             | Parks and Municipal Facilities<br>• Policy 6104 - Municipal Right-of-Way Excavation Policy | • Swimming Pools and Hot Tubs<br>• Certificate of Compliance<br>• Change of Use<br>• Commercial, Industrial and Institutional Developments<br>• Signage |                                                                                                                                                                                              |                                                                                                                    |                             |
|                                                                     |             | • Bylaw #21-20 Business License Bylaw<br>• Bylaw #21-15 Prohibited Business Bylaw          | Business Licensing Issuance                                                                                                                             | Assist business owners in obtaining the required municipal approvals for a Business License to legally operate.<br>This includes informing and assisting businesses in applying for required | Respond to inquiries with 2 business days with licenses issued with 2 business days when all requirements are met. | External                    |

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## 2026 Services and Service Levels Inventory

| Services                                                            | Description                                                                                       | Legal / Governance                                                                              | Sub-Services                                                                                                                                                                                                                                                               | Description                                                                                                                                                                                                                                                                                                                                                                         | Level of Service and Policy / Agreement                                                                                                                                                                             | Internal / External Service |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| <b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> |                                                                                                   |                                                                                                 |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                     |                             |
| <b>Planning and Development</b>                                     |                                                                                                   |                                                                                                 |                                                                                                                                                                                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                     |                             |
| Building and Safety Codes Permits                                   | Building and utility inspections and permits review and issuance                                  | <ul style="list-style-type: none"> <li>10-01 Safety Codes Bylaw</li> </ul>                      | <ul style="list-style-type: none"> <li>Building and Utility Permit Applications</li> <li>Utility Permits</li> <li>Water, Sanitary Sewer and Storm Sewer Connection Permits</li> <li>Demolition Permits</li> <li>Permit Inspections</li> <li>Inspection Requests</li> </ul> | Issuance of Building, Electrical, Plumbing, HVAC, Gas and Fire permits in accordance with the Alberta Safety Codes Act. This includes the review of drawings and documents before every building permit application is made to ensure compliance. Inspection of buildings to ensure compliance with the Alberta Safety Codes Act. Reinspection's may be required based on outcomes. | Processing time is 1-2 weeks when all information is submitted. Time required for review will be based on the scope, detail of the work required and Safety Codes Contractor availability. Alberta Safety Codes Act | Internal and External       |
| Long Range Land Use Planning                                        | Management of long-range land use plans statutory and regulatory plans and future growth policies | <ul style="list-style-type: none"> <li>Bylaw #14-03 Municipal Development Plan Bylaw</li> </ul> | <ul style="list-style-type: none"> <li>Area Structure Plans</li> <li>Municipal Development Plan</li> <li>Intermunicipal Development Plan</li> </ul>                                                                                                                        | Creation and management of guidelines, procedures and policies for long range planning, statutory and regulatory planning.                                                                                                                                                                                                                                                          | Plans and policies are reviewed at least every 5 years or set out in the plan or policy, and in accordance with the MGA where applicable.                                                                           | Internal and External       |

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