

**AGENDA
REGULAR COUNCIL MEETING
Wednesday, February 21, 2024 @ 6:00 PM
Council Chambers, 1 Parklane Drive, Strathmore AB**

Page

- 1. CALL TO ORDER**
- 2. CONFIRMATION OF AGENDA**
- 3. CLOSED MEETING**
 - 3.1. Council Dialogue – Advice from officials – FOIP S. 24(1)(b)(i)
- 4. PUBLIC HEARING**

None.
- 5. PUBLIC COMMENTS**

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

Members of the public and community organizations are welcome to attend a Regular Council Meeting as a delegation to present an item to Town Council for consideration. If you are interested in attending as a delegation please fill out the Delegation Request form that can be located on the Town's website and submit it to: lsadmin@strathmore.ca by noon the Wednesday before a Regular Council Meeting.
- 7. CONSENT AGENDA**
 - 8.1 Regular Council Meeting Minutes – February 7, 2024
 - 12.1 Letter regarding Strathmore High School Annual Graduation Pow-wow.
- 8. CONFIRMATION OF MINUTES**
 - 8.1. Regular Council Meeting Minutes – February 7, 2024 3 - 12
[Request for Decision - RFD-24-025 - Pdf](#)
- 9. BUSINESS**
 - 9.1. Economic Development Action Plan 13 - 45
[Request for Decision - RFD-24-028 - Pdf](#)
- 10. BYLAWS**
 - 10.1. Land Use Bylaw Amendment No. 24-02 (318 First Avenue, Strathmore) 46 - 61
[Request for Decision - RFD-24-005 - Pdf](#)
 - 10.2. Land Use Bylaw Amending Bylaw No. 24-01 (1016 Westridge Road) 62 - 76
[Request for Decision - RFD-24-015 - Pdf](#)
- 11. COUNCILLOR INFORMATION & INQUIRIES**
 - 11.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS

11.2. BOARDS AND COMMITTEES REPORTS

11.3. QUESTION AND ANSWER PERIOD

11.4. ADMINISTRATIVE INQUIRIES

11.5. NOTICES OF MOTION

11.5.1. Cemetery Bylaw Amendments – Councillor Wiley

77 - 121

[Notice of Motion - Cemetery Bylaw Amendments - January 31](#)

12. CORRESPONDENCE

12.1. Letter regarding Strathmore High School Annual Graduation Pow-wow.

122 - 123

[Letter regarding Strathmore High School Annual Graduation Pow-wow](#)

13. ADJOURNMENT



Request for Decision

To: Council

Staff Contact: Veronica Anderson, Legislative Services Officer

Date Prepared: February 7, 2024

Meeting Date: February 21, 2024

SUBJECT: Regular Council Meeting Minutes - February 7, 2024

RECOMMENDATION: THAT Council adopt the February 7, 2024 Regular Council Meeting Minutes as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the February 7, 2024 Regular Council Meeting are given to Council for adoption.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

Once signed, the February 7, 2024 Regular Council Meeting Minutes will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.

2. Council may provide further direction regarding the Regular Council Meeting Minutes.

ATTACHMENTS:

[Attachment I: REGULAR COUNCIL - 07 Feb 2024 - Minutes](#)

Claudette Thorhaug, Legislative Services Officer

Approved
- 09 Feb
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 14 Feb
2024



MINUTES REGULAR COUNCIL MEETING

6:00 PM - Wednesday, February 7, 2024

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT:

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

STAFF PRESENT:

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

1. CALL TO ORDER

Mayor Fule called the February 7, 2024 Regular Council Meeting to order at 6:00 p.m.

1.1. Traditional Land Acknowledgement for the First Meeting in February (Piitaikisom)

We honour all the many First Nations, Métis, and Inuit whose footsteps have marked these lands for centuries. We acknowledge that the ancestral and traditional lands on which we gather are Land of the Blackfoot Confederacy and Treaty 7 territory, a traditional meeting ground for many Indigenous peoples, and in particular our neighbors, Siksika Nation on whose traditional territory we work, live, and play, and on whose traditional territory we stand and where Strathmore resides.

2. CONFIRMATION OF AGENDA

Resolution No. 017.02.24

Moved by Councillor Peterson

THAT Council adopt the February 7, 2024 Regular Council Meeting Agenda as amended:

Addition:

9.3 Letter to Parliamentary Secretary de Jonge requesting a meeting

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

AGAINST: None.

CARRIED

3. **CLOSED MEETING**

Resolution No. 018.02.24

Moved by Councillor Peterson

THAT Council move In Camera to discuss items related to sections 24(1)(a), 24(1)(b)(i) and 19(1) of the *Freedom of Information and Protection of Privacy Act* at 6:03 p.m.

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

AGAINST: None.

CARRIED

3.1. **Strathmore Affordable Housing Society – Advice from officials – FOIP S. 24(1)(a)**

3.2. **Environmental Monitoring – Advice from officials – FOIP S. 24(1)(a)**

Resolution No. 019.02.24

Moved by Councillor Peterson

THAT Council move out of Camera at 6:59 p.m.

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

AGAINST: None.

CARRIED

Resolution No. 020.02.24

Moved by Councillor Peterson

THAT Council approve a Capital Budget request, in the amount of \$45,000 and funded from the Fiscal Stabilization Reserve, for Environmental Monitoring.

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

AGAINST: None.

CARRIED

Resolution No. 021.02.24

Moved by Councillor Wiley

THAT Council defer the discussion on items 3.3, 3.4, 3.5 and 3.6 to after Correspondence on the Regular Council Meeting Agenda, thereby creating a second Closed Meeting section with the new discussion starting at 13.1.

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

AGAINST: None.

CARRIED

4. PUBLIC HEARING

None.

5. PUBLIC COMMENTS

None.

6. DELEGATIONS

None.

7. CONSENT AGENDA

Resolution No. 022.02.24

Moved by Councillor Wiley

THAT Council adopt the recommendations of the following agenda reports by an omnibus motion:

8.1 Regular Council Meeting Minutes – January 17, 2024

9.1 2024 and 2025 United Way Funding Memorandum of Understanding

11.2.1 WHMB Meeting Minutes – October 19, 2023

11.2.2 WHMB Meeting Minutes – October 24, 2023

11.2.3 WHMB Meeting Minutes – November 16, 2023

11.2.4 Strathmore Library Board Meeting Minutes – November 21, 2023

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

AGAINST: None.

CARRIED

8. CONFIRMATION OF MINUTES

8.1. Regular Council Meeting Minutes – January 17, 2024

The following motion was adopted by the consent agenda:

THAT Council adopt the January 17, 2024 Regular Council Meeting Minutes as presented in Attachment I.

9. **BUSINESS**

9.1. **2024 and 2025 United Way Funding Memorandum of Understanding**

The following motion was adopted by the consent agenda:

THAT Council adopt 2024 and 2025 United Way Funding Memorandum of Understanding, as presented in Attachment I.

9.2. **Animal Trapping, Neuter and Spay Policy No. 2603**

Resolution No. 023.02.24

Moved by Councillor Langmaid

THAT Council approve Animal Trapping, Neuter and Spay Policy No. 2603, with the following amendments:

3.3 The Town will provide traps for the period of May 10th through October 10th. At the sole discretion of Municipal Enforcement, trapping may be extended or restricted depending on weather conditions.

4.2 After the appropriate waiting period as specified in the Responsible Animal Control Bylaw No. 18-18, Section 10, a Peace Officer will deliver the animal to a contracted service provider or one of the local veterinary offices in Strathmore for adoption, euthanasia, or neuter/spay and release.

AND THAT Council rescind Animal Trapping, Neuter and Spay Policy No. 2601.

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

AGAINST: None.

CARRIED

9.3. **Letter to Parliamentary Secretary de Jonge requesting a meeting**

Resolution No. 024.02.24

Moved by Councillor Wegener

THAT Council authorize the mayor to sign a letter to Parliamentary Secretary de Jonge regarding an invitation to meet with Mayor Fule and Council.

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

AGAINST: None.

CARRIED

10. **BYLAWS**

None.

11. COUNCILLOR INFORMATION & INQUIRIES**11.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS****11.1.1. Vehicle incidents with wildlife**

Councillor Peterson inquired about the Town's responsibility for wildlife being hit on highways outside of town.

11.1.2. Southland Transport

Councillor Mitzner inquired about the process for having Southland Transport present to Council.

11.1.3. Holiday light displays

Councillor Langmaid thanked the Town for the Christmas light displays in Kinsmen Park and inquired as to when they would be removed.

11.1.4. Wheatland Society of Arts

Councillor Peterson shared that the Wheatland Society of Arts has sent a video thanking the town for supporting arts in the community.

11.2. BOARDS AND COMMITTEES REPORTS**11.2.1. WHMB Meeting Minutes - October 19, 2023****11.2.2. WHMB Meeting Minutes - October 24, 2023****11.2.3. WHMB Meeting Minutes - November 16, 2023****11.2.4. Strathmore Library Board Meeting Minutes - November 21, 2023****11.3. QUESTION AND ANSWER PERIOD**

None.

11.4. ADMINISTRATIVE INQUIRIES

None.

11.5. NOTICES OF MOTION

11.5.1. Cemetery Bylaw Amendments – Councillor Wiley

12. CORRESPONDENCE

12.1. Epilepsy Association of Calgary – Epilepsy Awareness Day – March 26, 2024 Information

Resolution No. 025.02.24

Moved by Councillor Peterson

THAT Council proclaim March 26, 2024 as “Purple Day” in the Town of Strathmore

AND THAT Council permit the Mayor to proclaim “Purple Day” each year for the remainder of his term.

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

AGAINST: None.

CARRIED

13. CLOSED MEETING

Resolution No. 026.02.24

Moved by Councillor Peterson

THAT Council move In Camera to discuss items related to section 24(1)(b)(i) and 19(1) of the *Freedom of Information and Protection of Privacy Act* at 7:40 p.m.

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

AGAINST: None.

CARRIED

13.1. HR Annual Report – Advice from officials – FOIP S. 24(1)(b)(i)

13.2. ICC Meeting Discussion – Advice from officials – FOIP S. 24(1)(b)(i)

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

13.4. CAO Evaluation – Confidential evaluations – FOIP S. 19(1)

Resolution No. 027.02.24

Moved by Councillor Langmaid

THAT Council move out of Camera at 9:40 p.m.

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

AGAINST: None.

CARRIED

Resolution No. 028.02.24

Moved by Councillor Wegener

THAT Council appoint the following Councillors to the Intermunicipal Collaboration Committee:

- Mayor Fule for a term of one (1) year ending October 31, 2024.
- Councillor Mitzner for a term of one (1) year ending October 31, 2024.
- Councillor Peterson for a term of one (1) year ending October 31, 2024.
- Councillor Wegener for a term of one (1) year ending October 31, 2024.

AND THAT Council rescind Resolution No. 278.10.23.

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

AGAINST: None.

CARRIED

14. ADJOURNMENT

Mayor Fule adjourned the February 7, 2024 Regular Council Meeting at 9:45 p.m.

Mayor

Director of Strategic, Administrative, and
Financial Services



Request for Decision

To: Council

Staff Contact: Angela Groeneveld, Economic Sustainability and Investment Officer

Date Prepared: February 8, 2024

Meeting Date: February 21, 2024

SUBJECT: Economic Development Action Plan

RECOMMENDATION: Information for Council.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

Council has prioritized Economic Development in the 2022-2025 Strategic Plan. The Town of Strathmore has embarked on a transformative journey, engaging InnoVisions & Associates to conduct a comprehensive Business Needs Assessment and develop an Economic Development Action Plan. This Action Plan takes into account the six Strategic Priorities set by the Council, including affordable housing, financial sustainability, intentional community development, climate resiliency, economic development, and community wellness. The Plan aligns with community goals and addresses the challenges identified by businesses, such as workforce shortages, housing issues, supply chain disruptions, broadband limitations, and high real estate costs.

This Economic Development Action Plan is a practical, impactful resource designed for implementation over the next twelve months and strategic goal-setting for the next three years. The outcomes of the Business Needs Assessment and Economic Development Plan are ambitious, aiming to establish a baseline of business needs, facilitate well informed decision making, and develop a three-year framework supporting local businesses and attracting new investments.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

This strategic initiative aims not only to identify local business needs, challenges, and opportunities, but to provide a clear roadmap for fostering existing businesses and positioning Strathmore for new investments and sustainable growth.

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

The plan emphasizes the importance of a gap analysis, strategically identifying disparities between the current state of the local economy and the desired optimal state, by highlighting the need to address infrastructure costs, commercial and industrial land deficits and housing needs, updating growth plans, supporting the current Municipal Development Plan update, and assessing broadband connectivity improvement opportunities to enable attracting and sustaining investment and being “investment ready.” These objectives will be enabled by strategic partnerships, housing initiatives, utilizing the Strong Towns fiscal management approach, development of a land strategy, supporting regional workforce initiatives, ensuring reliable and adequate energy supply and being climate resilient.

ORGANIZATIONAL:

The goal of the plan is to execute the recommended strategies to best utilize community assets and advantages to support the existing business community and encourage new business investment.

OPERATIONAL:

N/A

FINANCIAL:

There are no financial implications at this time, other than staff time needed to write this report. A subsequent report with further financial information will be brought forward in March for Council's consideration.

POLICY:

N/A

IMPLEMENTATION:

Ongoing work

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

Council will review the Strathmore Economic Development Action Plan 2024-2026.

DESIRED OUTCOMES:

The Economic Development Action Plan is a valuable resource that provides a detailed understanding of the current state of businesses. It empowers Council and Senior Management to make informed decisions regarding policies, programs, and processes that support local businesses. Community support is crucial for businesses to thrive, creating a collective opportunity for all Strathmore residents to work together to retain existing businesses and attract new ones.

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

[Attachment I: Strathmore BNA Action Plan - Council 2024.01.19](#)

Kara Rusk, Director of Strategic, Administrative, and Financial Services

Approved
- 14 Feb
2024

Veronica Anderson, Legislative Services Officer

Approved
- 14 Feb
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 15 Feb
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 16 Feb
2024



Business Needs Assessment & Strathmore Economic Development Action Plan *2024-2026*

INNOVISIONS
— & ASSOCIATES —

Town Council
January 19, 2024

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PROPRIETARY NOTICE

This Business Needs Assessment and Economic Development Action Plan was prepared by InnoVisions *and Associates* (InnoVisions) for the Town of Strathmore. The professional opinions within this document are based on information and conditions that existed at the time the work was completed. This document relies on the accuracy of existing Town and Wheatland County documents supplied by the Administration, as well as subjective content gleaned through interviews with individual businesses and community residents. In some instances, InnoVisions could not, and therefore did not, verify information supplied by others. If the information seemed reasonable, it has been added to the document. Where possible, every attempt to verify information was made. Neither InnoVisions nor its subcontractors shall be responsible for actions taken by the Town based on the information provided herein.

Note: The business cases, working examples and proposals stated within this document are concepts which are used to exemplify recommendations or proposed activities. They are not, in and of themselves, professional recommendations from InnoVisions.

1.0 EXECUTIVE SUMMARY

Strathmore stands out as more than a just a town - it's an East-Central business and residential hub, located in the heart of the Calgary region. Businesses can thrive in a supportive local community, while residents enjoy the best of both worlds – the charm of small-town living and access to urban market opportunities.

The Town of Strathmore has embarked on a transformative journey, engaging InnoVisions & Associates to conduct a comprehensive Business Needs Assessment and develop an Economic Development Action Plan. This strategic initiative aims not only to identify local business needs, challenges, and opportunities, but to provide a clear roadmap for fostering existing businesses and positioning Strathmore for new investments and sustainable growth.

Unlike previous community economic development studies that revolved around conceptual discussions, this Action Plan is a practical, impactful resource designed for implementation over the next twelve months and strategic goal-setting for the next three years. The outcomes of the Business Needs Assessment and Economic Development Plan are ambitious, aiming to establish a baseline of business needs, facilitate well-informed decision-making, and develop a three-year framework supporting local businesses and attracting new investments.

Strathmore's unique location is a key value proposition, offering a blend of rural charm and urban amenities. Positioned as the region's hub, the town provides a competitive advantage to businesses with access to major centers, a larger market, and robust community support. Proximity to the thriving City of Calgary, situated just 40km away, is a major asset. This presents opportunities for a diverse talent pool and an enhanced quality of life for residents. Additionally, Strathmore's strategic location along major transportation routes including the TransCanada Highway, and close proximity to rail and air transport further accentuates its appeal. Despite these advantages, barriers such as housing options, workforce shortages, and real estate limitations impede the town's ability to attract new investments.

To address these challenges, the Economic Development Action Plan is a valuable resource that provides a detailed understanding of the current state of businesses. It empowers Council and Senior Management to make informed decisions regarding policies, programs, and processes that support local businesses. Community support is crucial for businesses to thrive, creating a collective opportunity for all Strathmore residents to work together to retain existing businesses and attract new ones.

Stakeholder engagement, conducted through focus groups, interviews, and surveys, has shaped the Action Plan based on community desires. The community envisions the plan to deliver more jobs, housing options, education opportunities, and increased business presence, along with attracting more visitors to the town. With close to 100 local business owners actively engaging in the Business Café and one-on-one interviews, the process provided a solid snapshot of the current state of business. The business community wants

information on Town economic development processes and the next steps to support them. They are concerned about the lack of results from previous engagements.

The Action Plan takes into account the six Strategic Priorities set by the Council, including affordable housing, financial sustainability, intentional community development, climate resiliency, economic development, and community wellness. The Plan aligns with community goals and addresses the challenges identified by businesses, such as workforce shortages, housing issues, supply chain disruptions, broadband limitations, and high real estate costs.

The plan emphasizes the importance of a gap analysis, strategically identifying disparities between the current state of the local economy and the desired optimal state. The Town of Strathmore faces critical gaps in economic development, hindering its capacity to sustain and attract investment. Infrastructure costs for some of the approved Area Structure Plans (ASPs) pose a substantial risk, potentially burdening the town with millions in debt. Lack of commercial or industrial land further impedes investment readiness. The absence of a municipal growth strategy within the Municipal Development Plan, there is a critical housing shortage and an immediate need for a housing plan and the issue of inconsistent broadband must be addressed. Strategic solutions involve partnering with industry, addressing housing shortages, reviewing the Strong Towns –fiscal management approach, utilizing the Town’s existing lots creatively, fostering eco-friendly initiatives, and supporting regional workforce projects, all with comprehensive planning.

Beyond the initial analysis, the Action Plan redefines economic development by focusing on reshaping perspectives, restructuring systems, and leveraging existing assets. It recognizes the need for a novel approach, concentrating on greenfield and brownfield land utilization for infrastructure development. The primary strategy revolves around retaining local businesses and residents, enhancing their overall capacity for success. As the community becomes more investment-ready, the plan envisions attracting new businesses.

With over 30 recommendations, the consultants have provided a detailed framework with short-term and long-term activities within the Economic Development Action Plan. The detailed worksheet includes recommendations, corresponding action items, resources, and key performance indicators. The key priorities for the first year (2024) include finalizing the Municipal Development Plan, which includes developing a Community Growth Plan, incentivizing innovative community development, stimulating intentional community-wide development, completing a Broadband Strategy, and facilitating an Economic Development Investment Platform. The plan advocates for streamlining processes, increasing cross-departmental and regional interaction between the Town and its existing business base, will support the capacity to retain and attract new investment and when to **ACT** – advocate, champion and team-up for projects.

In essence, the Economic Development Action Plan for Strathmore is a positive, forward-looking initiative that positions the town for growth and resilience. It leverages community strengths and assets, envisions ambitious investments, and emphasizes collaboration and innovation. This plan is not just a document; it is a dynamic tool for Senior Administration and the Business Community to partner on, fostering a thriving residential and business community for Strathmore.

2.0 BUSINESS NEEDS ASSESSMENT & ECONOMIC DEVELOPMENT ACTION PLAN

2.1 Project Overview

The Town of Strathmore is taking a proactive approach to support local businesses, foster economic growth, and enhance community development through the launch of the Business Needs Assessment & Action Plan. The desired outcome is an Economic Development Action Plan that is a timely, relevant and workable plan for the Town based on the existing business environment within the Town of Strathmore. This Action Plan considers both the short and long term and provides direction on when to **ACT** – advocate, champion and team-up with other departments within the town or work with businesses and regional partners to support business growth and vitality.

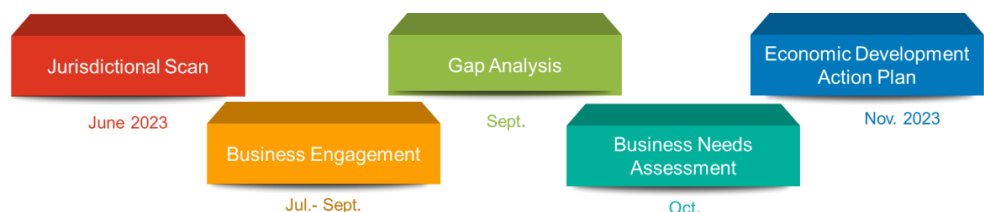
The Economic Development Action Plan identifies core goals, strategies to reach those goals and action plans to best utilize community assets and advantages to support the existing business community and encourage new business investment.

2.2 Process

InnoVisions (the consultants) started with a jurisdictional scan, which includes the review of existing Town foundational documents and studies. These documents affirmed Strathmore as a business and residential hub, supplying local residents and workforce with options for housing, education, health and employment in the broader region. The next step was business engagement; in early July 2023, a Business Café was facilitated to hear first-hand from businesses. 45 participants attended, and shared a range of business challenges and opportunities. From July to September, an additional 50 businesses were interviewed and provided their first-hand experience on doing business in Strathmore. The consultants then completed a gap analysis, identifying issues that were impacting businesses' profitability and considering what resources are available or needed to effectively support businesses.

The final steps of the project included a Business Needs Assessment as a 'What We Heard' report identifying key issues and opportunities, and an Economic Development Action Plan – a 12-month plan that will assist the Town in providing targeted support and contribute to the economic development of the community.

Figure 1: Business Needs Assessment and Economic Development Action Plan Process



2.3 Objectives

The project objectives *and outcomes* are as follows:

1. Raise awareness within the business community that economic development is a Council Priority;
2. Ensure that the Town of Strathmore is a great place to do business, and prepare for future investment;
3. Support and retain existing businesses by addressing current issues and challenges, thereby creating a healthy economic environment;
4. Help businesses expand, thrive and contribute to the overall economic prosperity of Strathmore;
5. Connect business to existing resources to support their growth success;
6. Create a baseline understanding of business challenges and opportunities (who is doing what, products, services, partnerships, and short/long-term needs); and
7. Create an action plan, involving all administration departments and business resources, to provide the best support for local business success.

2.4 Aligning with the Community's Goals

The Town Strathmore have completed a number of studies over the last ten years. Community stakeholders have actively engaged in the process. There are many similarities between these other studies to the Action Plan processes including surveys, interviews and key findings from stakeholder engagement. What is missing in many of the documents is an action plan which Council accepts and then directs Administration to allocate staff, budget and resources to implement. It is also important that there be adequate help for Administration from community champions who help to implement the plan. A strategy without resources, or the capacity to implement it, will remain a dusty document on the top shelf – which has been the case with the majority of other studies.

As part of the Economic Development Action Plan process, the Consultants reviewed foundational documents to create a framework to link the various previous recommendations (where applicable) and integrate them into the larger Ec. Dev. Action Plan. This provides the Council and community leaders with options to designate staff to focus efforts, resources, policies, and programs that coordinate and leverage activities. Doing so will achieve a common vision to benefit the *entire* business community in the town *and* in Wheatland County.

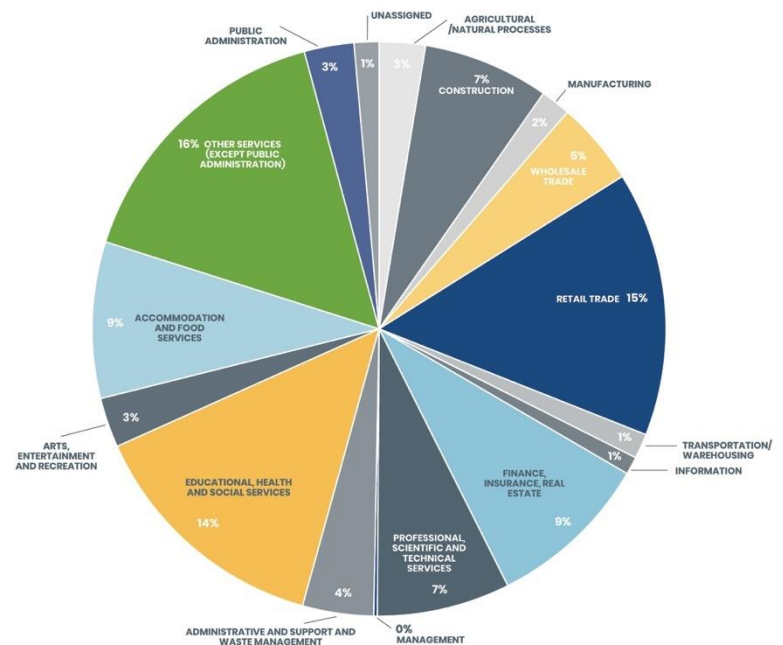
Table 1: Town Documents with Ties to Economic Development

DOCUMENT REVIEW	TIES TO THE ECONOMIC DEVELOPMENT ACTION PLAN
Strathmore Social Needs Assessment (2023)	Highlights the need for collaboration among stakeholders to address ongoing and emerging social issues that affect residents, newcomers and workforce.
Town Business License (2023)	Business licenses are a resource to gather business intel about products, services, employees, certification, etc.
Strathmore & Area Housing Needs Assessment: Technical Report & Analysis (2023)	A detailed, data driven study to understand housing, homelessness, and housing needs in Strathmore and Wheatland County.
Develop Permit Applications (2023)	Planning applications. Links to MDP/LUB, etc.
Economic Development Update to Council (Feb. 15, 2022)	Results of a business outreach program where 400 businesses were engaged in a survey and interviews. Core needs identified.
2022-2025 Council's Priorities	Six priorities were identified: affordable housing, financial sustainability, and intentional community development, climate resiliency including environmental stewardship, economic development, and community wellness.
Town Land and Asset Inventory (2022)	The Town Planning Department's review of Town-owned properties. It is estimated that between 10-15 have some (limited) potential to develop. Each will require a strategy.
Town of Strathmore Strategic Plan (2021-2023)	Priorities for a revitalized, resilient and intentionally planned community positioned for growth.
Intermunicipal Plans – ICF & IDP (Ongoing – 2024)	Strathmore and Wheatland County are to collectively develop an Intermunicipal Plan Framework (ICF) and Intermunicipal Development Plan (IDP). Through Municipal Affairs via the MGA, they are mandated to develop a collaborative agreement.
SWOT Analysis and Review of Emerging Opportunities (2019)	Focused on growth and development. The MDP process including beautification and signage needed for downtown, provide business incentives, regional sharing of essential services. E.g. fire services, etc.
Town of Strathmore Triage BR+E (2019)	Business-identified concerns – internet, zoning restrictions, affordability of lease space, local roads, etc. Opportunities – availability of post-secondary, permit process, availability of workforce training options.
Economic Development Priorities and Implementation Considerations (2015)	Focused on increased economic development capacity, 45 distinct initiatives. E.g. business investment website, business visitation program, amenities online, accelerate downtown revitalization, improve public transportation, etc.
Strathmore Municipal Development Plan ([MDP] 2014); Land-use Bylaw ([LUB] 2014) & amendments	The MDP is in the process of being updated 2020-2024. The ties to economic development include the capacity for business retention, expansion, investment attraction, marketing Strathmore, workforce housing, infrastructure, etc.
Area Structure Plans (ASP) (2010-2018)	A high-level review of the eight existing, and approved ASPs which ties to housing, transportation, infrastructure needs, and workforce.

3.0 CURRENT SITUATION ANALYSIS

Strathmore has a rich agricultural history dating back to its settlement by CPR in 1883. Today, this vibrant community of nearly 15,000 residents offers the best of both worlds – the tranquility of country living and the convenience of town services (including high-quality health, education and recreational facilities). Businesses can thrive with local community support while also benefitting from access to the workforce, services and market in Calgary, plus the over 1.6 million residents located on the Eastern-trade corridor (the TransCanada highway).

Figure 2: Strathmore locally-owned licensed businesses by industry



Source: Environics custom-data file using NAICS coded business categories. 577 (2023)

Of the 577 licensed businesses, the three largest sectors are: retail trade (15%); education, health and social services (14%); and accommodation and food services (9%).

Major employers include both public and private organizations such as the Golden Hills

School Division & Holy Cross Collegiate; Strathmore District Health/Alberta Health Services; the Town of Strathmore; Co-op Food and Gas; Canadian Tire; and Walmart.

Business community support. There is a designated economic development department within the Town, and an economic development officer. There is also the Strathmore & District Chamber of Commerce and Community Futures Wildrose that support business events, research and regional economic development. Both Siksika First Nation and Wheatland County have designated Economic Development Officers. The opportunity to collaborate and effectively work together to support regional businesses along the Eastern Trade corridor has substantial potential. There is also an emerging opportunity to more actively engage with Calgary Economic Development (CED) as they actively pursue regional partnerships and projects. Calgary is a key asset for businesses around workforce, housing, supply chain, etc.

3.1 Factors Influencing the Business Retention and New Investment

Infrastructure. The Town has ample water and waste water infrastructure to grow. According to the Strengths, Weaknesses, Opportunities, and Threats (SWOT) scan completed in 2020, and the Economic Study conducted by HOK, 2018, the water and wastewater system, inclusive of water rights, will support a community of up to 32,000 residents. However, there is the need to review water capacity and/or water needs of businesses in not only the Town but Wheatland County. Wheatland County operates several potable water plants and sewage facilities, but has limited industrial water capacity at this time.

Existing Real Estate – Land Use. The majority of commercial development is located along the Trans-Canada Highway (TCH) and the downtown core. The industrial land is primarily located south of the TCH. It is important to note that there are eight approved Area Structure Plans (ASPs) for privately-owned land, and three are in the process of building. Several of the approved ASPs are from decades ago, and may include outdated infrastructure, zoning conflicts or development concerns that could put a financial strain on the community to provide housing infrastructure and Town services. There are a number of private developers who own property in the town and are actively looking for support from the municipality to market the properties; while this is an opportunity, consideration must be given to the support needed from the Town to service the land/developments.

Shovel-Ready Land – Greenfield. The town has very few municipally owned parcels of property, limiting any commercial and/or industrial development. In 2022, an internal Town Parcel Inventory was completed which indicates that there are approximately ten sites that *could be* developed through innovative land-planning strategies to resolve challenges/barriers (such as no land title to the property, irregularly shaped property, utilities location impeding full land use, etc.) There appears to be capacity to ‘build up versus out’ in the downtown and retail corridors where existing infrastructure is already in the ground. A growth strategy to review the options for both brownfield and greenfield, and to devote resources to get investment-ready land into the market, is a priority. At this stage there was no brownfield inventory or strategy available.

Broadband. Strathmore has inconsistent internet throughout the community for residents and businesses alike. There are those who have adequate service and others who have reported issues for years. The existing provider, Shaw (now Rogers), conducted a service provision study and reported that internet was adequate. However, the business community strongly disagrees with this statement. Those negatively affected stated that inconsistent and inadequate broadband was impacting business operations. In the new digital economy, this factor will impact the Town’s ability to attract some new types of investment and limits any digital innovation for existing businesses.

Regional Municipality Economic Comparison. A high-level economic snapshot was completed with municipalities along the Eastern trade corridor of total property assessment in comparison to residential assessment. It was noted that Wheatland County has almost double the industrial property assessment, in comparison to the Town. While this snapshot does not include all factors relevant to economic stability (e.g. municipal budget/costs, etc.) this data, and the cost of providing water, utilities, housing infrastructure is key when working with neighbouring partners on critical agreements such as the Intermunicipal Development Plan (IDP) and the Intermunicipal Collaborative Framework (ICF).

Table 2: Regional municipality economic comparison snapshot (2022)

Indicators* 2022	Strathmore	Wheatland County	Siksika 146	Chestermere	Brooks
Population	15,189	8,738	3,559	24,649	5,389
Mill rate (non-residential-munc.)	8.34%	8.62%	N/A	7.24%	14.44%
# Businesses*	577*	215~	206	713	672
Property Assessments	\$1.9B	\$4.4B	\$3.9B	\$1.3B	N/A
Residential Share of Property Assessments	83.3%	32%**	N/A	95.2%	76.8%

Source: The Alberta Regional Dashboard, "Compare Municipalities". Nov. 10, 2023.

* Note: The Alberta Regional Dashboard indicated that there were 500 businesses in Strathmore, whereas Environics Data suggest there are 577 locally owned, licensed business.

** Wheatland Assessment, Jamie Kramble, Economic Development Officer, Wheatland County. Nov. 24, 2023.

Comparable Urban Centres – Mill Rates. At the present level of mill rates in 2022, Strathmore is the second-lowest millrate in comparison to ten other Alberta urban centres with a population between 10 and 20 K residents as well as similar amenities, recreational facilities and infrastructure. It is important to consider the amenities, especially those that are substantial community investments such as recreation facilities, swimming pools, etc. There have been discussions around increasing the Strathmore mill rate by 5%; if this is supported by Council, that would place Strathmore at the second-highest level in comparison to other similar municipalities. Of note, mill rate comparison on a regional basis using larger centres, e.g. the City of Airdrie, at 85K residents is not comparing apples-to-apples in the municipal assessment and taxation space.

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Table 3: Urban centres comparable to Strathmore based on population and amenities

Municipality	Population	Munc. Mill Rate	Property Assessments
Blackfalds	11,962	10.8	\$1.3B
Morinville	10,498	8.77	\$1.3B
Brooks	14,623	14.44	\$1.3B
Hinton	10,087	9.37	\$1.8B
Lacombe	14,229	9.73	\$1.9B
Strathmore	15,189	8.34	\$1.9B
High River	14,448	8.4	\$2.0B
Cold Lake	15,546	12.78	\$2.1B
Canmore	14,530	7.18	\$8.4B
Stony Plain	18,567	8.16	\$2.7B

Source: The Alberta Regional Dashboard, "Compare Municipalities". Nov. 10, 2023.

Location is One of Strathmore's Leading Competitive Advantages

The town of Strathmore's location in the region, and the community's proximity to key transportation corridors, are leading competitive advantages. A rural residential and business hub, the town is the largest municipality in the area. Strathmore is a commercial centre with over 15,189 residents, and increased in population by 2.6% in 2021. The trade population is key when analyzing how to support economic growth and community sustainability.

An even greater opportunity exists to position for new investment when considering the Town's proximity to Calgary, a metropolitan centre with over 1.6 million residents. Strathmore is just 35 km east of the Calgary International Airport and located on the TransCanada Highway. Strathmore can position itself as a rural hub in the region, and as a key location on the eastern trade corridor in the heart of the Calgary region. There are over 100K residents within 25 km of Strathmore.

Table 4: Strathmore's trade population (2020)

	Local Population (2022)	Within 25 km. of Strathmore	Within 50 km. of Strathmore
Strathmore	15,189	~102,000K residents in the trade population*	~1.5 M residents in the trade population including a portion of Calgary
Wheatland County and hamlets*	9,536		
Siksika #146	3,559		
Total	28,284		

Source: Alberta Dashboard. *6 communities within 25 km of Strathmore including Wheatland County, Rockyview, Chestermere, Siksika and portions of Vulcan County. Adapted from Statistics Canada, regional population (custom data request (Nov. 15, 2023). Website: <https://regionaldashboard.alberta.ca/region/customregion/12738/#/>

* Wheatland County's population is 8,738, and includes the following: Gleichen Chancellor Rosebud Cheadle, Cluny, Carseland, Lyalta, Namaka and Nightingale as well as the independent hamlets of Hussar. The independent municipalities of Rockyford and Standard are approximately 892 residents, bringing the combined total to ~9,536. The population of Wheatland County increased 2.35% year-over-year, and increased 4.95% in the last five years.

Connectivity to Market and Logistics. Access to market is important for business to sell their goods and services. The Town is well connected to roads and is in close proximity to runways and rails. The Town benefits from being on Highway 1, the TransCanada high-load corridor with between 14,000 and 15,000K vehicles passing by each day. To the west, the TransCanada intersects the Queen Elizabeth Hwy 2 which connects in Strathmore to the CANAMEX/North-South Trade Corridor, linking Canada to the United States and Mexico. This busy corridor saw an estimated 98,000 trucks and 145,000 passenger vehicles cross through the Coutts, Alberta, to Sweetgrass, Montana, border.

Carway Border Crossing, above Montana, USA, is approximately 267.8 km SW of Strathmore. The **Vancouver Seaport** is approximately 1,000 km to the west of Strathmore. Access to air travel, commercial freight and passenger flights are available through the **Calgary International Airport** (53 kms.). An underutilized but valuable asset in the region is the **Strathmore (D.J. Murray) airport** (15.4 kms) northwest of Strathmore in Wheatland County.

Table 5: Distance and times to major markets

DISTANCE AND TIMES TO MAJOR MARKETS		
Calgary (YYC - International Airport)	Carway (US Land Crossing)	Vancouver (Seaport)
53 km	267.8 km	1,038 km
40 minutes	3 hours	11 hours

The **Calgary Intermodal Terminal Rail Yard**, near Chestermere is in close proximity to both Strathmore and the Calgary Airport. There are two proposed developments that could increase additional flow of goods, including a CN proposal looking to expand Calgary rail operations with another intermodal yard in Southeast Calgary and several sites for a short-line track being explored to the east between Hanna and Oyen.

The **Oyen Regional Rail Company** owns the local short-line rail. Located between Oyen and Lyalta, Alberta, the Oyen Logistics Yard has attracted a new multi-million dollar investment. In March of 2023, the province announced a million-dollar study on re-opening the 286 km link between Oyen and Strathmore.

Canadian Pacific Railway (CPR) provides service that runs from east to west along the TransCanada Highway. There is a low-speed siding branch line located at Strathmore Station. Calgary has a major freight handling facility, with tracks connecting to all major markets.

Housing. The housing situation in Strathmore is dire. Similar to the rest of Canada, there is a shortage of affordable housing, and housing options. From the recent Housing Study done in 2023, the report indicated that there was a need for all housing options in the community. Of the 5,989 dwellings within Strathmore, over 58% are single-family homes and the vacancy rate is at the critical levels. These factors are influencing business owners and residents alike who seek any-level of housing.

Table 6: Dwelling units – vacancy rate (2022)

Indicators 2022	Strathmore	Wheatland County
Housing/Dwelling Units	5,989	3,108*
Single Family Homes	58.6%	89.6%
Residential Vacancy	0.40%	N/A

Source: Alberta Regional Dashboard – Compare Municipalities. Search dated Nov. 10, 2023.

*Housing figures for Wheatland County provided by Jamie Kramble, Economic Development Officer, Nov. 17, 2023.

Labour Force. Housing and labour force are integral components that contribute to the overall success, growth and sustainability of businesses. A well-supported workforce, coupled with suitable housing options, creates a positive business environment.

The terms labour force, participation rate, unemployment rate, and employment rate are key indicators used to analyze the current labor market. An important indicator to consider is how many businesses are looking for workforce or will need workforce in the next one to five years. Below is a definition of each category:

- *Labour force* – the total number of people both employed and unemployed, who are working, actively seeking work or capable of working
- *Participation rate* – the percentage of the working-age population who are either employed or actively seeking employment
- *Employment rate* – the percentage of the working-age population that is employed
- *Unemployment rate* – the percentage of the working-age population that is unemployed and actively looking for work

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Strathmore has a moderate labour force participation rate and a somewhat higher unemployment rate compared to the provincial average. Whereas Wheatland County exhibits a higher participate rate and lower unemployment rate in comparison to Strathmore.

Table 7: Strathmore's & Wheatland County's Labour Market

2021*	Strathmore	Wheatland	Alberta (2022)
Labour Force	7,335/14,339	4,295/8,738	2,530.7/3,648.8
Participation Rate	65%	71%	69.4%
Unemployment Rate	10%	7%	5.4%
Employment Rate	59%	66%	65.6%

Source: Alberta Regional Dashboard – Compare Municipalities. Search dated Nov. 10, 2023.

*Note – these figures were during COVID (2021)

Demographics. Strathmore's population has had limited growth in the last ten years, creating one of the biggest barriers to business – a very limited labour pool. The median family income in 2021 is **\$106,000**, compared to the provincial average of **\$105,960**. The median age in Strathmore in 2022 was **41.1** years, meaning that the Town's population is slightly older than the provincial median of **38.0** years of age.

Table 8: Strathmore's Average Age and Income

Indicators (2022)	Strathmore	Alberta
Median Age - Years	41	38
Median Family Income	106,000	105,960

Source: Alberta Regional Dashboard – Compare Municipalities. Search dated Nov. 10, 2023.

4.0 BUSINESS AND COMMUNITY ENGAGEMENT

Business engagement was challenging at first – largely due to the high number of surveys and interviews that have been conducted in the last five years. This fact altered the number of businesses engaged as part of the Business Needs Assessment (BNA). Initially the consultants were going to facilitate several business cafes and complete dozens of interviews. This methodology was adjusted when the jurisdictional scan was completed and it was discovered that multiple economic development studies, SWOT analysis, business retention and expansion studies and strategic plans had already been completed between 2015 to 2022. There has been considerable business engagement over the years, with over 700 participants responding to interviews, surveys or strategic planning sessions. Unfortunately, the result is that businesses are ‘survey fatigued’. Instead, more time was devoted to analyzing past findings, making recommendations and completing a current gap analysis.

As a starting point in the process of completing a Business Needs Assessment, then a 12-month Economic Development Action Plan, the Consultants (via the Economic Development Department) reached out to and engaged the business community. Overall, an estimated 95 or 18% of Strathmore’s 577 local businesses participated in the Business Needs Assessment. Input was gathered during a Business Café with 45 individuals participating. Additional input was gathered through one-on-one meetings with 50 individuals.

The primary goal of the **business engagement process** was to capture business owners’ perspectives on the opportunities and challenges of operating a business in the region. The questions asked were both quantitative and qualitative.

Figure 3: Strathmore Business Café (Jul. 2023)

Due to the high level of previous engagement, many expressed frustration in being asked to participate. The business community was very clear that they wanted a follow-up after the outreach, to share what the collective business community shared and what Senior Administration was going to do with the information as there has never been any follow-up from previous years.



5.0 BUSINESS NEEDS ASSESSMENT

Engaging business owners and investors in a Business Needs Assessment provides a valuable starting point. While their firsthand input is subjective, it provides crucial insights into the challenges and requirements of their operations, offering a unique perspective from those directly involved in business.

5.1 'What We Heard' – Challenges

While there were dozens of challenges identified, the top six were consistently identified by the majority of the participants. **Workforce shortages** and **skills gaps** prevail across both public organizations and private business, hindering business operations, profitability and service provision. **Critical housing shortages** further compound these challenges, affecting workforce attraction and retention. **Supply chain disruptions** were very diverse, ranging from lack or loss of suppliers, to logistics and distribution issues. The disruptions are causing inventory challenges, production delays and customer service issues. **Broadband service** was also frequently mentioned as a business challenge – inconsistent supply and slow internet speeds impede business productivity, create e-commerce challenges and hinder the businesses' competitive capacity and the adoption of new technology. **Limited local training and development options** are creating losses in productivity, increasing training costs and impacting businesses' ability to offer career mapping as an employee attraction resource; however there was a very low level of awareness of or initiative to access the wide range of workforce and training development tools that are already available.

Finally, businesses reported struggling with the ability to 'reasonably' buy or lease commercial space, or acquire land to development commercial property. **The high cost of existing real estate and leasehold options** hampers development; this will lead to businesses exiting the community to source property.

Figure 4: 'What we Heard' – Challenges as identified by the business community



Source: Extracted from the Business Café held in Strathmore and business interviews with close to 100 participants

5.2 'What We Heard' – Opportunities

Businesses have identified various opportunities, with a focus on workforce retention and attraction, regional collaboration, and marketing local businesses and the community to investors. Workforce-related opportunities include local training programs, collaboration with other businesses and industries for training initiatives, innovative academic partnerships, and engagement with local schools for mentoring students in exploring career paths. Regional collaboration, especially concerning workforce development, was a consistent theme. Marketing opportunities involve B2B/B2C strategies, regional collaboration, and supporting shop local initiatives. Downtown revitalization and signage were also noted. Businesses expressed interest in co-marketing, particularly when combined with shop local programs. Addressing the need for effective resource sourcing was recognized as a solution to share resources, reduce input costs, explore new supply chain options, and access new markets. Additionally, businesses sought more tools and resources for attracting, retaining, and integrating employees beyond traditional salary incentives.

Figure 5: 'What we Heard' – Opportunities as identified by the business community



Source: Extracted from the Business Café held in Strathmore and business interviews with close to 100 participants

5.3 Gap Analysis

Understanding the disparities or “gaps” between the current state of the local economy and the optimal state the community desires requires a plan. Such a plan must work strategically to minimize or eliminate business challenges while positioning the community to pursue opportunities.

A gap analysis is a strategic tool used to identify the existing economic conditions. With a gap analysis, it is possible to outline goals for Senior Leadership, Council and the business community and then develop targeted strategies. The outcome of the work is a better quality of life and more opportunities for residents and businesses alike.

In examining the current state of economic development in the Town, a number of significant risks that need to be addressed. Currently, Strathmore has limited capacity to sustain the existing population of residents, and there is no ability to grow or attract significant investment. The gaps/risks identified are:

1. **The financial/fiscal tax burden of development must be calculated and communicated in advance of approval of subdivisions!** This includes the infrastructure cost for the approved Area Structure Plan (ASP) – future development. The unfunded Town costs of the ASPs present a substantial risk to the Town. With the preliminary estimate completed by municipal staff, it appears the cost of infrastructure development for a subdivision could put the Town in the millions of dollars of long term debt. There is a varying level of understanding as to what this exact cost is by the different departments. It should be approached and communicated in a strategic manner.

The unknowns or assumptions become a critical risk when the Town considers the number of large businesses that are moving into the area and therefore the need for housing. A few of the existing developers are already in position and marketing their approved subdivisions to the large employer’s employees.

- Potential solutions could include working with large industry to discuss partnering around designed neighbourhood and housing plans, revenue sharing agreements with Wheatland County, and/or leveraging infrastructure grants and loans programs through the Canadian Infrastructure Bank (CIB), etc.
- A consideration is for Town staff to review the ‘Strong Towns Process and Certification’ program. Strong Towns as an economic development tool advocates for financially resilient and sustainable communities through a bottom-up, community-driven approach. The process suggests small, adaptable projects, financial resilience over rapid growth, and adaptive reuse of existing infrastructure. The principles include creating walkable neighbourhoods, encouraging local decision-making, prioritizing infrastructure maintenance, seeking diverse revenue streams, fostering affordability and inclusivity, being adaptable to change, and prioritizing public spaces. This approach aims to depart from conventional top-down models, relying on local wisdom and practical, common-sense strategies to build resilient, sustainable and people-focused communities.

2. **Strathmore needs commercial or industrial land for development.**

Economic development is stated as a priority of Council. Council's Strategic Plan states:

"Strathmore is well-positioned to encourage commercial and industrial economic development with a focus on sustainable growth. The key activity is a revitalized, resilient and intentionally planned community positioned for growth". However, there is very little publically or privately owned industrial or commercial land available. Nor is Strathmore investment ready.

Strathmore lacks the essential foundation of shovel-ready land to facilitate this expansion. The population base has grown minimally over the last five years (6% compared to double-digit growth in neighbouring communities), there has been a 5% decrease in building permits in 2022, and there has been a steady decline of licensed business since 2019. This can largely be attributed to the absence of readily available land for development; the high cost of real estate; limited options to buy or lease property; and the housing shortages.

This gap analysis underscores the misalignment between the Town's development goals and the present infrastructure, emphasizing the urgent need to address this deficiency. Bridging this gap requires strategic planning, collaboration with stakeholders, and the formulation of policies to identify, prepare and designate suitable land for development. Without a proactive approach to establish shovel-ready land, the Town risks impeding its economic growth potential and thwarting opportunities for attracting new businesses and residents essential for a thriving community.

- Possible solutions to explore are the Town's existing lots. Of the Town-owned properties, an estimated ten lots could be developed. These parcels are all 'awkward', with a range of issues from utility placement to oddly proportioned shapes. Potentially the Town could have a 'Creative Spaces Contest' or low cost project to spur innovative thinking amongst architects and developers to consider options for these challenging lots.
- Launch as investment platform to market what properties the Town and local investor have available. An example used was the Connect 4 Commerce platform, an online tool that connects to Alberta Real Estate Boards and it also provides options for private properties to be placed on the platform.
- Encourage eco-friendly or green energy houses, developments and commercial spaces. Look at various 'green' incentives. These incentives could be financial or non-financial for developers who incorporate sustainable practices or energy-efficient technologies in their projects. Additionally, streamlined permitting processes and reduced fees could be introduced for eco-friendly initiatives. By collaborating with local utilities, the Town could establish rebate programs for businesses and residents adopting green energy solutions. Public recognition and certification for environmentally conscious developments may also serve as incentives, creating a positive image for businesses and attracting environmentally aware consumers. Furthermore, fostering partnerships with green technology providers and offering support for research and development in sustainable practices could contribute to a more eco-friendly economic landscape. These incentives aim to motivate developers and businesses to prioritize environmental sustainability, ultimately fostering a greener and more energy-efficient community.

Green initiatives could offset utility costs, there are numerous grants and incentives for eco-friendly projects and this process aligns with Council's strategic priorities.

3. **The Town needs a municipal short-or long-term growth strategy.** While plans are underway to update the Municipal Development Plan in 2024, there is no indication of a fulsome growth strategy to be included in the MDP update. A growth strategy would include: a guide to the physical, economic and social development of the Town including but not limited to infrastructure development, zoning and land-use planning of designated commercial and industrial zones (those privately and owned by the municipality); consideration of residential housing, a housing strategy that includes more live, work, stay and play options; a plan for innovation in a well-rounded community within the eight pre-approved Area Structure Plans (ASPs); and environmental sustainability with consideration of sustainable growth practices and the promotion of eco-friendly practices.

- A community growth strategy could/should also include a housing plan, not just neighbourhood by neighbourhood, but a community-wide plan. Consider options such as Agri-hoods (planned neighbourhoods that tie to food production), environmental practices, and real estate performance measures. Agri-hoods could also support social needs programs within the community.
- The community growth strategy should also look at options for a Downtown Area Revitalization Plan (DARP). A DARP would serve to strategically guide the redevelopment and revitalization of the downtown area. The primary goal would be to stimulate investment and create a more vibrant and attractive urban core by increasing foot traffic, commerce and usage of the area. Strathmore could focus on more multi and mixed-use developments, enhanced pedestrian accessibility, and creative use of spaces through placemaking strategies.

4. **Regional collaboration is challenging when it comes to joint agreements.**

The business community, developers and investors may not be aware of the progress that is required for the Town of Strathmore and Wheatland County to formalize an Intermunicipal Collaborative Framework (ICF) and Intermunicipal Development Plan (IDP). The ICF is a strategic plan mandated by the Municipal Government Act (MGA) where both municipalities allocate resources to provide local services for local residents and businesses (e.g. water, wastewater, transportation, emergency services, recreation, etc.). Regional collaboration is required to a higher degree.

- A key point around regional collaboration with neighbouring communities – Wheatland County, Siksiika and focus on including the City of Calgary. Calgary Economic Development (CED) is devoting considerable effort and budget into regional partnerships. CED will soon announce a designated person to coordinate regional strategies. Large businesses will leverage Calgary for workforce, housing and supply chain.

5. **Strathmore needs a community-wide housing plan.** Focus on more than just Land Use Bylaw (LUB) amendments or interim fixes in a neighbourhood. There are no housing options, or few options along the housing continuum. This gap is impeding business and will turn away investors. Strathmore does not have a housing plan. Businesses need workforce; workforce needs housing. Strathmore needs housing all along the housing continuum, from emergency housing to market value housing.

Figure 6: What Workforce Needs



6. **Broadband issues need to be resolved.**

This is an exceptionally sensitive issue within the business community. In previous business visits and community engagements, the issue of inconsistent and unreliable broadband has been constant. Broadband is considered a critical resource in our digital economy, as important as any of the core utilities of power and water. Broadband and high-speed internet is fundamental for the modern business environment. It facilitates efficient communication, supports remote work, enables data-intensive processes, and contributes to overall business agility and competitiveness.

- The Town plays a key role in advocating for consistent broadband access to support local businesses. The Town has more power to negotiate with service providers than would a singular business or business organization.

7. **The Town lacks incentives to stimulate innovative design. This ties to a growth strategy.**

- Community planning and economic development can collaboratively address housing and commercial space shortages by streamlining bylaws to encourage progressive and innovative development. The focus should be on multipurpose development that encompasses various housing types, retail and commercial spaces, and serves as a strategy to stimulate development.
- Recognizing developers as pivotal partners in shaping the community by offering efficient and clear bylaws will provide an environment conducive to investment. By balancing profit aspirations with community needs, the approach seeks a win-win scenario.

8. **Economic Development is a priority**

The Town serves two clients – residents and businesses. As with most any community, a municipality will focus more on the residential needs. However, the business community as investors and developers have ‘skin’ in the game. As taxpayers and employers, they are key to the long-term stability and sustainability of the community. At least 20% of those interviewed indicated that as a business community they did not feel valued or listened to by the Town. While interviews are opinion based and therefore subjective, the opinions still have merit.

- Develop a Business Concierge Service – integrate a streamlined, one-window approach in the Town Administration office that fosters relationships with businesses right from the initial contact. Assign the EDO the role of dedicated liaison, project manager and quarterback for businesses in need of assistance.
 - It is noted that the planning department has worked hard to turn around new development permits within short time frames. Various businesses have reported excellent customer service and support from the planning department.

Recommendations on how to address or at least mitigate these challenges have been provided in the Economic Development Action Plan derived from a gap analysis. This analysis provides actionable insights for the economic development plan to help the municipality to address specific challenges and seize opportunities. The analysis serves as a guide for strategic decision-making, resource allocation and the creation of a conducive environment for businesses to thrive. Ultimately, a plan based on the analysis contributes to the overall growth and attractiveness of the municipality for new investment.

6.0 RECOMMENDATIONS

The following section includes the three core goals, strategies and the corresponding recommendations to support the implementation of the Economic Development Action Plan. Note – all three goals and the corresponding strategies are to be developed and implemented consecutively based on internal capacity, budget, resources and/or accessing of external resources to complete the action items. The following is a framework which provides direction. At the present time, Senior Leadership is discussing ways to further expand the Corporate Business Plan to include the Economic Development Plan.

1. GOAL #1: STRENGTHEN ECONOMIC DEVELOPMENT CAPACITY

- **Strategy:** Develop partnerships to address workforce issues and provide tools for industry to attract and retain employees.

Recommendations:

External

1. Team-up to support the Regional Workforce Strategy. Work to increase awareness and involvement from the business community in the implementation of the workforce action plan. Tie all activities to Strathmore's Business Outreach process.
2. Prioritize workforce initiatives, data gathering processes (business licenses) and working collaboratively with industry to tackle workforce shortages and skills gaps.
3. Champion a 'Strategic Futures – Industry Forum' or roundtable event. Bring industry together to discuss issues and solutions to industry challenges through a collaborative effort. Seek a champion from the forum that will lead an issues and opportunities task force.
4. Seek out partners to host job fairs, career development events and reverse trade shows to increase employer and employee matchmaking events. Leverage AR/VR technology to expand domestic and international reach.
5. Advocate and team-up to provide different options to deliver employer training on diversity, and how to create an employee attraction, retention and integration plan.
6. Increase academic partnerships to support more options for training and career development.

Outcomes: elevated economic viability across the region achieved through comprehensive solutions for workforce shortages and skills gaps. Businesses will experience improved and increased workforce retention, attraction, and integration through diverse training, education, and career mapping programs, addressing the evolving needs of the workforce. Businesses will become more resilient.

2. GOAL #2: ENHANCE THE COMMUNITY'S INVESTMENT READINESS TO ATTRACT NEW INVESTMENT

- **Strategy:** Foster sustainable economic development by improving community investment readiness and supporting Town planning, housing and workforce initiatives.

Recommendations:

External

1. Subscribe to an Investment Attraction Platform to showcase green and brownfield options for development and/or sale in Town.
2. Support a Creative Spaces Initiative – a developer/investor competition to stimulate development on Town-owned property.
3. Facilitate or participate in a Workforce Housing Taskforce as a sustainable housing initiative.
4. Strategically provide the economic development lens to the MDP revisions, encourage the inclusion of a Growth Strategy. Encourage developer/investor input.
5. Collaboratively with Planning, develop a menu of incentives to spur specific development.
6. Support the development of an Investment Ready Certificate.
7. Establish collaborative partnerships to support green energy to pilot or stimulate green energy projects.

Consider how the Town's unique parcels can be developed. Look at other processes to engage and 'gamify' and challenge architects, engineers and developers to come up with innovative development or site plans to build more housing options or multi-use buildings on the challenging parcels.

Figure 7: Town of Strathmore – Municipally-Owned Land Parcels



Source: Town of Strathmore Land Asset Inventory (2022)

GOAL #3: STRENGTHEN AND DIVERSIFY THE LOCAL BUSINESS ECOSYSTEM

- ***Strategy: Implement business retention, expansion and new investment initiatives to help businesses thrive and grow.***

Recommendations:**External**

1. Research options for a Town-owned or Public Private Partnership (P3) Broadband network. Leverage new and emerging technologies to provide businesses with the necessary infrastructure to thrive. Complete a Broadband Strategy that includes a ROI for the Town and/or partners.
2. Develop a 'BusinessBoost' Hub: Your Virtual Resource page for the Town website. Include the range of resources available for businesses, how to 'do business with the Town', etc.
3. Encourage small business and an entrepreneurial ecosystem. Designate time and budget to entrepreneur-led economic development activities to offer businesses life-stage training, mentoring and sector specific programs to build a resilient business community.
4. To ensure the growth and prosperity of Strathmore, the new Municipal Development Plan (MDP) must prioritize revisions that incorporate and encourage innovative community development strategies, diverse housing options, and multi-purpose developments. A fundamental part of the MDP should include the integration of a comprehensive Growth Strategy.
5. Economic Development, along with Planning, should strive to: incentivize housing development; foster more multi-purpose properties; encourage innovative planning for the existing Area Structure Plans; and maximize ways to offset the cost of development absorbed by the Town.
6. Conduct a formal business outreach program that tracks business interviews in a confidential CRM, and follow-up on red flags (closures, exiting the community, etc.) and green flags (expanding, new certification, products, etc.).

Outcomes: Enhanced understanding of the direct link between economic and community development results in streamlined, effective processes for business support. Partnerships serving as conduits for businesses, entrepreneurs, and investors to connect with resources. Incentivized development and prioritized growth strategies increase opportunities for business initiation and expansion across housing, retail, commercial, and industrial sectors and Town tax revenue. Detailed data is collected to make informed decisions including research and analysis around a Broadband Strategy.

7.0 ECONOMIC DEVELOPMENT ACTION PLAN: ONE-PAGE SUMMARY

The following is a high-level snapshot of the three goals, strategies to reach the goals and the corresponding economic development action plan.

Table 9: Economic Development Action Plan: One-Page

GOAL #1: STRENGTHEN ECONOMIC DEVELOPMENT CAPACITY
<i>Strategy: Develop partners to address workforce issues and provide tools for industry to attract and retain employees.</i>
EXTERNAL 1.2 Team-up to Support Regional a Workforce Strategy 1.3 Participate in Workforce Development Events 1.4 Support Employer Retention and Attraction Program 1.5 Increase Academic Partnership to Support More Options for Training
GOAL #2: ENHANCE THE COMMUNITY'S INVESTMENT READINESS TO ATTRACTION NEW INVESTMENT
<i>Strategy: Foster sustainable economic development by improving community investment readiness and supporting Town planning, housing and workforce.</i>
EXTERNAL 2.2 Expand the Role of Economic Development in Community Planning 2.3 Subscribe to an Investment Attraction Platform 2.4 Participate in a Workforce Housing Initiative 2.5 Stimulate Strategic and Intentional Community Development - Creative Spaces Initiative 2.6 Partnerships to Support Green Energy Projects 2.7 Partner on Regional Community Economic Development Initiatives
GOAL #3: STRENGTHEN AND DIVERSIFY THE LOCAL BUSINESSES ECOSYSTEM
<i>Strategy: Implement business retention, expansion and new investment initiatives to help business thrive and grow.</i>
EXTERNAL 3.2 Research and Develop a Broadband Strategy 3.3 Develop a 'BoostBusiness' Hub: Your One-Stop Virtual Resource Page 3.4 Contribute to a Robust Entrepreneurial Ecosystem 3.5 Align Economic Development and Planning Efforts to Increase New Investment 3.6 Continue a Structured Outreach Program

Within the Appendices are the full, detailed Economic Development Action Plan Working Sheets. Within the 20-page Action Plan is more comprehensive direction on the action plan, resources to achieve the action plan, potential resources, a high-level budget, timelines and key performance indicators (KPIs). Note – the Action Plan is a working document, meant to be adjusted based on micro- and macro-economic factors as issues and opportunities arise, it is scalable based on staff capacity, experience and budget.

8.0 CONCLUSION

In conclusion, the partnership between the Town of Strathmore and InnoVisions & Associates has led to a significant step forward in enhancing the town's economic landscape. The Business Needs Assessment and the resulting Economic Development Action Plan provide a strategic roadmap for addressing challenges, seizing opportunities, and positioning Strathmore for sustainable growth. Unlike previous initiatives, this plan is not just a collection of ideas but a practical, implementable guide for the town's development over the next three years.

The town's unique location serves as a significant advantage, acting as a rural hub with access to major centers, a supportive local community, and gateway to Calgary. However, barriers such as housing options, workforce shortages, and limited real estate strategies hinder new investments. The Economic Development Action Plan seeks to overcome these barriers by engaging the community, assessing business needs comprehensively, and fostering a collaborative environment.

Stakeholder engagement, including focus groups, interviews, and surveys, revealed the community's desires: more jobs, improved housing and education options, increased business presence, and a rise in visitor spending. The plan aligns with these goals, emphasizing the importance of community collaboration for sustained economic success.

By addressing challenges like workforce shortages, housing issues, broadband and supply chain disruptions identified through community engagement, the plan focuses on streamlining processes, fostering collaboration, and creating conditions for innovation. Additionally, the plan tackles disparities between the current and desired state of the local economy through a strategic gap analysis.

Identifying barriers beyond the immediate business landscape, such as the lack of a municipal growth strategy and stalled regional collaboration, the plan advocates for progressive changes. It emphasizes the importance of a novel approach, concentrating on greenfield and brownfield land for infrastructure development.

With over 30 recommendations, the Economic Development Action Plan advocates for increased focus on priorities in 2024 on becoming Community Investment Ready. What is key is to look to resolve the eight issues identified in the gap analysis, starting with exploring options to update the Municipal Development Plan and include a Community Growth Strategy, work with developers and industry to cost share the cost of developing and infrastructure costs, develop innovative options to stimulate development through creative spaces, incentivize multi-purpose, multi-use development and more housing options and green development and developing a Broadband Strategy.

In summary, the Economic Development Action Plan is a comprehensive and actionable guide that empowers the Town of Strathmore to navigate challenges, capitalize on opportunities, and create a thriving residential and business center. There are details on when to ACT – advocate, champion and team-up for projects. The plan's success will not only benefit businesses but also contribute to the overall well-being and prosperity of the community.



Request for Decision

To: Council

Staff Contact: Glen Ferguson,

Date Prepared: February 4, 2024

Meeting Date: February 21, 2024

SUBJECT: Land Use Bylaw Amendment No. 24-02 (318 First Avenue, Strathmore)

RECOMMENDATION: THAT Council give first reading to Bylaw No. 24-02, being a by-law to amend Land Use Bylaw No. 14-11; and,

THAT Council direct Administration to schedule a Public Hearing for Bylaw No. 24-02 on March 20, 2024 at 6:00 p.m. in Council Chambers.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The proposed Secondary Suite within the basement of an existing single-detached dwelling would contribute positively to the strategic priority of increasing the supply of affordable housing options that are available in the Town. The development proposal is also supportive of maintaining and improving community wellness and financial sustainability strategic priorities on the basis that accessory residential dwelling units provide residents with affordable housing options within the local community that take advantage of and utilize existing municipal services and infrastructure.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The proposed Secondary Suite will utilize existing municipal infrastructure services that has sufficient capacity to support the additional residential dwelling unit. No extensions to existing municipal infrastructure is required in order to support the proposed accessory dwelling unit.

SOCIAL SUSTAINABILITY:

The proposed Secondary Suite would contribute positively to the notion of increasing the range of affordable housing types, tenures and built-forms that is available for both current and future residents living in the Town regardless of their age, background and/or abilities.

ENVIRONMENTAL SUSTAINABILITY:

The proposed Secondary Suite will be located within the basement of an existing single-detached dwelling and will utilize municipal infrastructure services (eg. water and sanitary sewer) that already exist within the road allowance.

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

The housing supply in the Town is primarily comprised of single-detached dwellings and increasing the supply of more affordable housing types and built-forms is representative of good land use planning. The re-designation application would contribute one additional residential dwelling unit to the Town's supply of affordable housing units.

ORGANIZATIONAL:

Staff will invest the time necessary in preparing reports, actively engaging with the public (eg. abutting landowners) and ensuring proper distribution of the public notices for the public hearing.

OPERATIONAL:

N/A

FINANCIAL:

The proposed Secondary Suite will require a development permit and building permit application, which will include the collection of all applicable fees under the Town's [2024 Fees Bylaw No. 23-29](#). The proposed Secondary Suite is also likely to increase the assessed market value of the existing single-detached dwelling and therefore it is reasonable to expect the lands to generate increased property tax revenue for the Town.

POLICY:

Section 3.2.16 of the Town's [Municipal Development Plan](#) (MDP) acknowledges that Secondary Suites are an appropriate method for providing additional and affordable housing in

all residential districts provided that parking requirements and any safety and building code requirements.

Section 692(1) of the [Municipal Government Act](#) requires that Council hold a public hearing with respect to the proposed bylaw prior to giving second and third reading to the proposed bylaw to amend a Land Use Bylaw.

IMPLEMENTATION:

Staff will advertise the public hearing in accordance with Section 606 of the Municipal Government Act.

BACKGROUND:

The application to amend [Land Use By-law No. 14-11](#) was received by the Town on November 30, 2023, and deemed to be a complete application after the owners submitted additional required information on January 5, 2024. The proposed re-designation would permit a Secondary Suite to be located within the basement of the existing single-detached dwelling situated on those lands known municipally as 318 First Avenue in Strathmore. The lands are also accessible from a municipally-owned lane. The parking space required for the Secondary Suite would be provided in the rear of the lands and accessed from said municipally-owned lane.

The lands are designated Residential and also within the Downtown North District under the Town's MDP. The lands are zoned "R3", High Density Residential District under Land Use By-law No. 14-11 (LUB). The "R3" District only permits single-detached housing as a residential built-form where such a use existed on September 17, 2014 when the Town's LUB was adopted by Council. Staff notes in this regard that the existing single-detached dwelling on the lands is considered to be legally existing as it was constructed originally in 1972 according to available development permit and building permit records.

The proposed amendment to the Town's LUB would rezone the lands from "R3", High Density Residential District to "R3(DCD)", High Density Residential - Direct Control District Overlay in order to permit a Secondary Suite within an existing single-detached dwelling. The direct control district overlay would allow for a Secondary Suite as a Permitted Use on a site-specific basis and would allow the owners to proceed next to development permit and building permit applications. Attached to this report is a copy of proposed Bylaw No. 24-02.

The application has been circulated to relevant internal and external agencies and departments for review and comment. At the time of writing this report, Alberta Transportation has noted that the development proposal must comply with applicable law under the Municipal Government Act as it relates to provincial highways, including the mitigation of any impacts from traffic generated by the development on local road connections to the provincial highway system. ATCO Energy Systems and Rogers have both noted that they have no concerns with the development proposal.

KEY ISSUE(S)/CONCEPT(S):

The provision of a wider range and supply of affordable housing options for lower income, including families, seniors, and individuals with special needs is an identified key issue for many municipalities in Alberta. The apartment vacancy rate in the Town for private apartment-style dwelling units is currently low at 0.5% according to CMHC as of October 2022. Further to this, the CMHC's [Rental Market Survey Tables](#) for Alberta in 2022 notes that the Town currently has a total of 203 private apartment-style dwelling units with the majority of apartment-style dwelling units having two bedrooms (ie. 122 dwelling units). The proposed Secondary Suite would contribute positively to the overall affordable housing issue by increasing the availability of affordable housing options in the Town.

DESIRED OUTCOMES:

That Council give first reading to Bylaw No. 24-02 and provide Administration with direction to schedule a public hearing for Bylaw No. 24-02.

COMMUNICATIONS:

Staff will advertise the public hearing by including written notices in the Strathmore Times and on the Town's social media pages, as well as publishing the notices on the Town's website and by sending the notices by regular mail to adjacent landowners.

ALTERNATIVE ACTIONS/MOTIONS:

Council may support the recommendation or defer the first reading and/or public hearing.

ATTACHMENTS:

[Attachment I: Bylaw No. 24-02 - 318 1st Avenue, Strathmore](#)

[Attachment II: Site Plan - With Parking Areas](#)

[Attachment III: Floor Plan - Access to Secondary Suite](#)

[Attachment IV: Land Use Bylaw Excerpts - Secondary Suites](#)

Chuck Procter, Manager of Development Services

Approved
- 14 Feb
2024

Jamie Dugdale, Director of Infrastructure, Operations, and Development Services

Approved
- 14 Feb
2024

Veronica Anderson, Legislative Services Officer

Approved
- 14 Feb

Johnathan Strathdee, Manager of Legislative Services

2024
Approved
- 15 Feb

Kevin Scoble, Chief Administrative Officer

2024
Approved
- 16 Feb
2024



**BYLAW NO. 24-02
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA**

**BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA
TO AMEND THE LAND USE BYLAW NO. 14-11.**

WHEREAS the *Municipal Government Act, being Chapter M-26, of the Revised Statutes of Alberta 2000* and amendments thereto provides authority for the Town to regulate such matters;

AND WHEREAS Council holds public hearings as required by Section 692 of the *Municipal Government Act, R.S.A. 2000, c.M-26* as amended;

NOW THEREFORE BE IT RESOLVED THAT the Municipal Council of the Town of Strathmore, in the Province of Alberta duly assembled **HEREBY ENACTS AS FOLLOWS:**

1. SHORT TITLE

- 1.1 This Bylaw may be cited as the "Land Use Bylaw Amending Bylaw No. 24-02"

2. AMENDMENTS

- 2.1 That Bylaw No. 14-11 Schedule A – Land Use District Map is amended by changing the land use designation of Lot 5, Block 31, Plan 2131JK, from "R3", High Density Residential District to "R3(DCD)", High Density Residential – Direct Control District Overlay as shown below in Schedule "A" to this Bylaw.
- 2.2 That Bylaw No. 14-11 Schedules Section is amended as follows:
- a) By adding a new Schedule E17 – Direct Control District Overlay – 318 First Avenue – Secondary Suite;
 - b) By adding the following regulations under Schedule E17 – Direct Control District Overlay – 318 First Avenue – Secondary Suite:

"1. APPLICATION

- 1.1 The provisions of this Direct Control District Overlay apply to those lands described legally as Lot 5, Block 31, Plan 2131JK, known municipally as 318 First Avenue and shown below:



Figure 1: Direct Control District Overlay – 318 First Avenue – Secondary Suite

- 1.2 The provisions of Section 4.6 – “R3”, High Density Residential District apply to the subject lands unless the provisions of this Direct Control District Overlay conflict with Section 4.6 in which case the provisions of this Direct Control District Overlay must govern.



BYLAW NO. 24-02
OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

2. REGULATIONS

- 2.1 In addition to those Permitted Uses prescribed in Section 4.6(2)(a) of the "R3", High Density Residential District, a Secondary Suite shall be a Permitted Use subject to the regulations of this Direct Control District Overlay;
- 2.2 The establishment of a Secondary Suite shall only be permitted on a lot containing a Single Detached House that lawfully existed prior to the initial adoption of Bylaw No. 14-11 on September 27, 2014; and,
- 2.3 That a Secondary Suite otherwise demonstrate compliance with all other applicable provisions of Bylaw No. 14-11 to the satisfaction of the Development Authority."

3. EFFECTIVE DATE

- 3.1 This Bylaw shall come into force and effect upon receiving third and final reading and being signed.

READ A FIRST TIME this _____ day of 2024

PUBLIC HEARING HELD this _____ day of _____, 2024

READ A SECOND TIME this _____ day of _____, 2024

READ A THIRD AND FINAL TIME this _____ day of _____, 2024

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Schedule "A"



ALBERTA LAND SURVEYOR'S REAL PROPERTY REPORT

Waddy Lane

Condominium
Plan 831 1545

Gravel Lane

Lot 5
Block 31
Plan 2131JK

Lot 14
Block 31
Plan 3889JK

Lot 4

Lot 2

Lot 16

Lot 15

Lot 14

Lot 13

Lot 12

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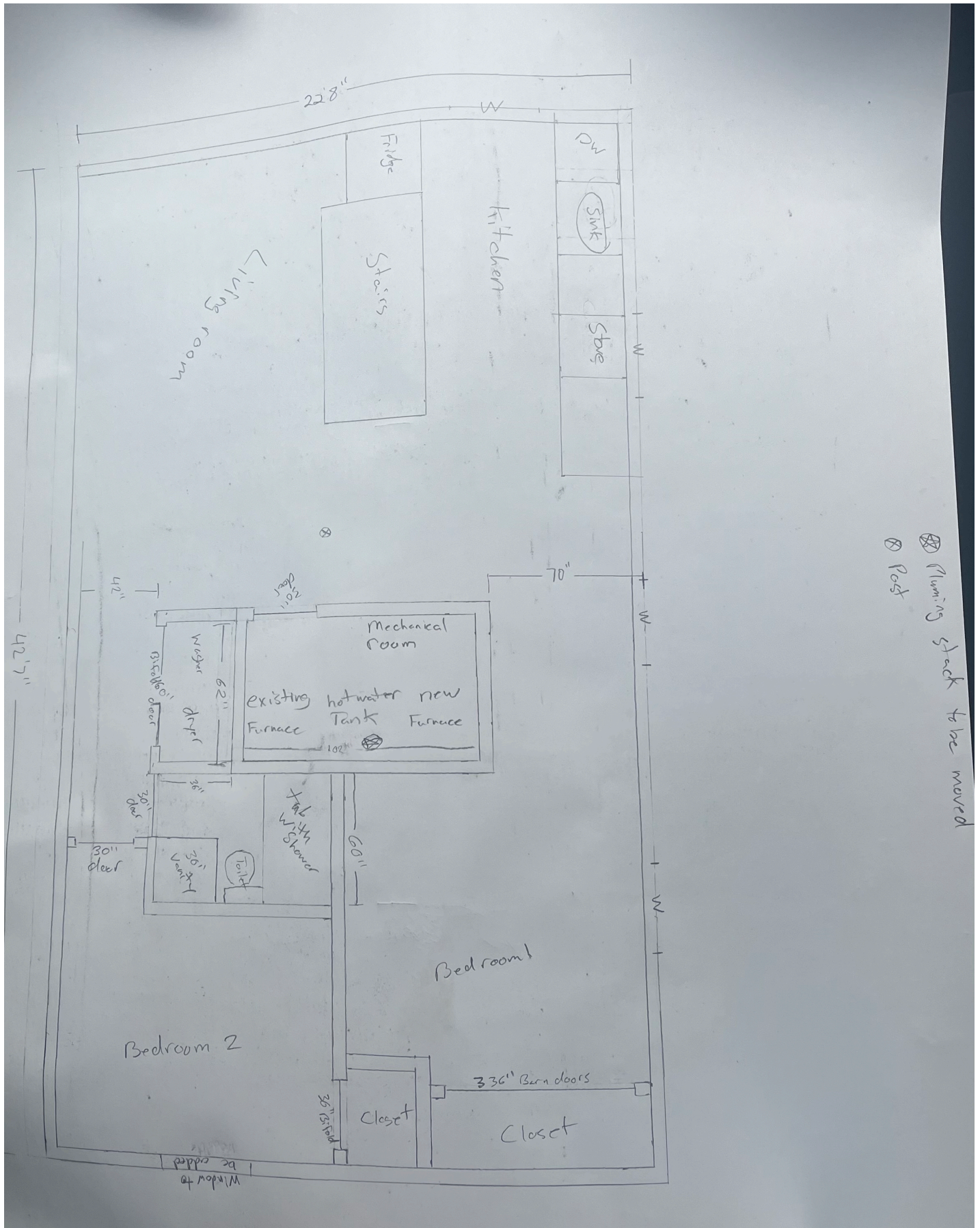
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151. **Retaining Wall** means a wall erected for holding in place a mass of earth or the like, such as at the edge of a terrace or excavation.

S

Bylaw #18-08

152. **Salvage Yard** means development where dilapidated vehicles or damaged, inoperable or obsolete equipment, machinery or goods are stored, dismantled or crushed. Part or all of the activities pertaining to Salvage Yards may occur outside of a building. Salvage Yards may include the incidental sale of parts that are recovered from dilapidated vehicles, equipment, machinery or goods, and may also include space for the administration of the use.

Bylaw #17-09

153. **School – Private** means a use
- (a) where an operator, other than the following, teaches the education curriculum from kindergarten to grade 12 and where other educational programs may be provided all pursuant to the School Act RSA 2000:
 - i. a school district or division; or
 - ii. a society or company named within a charter approved by the Minister of Education operating a charter school;
 - (b) that may provide before or after school programs that are defined as Child Care Service; and
 - (c) that may provide food service for students and staff.

Bylaw #18-08

154. **School – School Authority** means a use
- (a) where any of the following teaches the education curriculum from kindergarten to grade 12 and where other educational programs may be provided all pursuant to the School Act RSA 2000:
 - i. a school district or division; or
 - ii. a society or company operating a charter school in accordance with a charter approved by the Minister of Education operating a charter school.

155. **Screening** means a fence, earth berm, hedge, or other appropriate landscaping, used to visually separate areas or functions which, in the opinion of the Approving Authority, detract from the urban street or neighboring land uses.

Bylaw #16-10

156. **Sea Can** means a shipping container that is designed to be moved from one mode of transport to another without unloading or reloading.

157. **Setback** means the distance that a development or a specified portion of a Development is setback from a property line.

Bylaw #20-04

158. **Secondary Suite** means a use that:
- a) contains two or more rooms used or designed to be used as a residence not shared with the primary dwelling unit, by one or more persons;
 - b) contains living, sleeping and sanitary facilities; a kitchen or appliances designed to be used for the cooking or preparation of food;
 - c) is self-contained and located within a Dwelling Unit; and
 - d) is considered part of and secondary to a Dwelling Unit.

3. A Cannabis Store located on the south side of Highway 1 may be located any distance from the following and is not subject to any separation distance from the following:
 - (a) a School – School Authority; or
 - (b) a School – Private.
4. The separation distance from a Cannabis Store to the property line of a parcel described in Subsections 1(a) and 1(b) and Section 2 above is measured from the closest external wall of
 - (a) the building containing the Cannabis Store, where the store occupies the entire building; or
 - (b) that portion of the building containing the Cannabis Store if the Cannabis Store occupies a portion of a building.
5. The 125 m, 100 m and 50 m separation distances described in Subsections 1(a) and 1(b) and Section 2. above must not be reduced by the Development Authority despite any provision to the contrary in this Bylaw.

SECTION 3.34	SECONDARY SUITES
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Bylaw #20-04

1. Only one (1) Secondary Suite may be developed in conjunction with a principal dwelling.
2. A minimum of one (1) on-site parking stalls shall be provided for a Secondary Suite in addition to the required parking stalls for the principal dwelling.
3. On-site tandem parking arrangements shall be supported by the Development Authority.
4. Adjacent street parking shall not receive credit towards achieving the minimum parking calculations for a Secondary Suite

SECTION 3.35	SEA CANS
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Bylaw #16-10

Bylaw #22-01

1. A Sea Can must comply with the regulations in the Accessory Buildings and Uses Section. The Approving Authority may substitute requirements or otherwise ensure that
 - (a) A Sea Can used for storage is screened from public view from an adjoining street other than a lane; and
 - (b) The Sea Can is located to the satisfaction of the Approving Authority.
2. A Sea Can used for storage shall only be located on a parcel where there is an existing principal use.
3. The Approving Authority may require that a Sea Can be clad, painted, or covered to ensure that its appearance is compatible with the surrounding area.
4. After a dwelling unit on a site in a residential district has been occupied, a Sea Can may be located on that site for no longer than 10 consecutive days to enable temporary storage or moving of goods, materials or equipment. The Approving Authority may require that the Sea Can be located to their satisfaction.
 - (a) The Approving Authority must be notified prior to the Sea Can being located on site.

4.6 R3 HIGH DENSITY RESIDENTIAL DISTRICT

1. PURPOSE: To provide for high density multi-family housing to a maximum of 100 dwellings per hectare.

2. USES:

a) Permitted Uses

Accessory Building
 Home Office
 Housing, Apartment
 Housing, Attached
 Protective Emergency Services
 Public Parks
 Residential Sales Centre 1
 Utilities

Bylaw #15-22

Bylaw #17-12

b) Discretionary Uses

Child Care Services
 Extended Medical Treatment Services
 Government Services
 Home Occupation
 Housing, Duplex, existing prior to the adoption of this bylaw
 Housing, Single Detached, existing prior the adoption of this bylaw
 Residential Care
 Residential Sales Centre 2
 Seniors Housing
 Utility Building

Bylaw #15-40

Bylaw #17-12

3. GENERAL SITE REQUIREMENTS:

a) Minimum Site Area

- i. The minimum site area shall be 930m², and the maximum site area shall be 4000m².

b) Minimum Lot Area

- i. 175.0 m² per attached dwelling unit
- ii. 40 m² per apartment dwelling unit

c) Minimum Site Width

- i. 30.5 m apartment
- ii. 7.62m single detached or duplex
- iii. 7.0 m for a pie shaped lot at the front yard

Bylaw #22-01

d) Minimum Site Depth

- i. 30.5 metres for all lots

e) Habitable Floor Area

- i. Minimum Gross Floor Area - 40 m² per dwelling unit

f) Maximum Number of Dwelling Units

Bylaw #15-28

- i. The maximum density is 100 dwelling units per hectare

g) Minimum Yard Setbacks – Principal Building

Bylaw #16-10

- i. Front Yard – 6.0 m and, at the discretion of the Approving Authority, 4.0 m if the lot is served by a rear lane

- ii. Rear Yard – 7.0 m

- iii. Side Yard – The setback from a side property line is as follows:

Bylaw #15-01

- a. 1.5 m from the side property line shared with an Internal Lot if the Principal Building is 9.0 m or less in height at the eaveline;

- b. 3.0 m from a side property line shared with an internal lot if the Principal Building is more than 9.0 m in height at the eaveline;

- c. 3.0 m from a side property line shared with a street other than a lane unless the building is 9.0 m or less in height at the eaveline and the building is located in the Downtown Overlay District in which case the setback from the side property line shared with a street may be reduced, at the discretion of the Approving Authority, to not less than 1.5 m

Bylaw #16-10

h) Building Height

Bylaw #22-01

- i. 10.0 m for Duplex

- ii. 12.0 m for Attached Housing

Bylaw #22-01

- iii. 5.0 m for Accessory Buildings* see OTHER SITE REQUIREMENTS below

- iv. 14.0 m or four (4) storeys for Apartment Housing

i) Site Coverage

- i. Maximum Site coverage for the entire site, including all accessory buildings and detached garages shall be 70%

4. OTHER SITE REQUIREMENTS:

Parking

- a) All parking spaces on a Site in this District shall be hard surfaced.

Landscaping

- b) A minimum of 30% of the site area shall be landscaped and a landscape and site plan shall be prepared by a professional landscape architect.

Uses and appearance

- c) The Approving Authority shall give due consideration to the compatibility of a proposed Development in this District to existing Uses on or near the Site.
- d) If the site is located within the Downtown Overlay District, the development will be required to meet all of the requirements of that District as well as be subject to a review by the Downtown Design Review Committee.

Bylaw #22-01

Accessory Building

- e) Maximum Accessory Building height shall be influenced by existing development on adjacent parcels.



Request for Decision

To: Town Council

Staff Contact: Kate Bakun, Planner

Date Prepared: January 28, 2024

Meeting Date: February 21, 2024

SUBJECT: Land Use Bylaw Amending Bylaw 24-01 (1016 Westridge Road)

RECOMMENDATION: THAT Council give First Reading to Bylaw No. 24-01, being a Bylaw to amend the Land Use Bylaw No. 14-11.

THAT Council direct Administration to schedule a Public Hearing for Bylaw No. 24-01 on March 20, 2024 at 6:10 p.m. in Council Chambers.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

A redesignation allows for a potential child care services to open in the CHWY - Highway Commercial District.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The establishment of child care facility may lead to a new business opening and increased economic activity within the community.

SOCIAL SUSTAINABILITY:

By providing a supportive environment for families, promoting equal opportunities for parents in the workforce, enhancing community well-being, and laying the foundation for positive early childhood development.

ENVIRONMENTAL SUSTAINABILITY:

By providing local, accessible child care options in Strathmore, parents may need to commute shorter distances, leading to a reduction in overall traffic congestion and associated environmental impacts.

IMPLICATIONS OF RECOMMENDATION:

OPERATIONAL:

Kateryna Bakun (Planner) has been assigned to this project.

POLICY:

Section 692(1) of the Municipal Government Act requires that before giving second and third reading to a proposed bylaw amending a land use bylaw, a Council must hold a public hearing with respect to the proposed bylaw.

IMPLEMENTATION:

Staff will advertise the public hearing in accordance with Section 606 of the Municipal Government Act. We will also request that the public hearing be advertised on our social media.

Staff will be available for phone calls and meetings with any residents who have questions or wish to speak to us about the proposed land use bylaw re-designation application.

BACKGROUND:

Staff received an application for a land use re-designation of 1016 Westridge Road (Lot 9, Block 1, Plan 961 1453) to facilitate the development of child care services. 1016 Westridge Road is currently designated CHWY - Commercial Highway district in the Land Use Bylaw (LUB). Currently, child care services are not a listed use in the CHWY land use district. Staff believe child care services are not a listed use because some industrial-type land uses exist in CHWY - Commercial Highway land use district.

Westridge road is currently mostly made up of commercial highway land use and is adjacent to Strathmore Lakes Estates, Wildflower Ranch, Westlake Bay, and Strathmore Lakes Bay which are primarily made up of low-high density residential land uses. Currently, the neighbors of the potential child care services are a restaurant (to the east) and a distributor of products for industrial, agricultural, automotive, and heavy truck sectors (to the west).The potential child

care services will feature a spacious open area. The land lot measures 0.4 hectares (1 acre), with a portion of it available for the creation of a private playground. Additionally, the proposed child care services will be situated near Strathmore Lakes Park and Strathmore Lakes, only a 7-minute walk away, providing nice environments, activities, and amenities close by.

As 1016 Westridge Road is adjacent to a residential community with R2 – Low Density Residential District and R3 – High Density Residential District land uses, Staff think the location is appropriate. Child care services will require 1 parking per staff member under the LUB and Staff believe there is enough parking on the site. A conceptual site plan is included for Council's information. Previous uses of the building include a cannabis store, a bowling alley, and a department store. Providing more child care services in Strathmore may help meet the needs of families in Town.

Regarding land use, Staff are proposing a district overlay to the commercial highway district to allow for child care services at 1016 Westridge Road as a Permitted Use. Westridge Road was recently upgraded with pedestrian enhancements. Although some industrial-type uses do exist in the Town's commercial highway land use district, Staff feel that the existing surrounding development does not majorly conflict with the proposed use.

KEY ISSUE(S)/CONCEPT(S):

DESIRED OUTCOMES:

That Council give First Reading to Bylaw No. 24-01 and schedule a public hearing for Bylaw No. 24-01

COMMUNICATIONS:

Staff will advertise the public hearing in accordance with the Municipal Government Act by including notices in the Strathmore Times, on the Town's social media pages, publishing notice on the Town's website, and by sending notice by regular mail to adjacent landowners.

ALTERNATIVE ACTIONS/MOTIONS:

ATTACHMENTS:

[Attachment I: Bylaw No. 24-01 - 1016 Westridge Road, Strathmore](#)

[Attachment II: 24-01 Site Context Map](#)

[Attachment III: 24-01 Site Plan](#)

[Attachment IV: LUB - CHWY District](#)

Chuck Procter, Manager of Development Services

Approved
- 14 Feb
2024

Jamie Dugdale, Director of Infrastructure, Operations, and Development Services

Approved
- 14 Feb
2024

Veronica Anderson, Legislative Services Officer

Approved
- 14 Feb
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 15 Feb
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 16 Feb
2024



BYLAW NO. 24-01
OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

BYLAW NO. 24-01
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

**BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA
 TO AMEND THE LAND USE BYLAW NO. 14-11.**

WHEREAS the *Municipal Government Act, being Chapter M-26, of the Revised Statutes of Alberta 2000* and amendments thereto provides authority for the Town to regulate such matters;

AND WHEREAS Council holds public hearings as required by Section 692 of the *Municipal Government Act, R.S.A. 2000, c.M-26* as amended;

NOW THEREFORE BE IT RESOLVED THAT the Municipal Council of the Town of Strathmore, in the Province of Alberta duly assembled **HEREBY ENACTS AS FOLLOWS:**

1. SHORT TITLE

- 1.1 This Bylaw may be cited as the "Land Use Bylaw Amending Bylaw No. 24-01"

2. AMENDMENTS

- 2.1 That Bylaw No. 14-11 Schedule A – Land Use District Map is amended by changing the land use designation of Lot 9, Block 1, Plan 961 1453, from "CHWY" Highway Commercial District to CHWY - Highway Commercial District, Direct Control District Overlay as shown below in Schedule "A" to this Bylaw.
- 2.2 That Bylaw No. 14-11 Schedules Section is amended as follows:
- a) By adding a new Schedule E16 – Direct Control District Overlay – 1016 Westridge Road;
 - b) By adding the following regulations under Schedule E16 – Direct Control District Overlay – 1016 Westridge Road:

"1. APPLICATION

- 1.1 The provisions of this Direct Control District Overlay apply to those lands described legally as Lot 9, Block 01, Plan 961 1453, known municipally as 1016 Westridge Road and shown below:

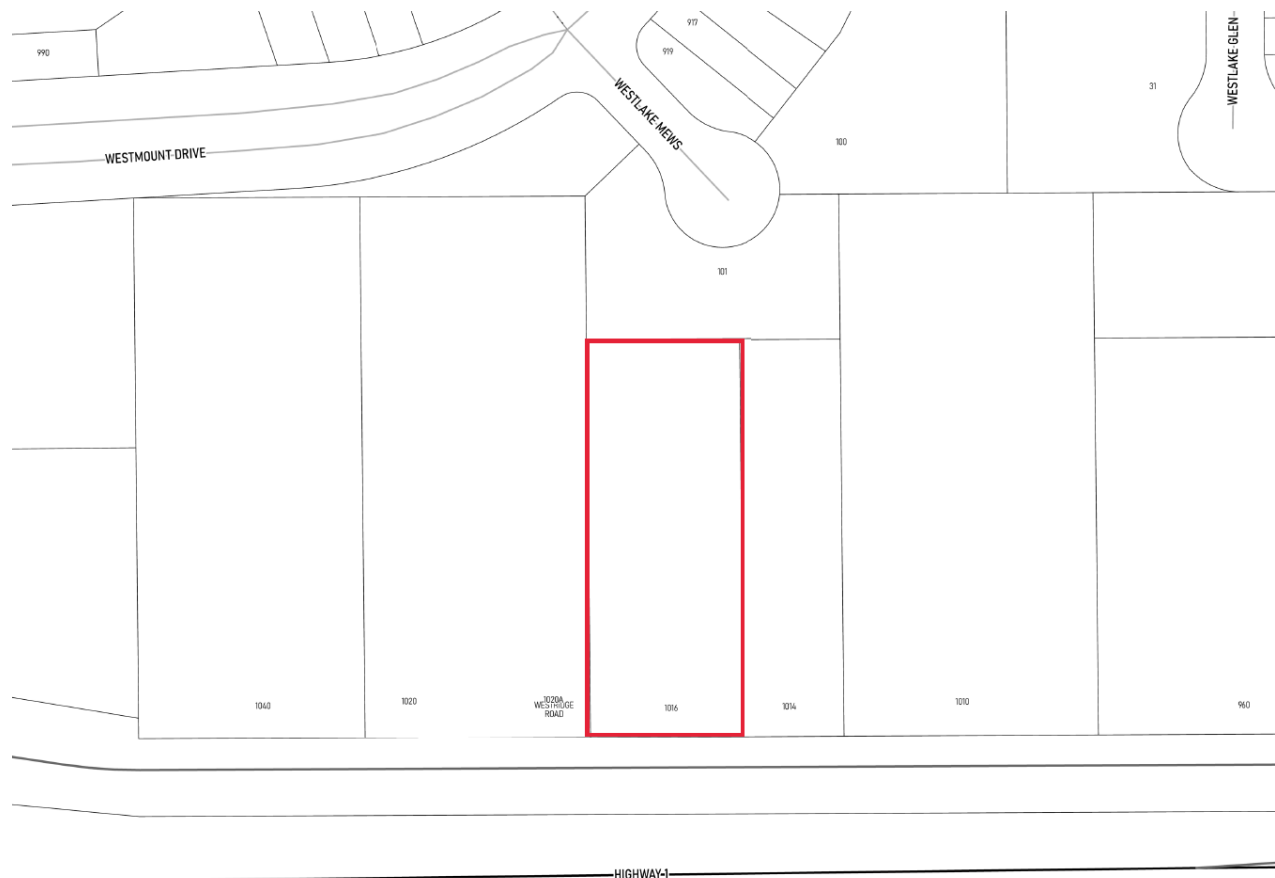


Figure 1: Direct Control District Overlay – 1016 Westridge Road, Lot 9, Block 1, Plan 961 1453

- 1.2 The provisions of Section 4.11 – “CHWY”, Highway commercial District apply to the subject lands unless the provisions of this Direct Control District Overlay conflict with Section 4.11 in which case the provisions of this Direct Control District Overlay must govern.

2. REGULATIONS

- 2.1 In addition to those Permitted Uses prescribed in Section 4.11(2)(a) of the “CHWY”, Highway commercial District, a Childcare Service shall be a Permitted Use subject to the regulations of this Direct Control District Overlay;



BYLAW NO. 24-01
OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

- 2.2 The establishment of a Childcare Service shall only be permitted on a lot containing a Building that lawfully existed prior to the initial adoption of Bylaw No. 14-11 on September 27, 2014; and,
- 2.3 That a Childcare Service otherwise demonstrate compliance with all other applicable provisions of Bylaw No. 14-11 to the satisfaction of the Development Authority."

3. EFFECTIVE DATE

- a. This Bylaw shall come into force and effect upon receiving third and final reading and being signed.

READ A FIRST TIME this _____ day of 2024

PUBLIC HEARING HELD this _____ day of _____, 2024

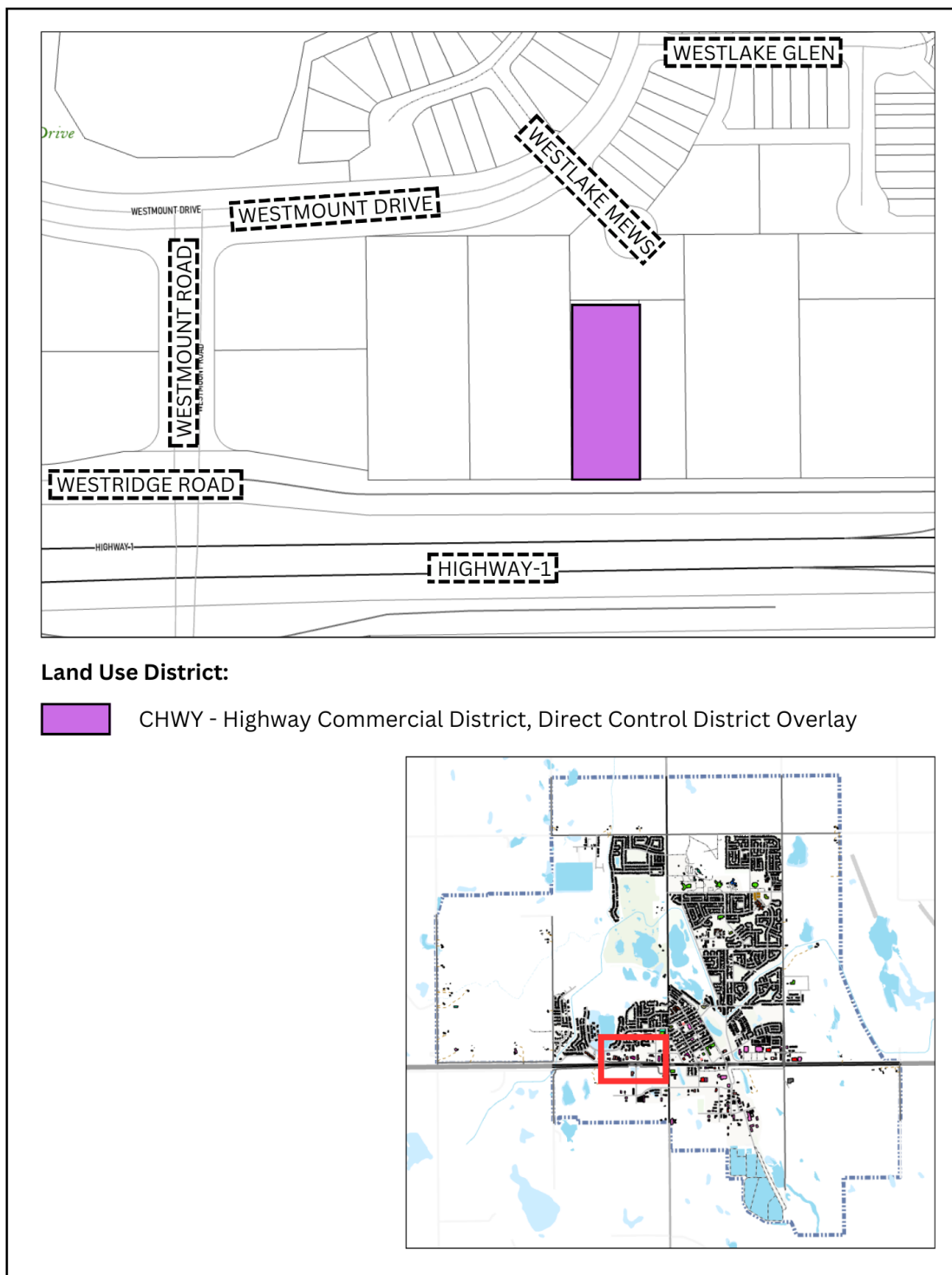
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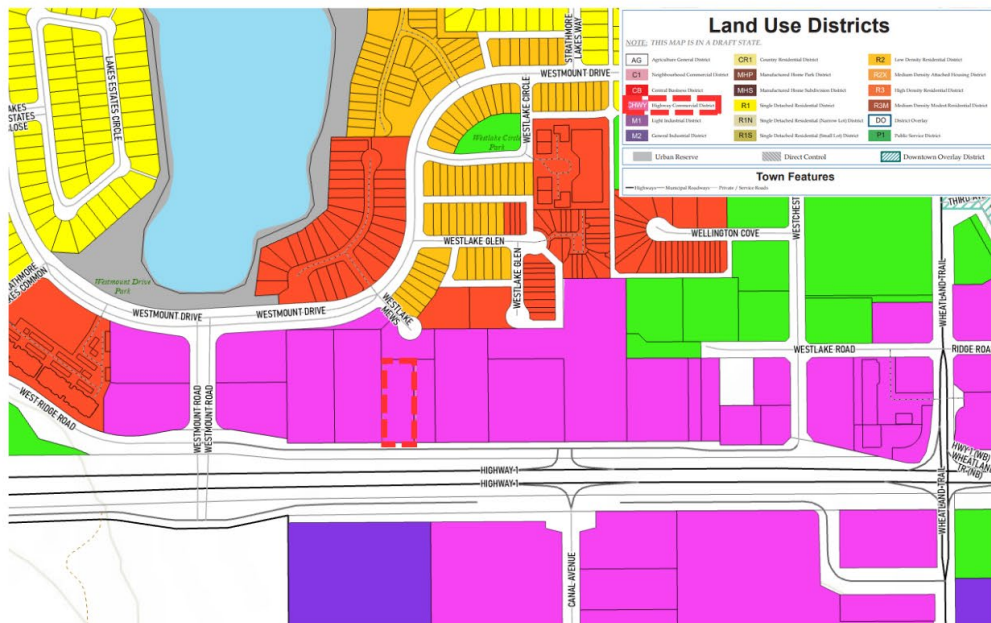
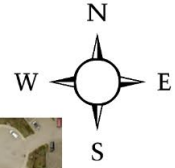
READ A THIRD AND FINAL TIME this _____ day of _____, 2024

MAYOR

CHIEF ADMINISTRATIVE OFFICER

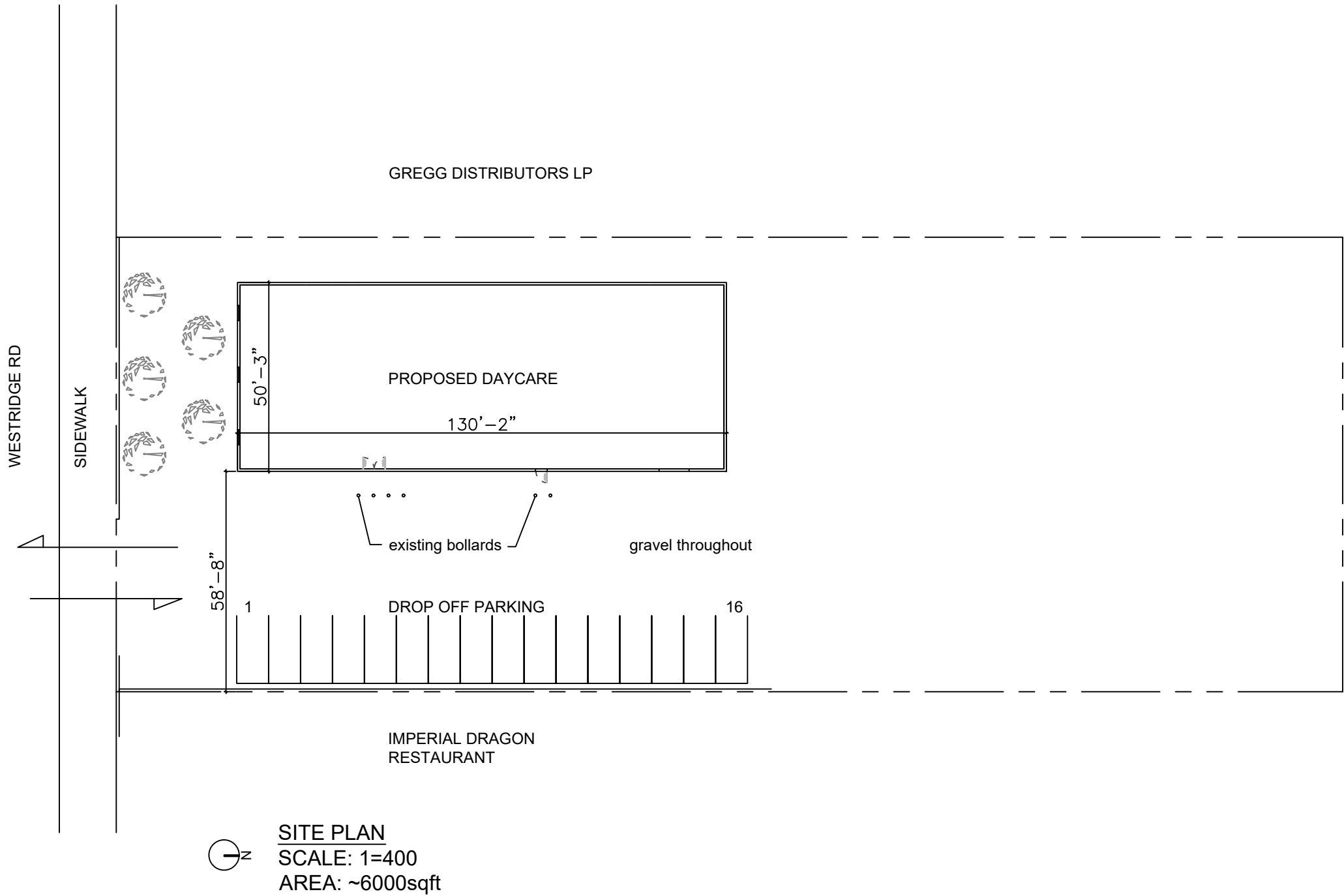
Schedule "A"

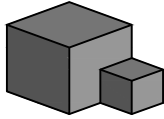


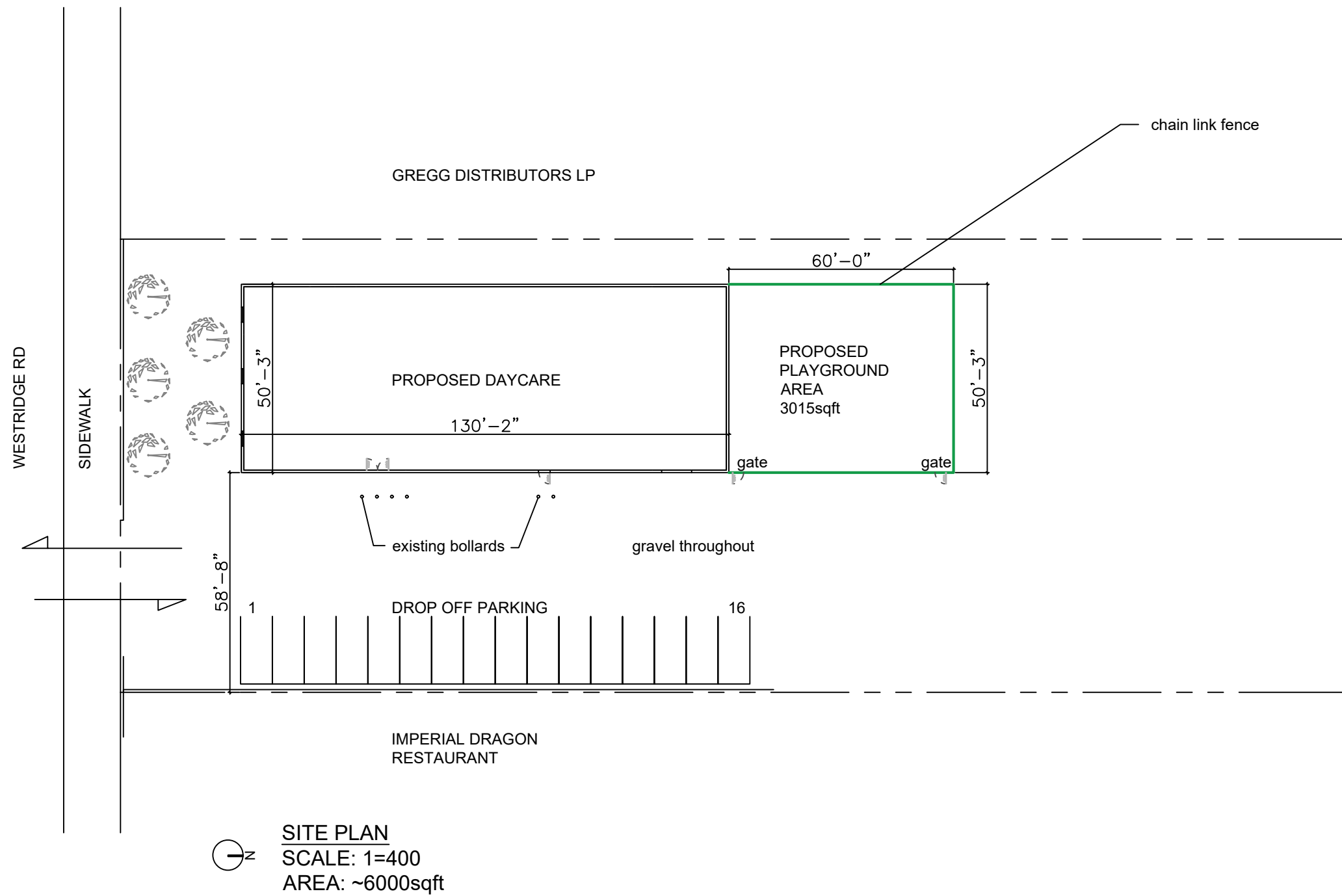


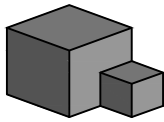
1016 Westridge Road - Context:

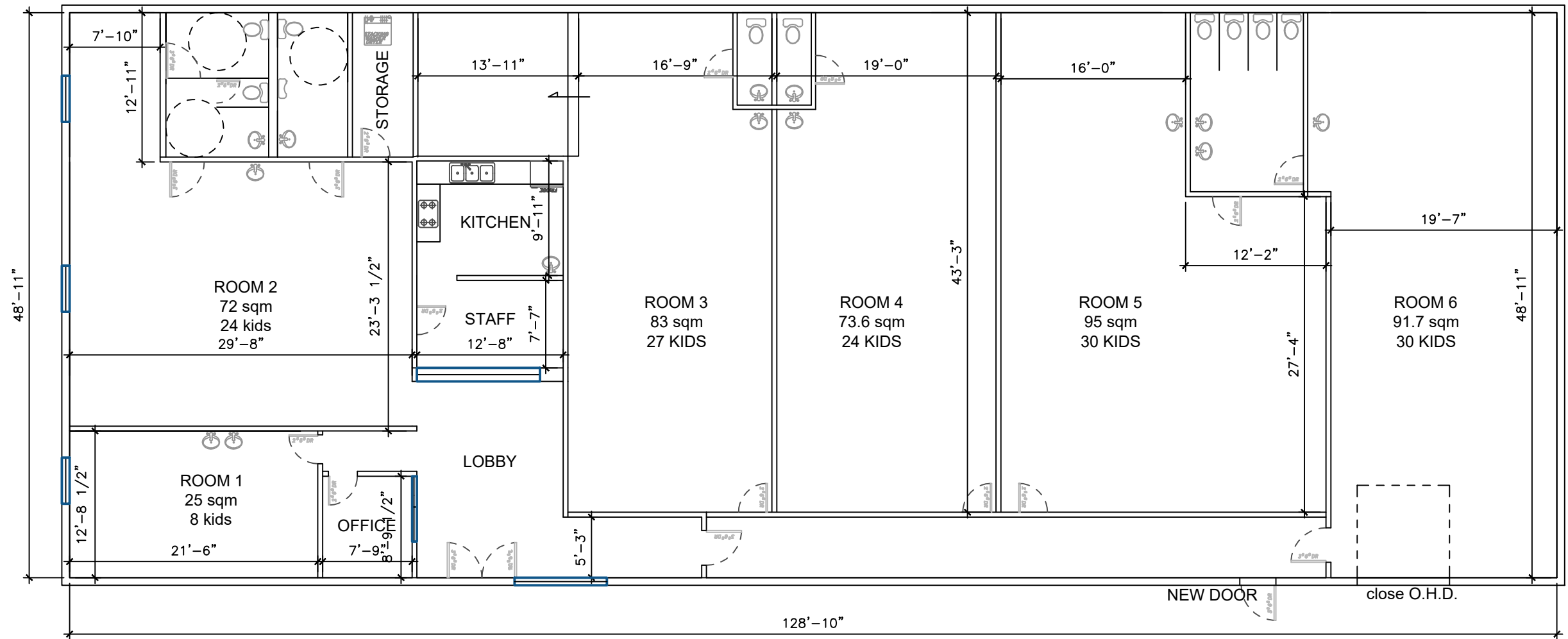
 - Subject Parcel



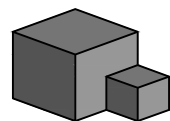
 MIKITECTURE@GMAIL.COM MIKITECTURE	CLIENT AND/OR CONTRACTOR TO BE RESPONSIBLE FOR ANY MISSED INFORMATION, ADDITIONAL REQUIREMENTS, NON-APPROVALS, STAMPING, CHANGES MADE BY THE CITY	PROJECT: DAYCARE 1016 WESTRIDGE STRATHMORE, AB SITE PLAN	DRAWING: MIKITECTURE PROFESSIONAL ONLINE DRAFTING SERVICE WWW.MIKITECTURE.COM MIKITECTURE@GMAIL.COM 780-270-6127	DRAWN BY: MIKE CEDRO DATE: sept 20, 2023 SCALE: 1=400 SHEET: 1 OF 1	PROJECT NO. 2023-75 DRAWING NO. A1
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 MIKITECTURE@GMAIL.COM MIKITECTURE	CLIENT AND/OR CONTRACTOR TO BE RESPONSIBLE FOR ANY MISSED INFORMATION, ADDITIONAL REQUIREMENTS, NON-APPROVALS, STAMPING, CHANGES MADE BY THE CITY	PROJECT: DAYCARE 1016 WESTRIDGE STRATHMORE, AB SITE PLAN	DRAWING: MIKITECTURE PROFESSIONAL ONLINE DRAFTING SERVICE WWW.MIKITECTURE.COM MIKITECTURE@GMAIL.COM 780-270-6127	DRAWN BY: MIKE CEDRO DATE: sept 20, 2023 SCALE: 1=400 SHEET: 1 OF 1	PROJECT NO. 2023-75 DRAWING NO. A1
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~6000SQFT
KIDS: ~140



MIKITECTURE@GMAIL.COM
MIKITECTURE

CLIENT AND/OR CONTRACTOR
TO BE RESPONSIBLE FOR ANY
MISSED INFORMATION,
ADDITIONAL REQUIREMENTS,
NON-APPROVALS, STAMPING,
CHANGES MADE BY THE CITY

PROJECT:
DAYCARE
1016 WESTRIDGE
STRATHMORE, AB
PROPOSED FLOORPLAN

DRAWING:
MIKITECTURE
PROFESSIONAL ONLINE DRAFTING SERVICE
WWW.MIKITECTURE.COM
MIKITECTURE@GMAIL.COM
780-270-6127

DRAWN BY:
MIKE CEDRO
DATE:
AUG 11, 2023
SCALE:
3/32" = 1'-0"
SHEET:
1 OF 1

PROJECT NO.
2023-75
DRAWING NO.
A1

4.11 CHWY – HIGHWAY COMMERCIAL DISTRICT

1. PURPOSE: To provide for a commercial area adjoining designated highways and service roads to provide for the development of regional shopping facilities and to service the traveling public.

2. USES:

a) Permitted Uses

Athletic and Recreational Facility, Indoor
 Automotive and Recreation Vehicle Sales/Rentals
 Automotive Services
 Contractor Services, Limited
 Custom Manufacturing Establishments
 Drive Through Food Services
 Eating and Drinking Establishments, Minor
 Fleet Services
 Gas Bar
 Government Services
 Greenhouses and Plant Nurseries
 Health Services
 Hotels
 Liquor Store
 Professional Offices and Office Support Services
 Protective and Emergency Services
 Public Assembly Establishments, Minor
 Public Assembly Establishments, Medium
 Retail Stores, Convenience
 Retail Stores, General
 Shopping Centre
 Signs, excepting Billboards
 Utilities

Bylaw #17-12

b) Discretionary Uses

Accessory Uses
 Adult Entertainment
 Auctioneering Establishment
 Auto Body and Paint Shop
 Automotive and Equipment Repair Shops
 Campground
 Cannabis Stores
 Contractor Services – General
 Cultural Facilities
 Eating and Drinking Establishments, Major
 Education Services
 Emergency Shelter
 Equipment and Storage Yard
 Funeral Home
 Housing, Apartment, (if approved prior to adoption of this bylaw)

Bylaw #22-01

Bylaw #18-08

Bylaw #15-20

Bylaw #15-40

Bylaw #16-10

Bylaw #16-10

Housing, Security
 Mini or Self Storage
 Personal Service Shops
 Pet Care Facility
 Private Clubs
 Private Recreational Vehicle Storage
 Public Assembly Establishment, Major
 Religious Assembly
 Residential Sales Centre

Bylaw #22-01

Sea Can
 Signs, Billboards
 Truck and Mobile Home Sales/Rentals
 Utility Building
 Veterinary Services, Minor

Bylaw #17-12

3. GENERAL SITE REQUIREMENTS:

a) Lot Area

- i. 929m²

b) Minimum Front Yard

- i. 8.0 metres

c) Minimum Side Yard Setbacks

- i. 3.0 metres

d) Minimum Rear Yard Setbacks

- i. None, 3.0 metres if the rear property line abuts a public roadway

e) Landscaping

- i. The landscaping plan shall show, at a minimum:
 - a. A 4.5m wide landscaped strip parallel to the main or service road.
 - b. A 3m wide landscaped strip parallel to the side and rear property lines.

All to the satisfaction of the Approving Authority.

4. OTHER SITE REQUIREMENTS:

Parking Areas

- a) All parking areas shall be paved, unless exempted by the Approving Authority.

Automotive Services:

- b) Traffic circulation, vehicular queuing, and the location of pump islands and the canopy must be to the satisfaction of the Approving Authority.

Bylaw #16-10

- c) A canopy over a pump island in an Automotive Services may extend to 3m of the boundary of the site.

Housing, Apartment:

- d) The buildings on the property legally described as Lot 1, Block 10, Plan 921 0950 may have Dwelling Units on the second storey, as a Discretionary Use.

Bylaw #22-01

Mechanical Equipment

- e) All mechanical equipment on a roof of any building shall be concealed in a manner compatible with the architectural character of the building or concealed by incorporating it within the building.

Bylaw #22-01

Auto Body and Paint Shop

- f) The bay doors of the building containing an Auto Body and Paint Shop must not face an adjacent residential district.



NOTICE OF MOTION

Date: January 11, 2024

Meeting Date: February 7, 2024

SUBMITTED BY: Councillor Brent Wiley

SUBJECT: Cemetery Bylaw Amendments

WHEREAS the Town of Strathmore is the owner of the Cemetery situated at Plan 9612032, Block C;

AND WHEREAS Council deems it necessary and expedient to have certain regulations pertaining to the management and administration of the Cemetery;

AND WHEREAS Council previously considered Cemetery Bylaw No. 23-31 at the November 1, 2023 Regular Council Meeting;

AND WHEREAS the Cemetery Bylaw No. 23-31 Request for Decision (RFD) included proposed amendments to the Bylaw in Attachment II;

AND WHEREAS Council has deferred further discussion of the Cemetery Bylaw to the May 8, 2024 Committee of the Whole Meeting;

Notice is hereby given that the following motion will be brought forward for consideration at the February 21, 2024 Regular Council Meeting:

THAT Council direct Administration to prepare a bylaw with the following amendments to Bylaw No. 23-31 as presented in Attachment II of the November 1, 2023 Cemetery Bylaw No. 23-31 Request for Decision as amended:

- That section 8.3(a) be amended to state:
"Monuments sitting on a full-size burial plot are recommended to not exceed a maximum height of three feet (3') including base, maximum depth of one foot (1') including base, and a maximum width of two and a half feet (2.5') not including the base. The Cemetery Coordinator, at their discretion, can prevent monuments considered to be too large for: safety reasons; deemed to impede other plots; or prevent landscaping and maintenance. Where there is a ribbon or base present, all monuments will be placed upon the base or the ribbon."

- That section 8.4(a) be amended to state:
"Flat grave markers must be flush with the ground and not impede other plots or landscaping and maintenance."
- That section 13.1 be amended to state:
"The public may visit the cemetery at any time that Strathmore's regular parks are open."
- That section 13.8 be deleted in its entirety.
- That section 13.9 be deleted in its entirety.
- That the following be added to section 13 of the bylaw:
"Grave decorations such as, but not limited to, statues, crosses, plaques, benches, and vases must be made of granite, marble, metal craft or another equally durable material. Items made of glass, ceramic, china, or other easily breakable material will be removed immediately and placed in storage. The town will make reasonable efforts to provide written notice to the authorized representative of any disrepair of the grave decorations. The authorized representative will be provided 30 days to contact the Town with a repair or replacement plan. If no contact is made, the Town will hold it for an additional 90 days. If no contact is made at the expiry of 90 days of the removal, the Town will dispose of the grave decoration."
- That section 13.12 be amended to state:
"Seasonal decorations shall be allowed to be placed one (1) week prior to a holiday but cannot impede maintenance or be a safety hazard. Seasonal decorations that are still in place one (1) week from the conclusion of the holiday will be removed and disposed of without notice."
- That section 13.13 be deleted in its entirety.
- That section 13.14 be amended to remove the word "benches".
- That section 13.20 be deleted in its entirety.
- That section 13.22 be amended to state:
"No person shall cultivate any plot without the consent of the Cemetery Coordinator."
- That section 13.26 be amended to state:
"Any memorial tribute or grave decoration considered offensive will be brought to council for the possibility of removal."
- That Schedule 'A' – Penalties section 13 be amended to remove the word "benches" from the item on erecting or constructing; and the word "care" from the item on cultivating.

AND THAT Council direct Administration to develop a permitting process for residents who want to apply for decorations under the condition that they maintain the plot and bring the proposed permit process and revised Cemetery Bylaw to the April 10, 2024 Committee of the Whole Meeting for Council's consideration.



Request for Decision

To: Council

Staff Contact: Donna McCallum, Operations Manager

Date Prepared: October 12, 2023

Meeting Date: November 1, 2023

SUBJECT: Cemetery Bylaw No. 23-31

RECOMMENDATION:

THAT Council give third and final reading to Bylaw 23-31, being the Cemetery Bylaw.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

Community Wellness

Updating the Cemetery Bylaw will enable Administration to provide an improved, focused and efficient valuable service that supports a respectful proficient experience.

Financial Sustainability

Updating the Cemetery Bylaw will enable Administration to maintain our existing asset and continue to plan and manage long term growth.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

The Cemetery has a historical connection to the community and holds a deep significance for those who have a loved one in the Cemetery.

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

The Cemetery Bylaw will create efficiencies in regards to maintenance, as it regulates what can be left on a grave plot and where it can be left. Administration understands that cemetery is a difficult subject for many. For this reason, if the bylaw is passed, Administration will work with stakeholders and give them a notice period of one year to ensure that grave plots are in alignment with the bylaw.

If additional support is requested by those who are struggling with the changes, our FCSS team will be ready to assist.

ORGANIZATIONAL:

The updated Cemetery Bylaw will clarify how the cemetery will be maintained, while also ensuring that the operation of the cemetery is financially sustainable. Furthermore, the updates and the enforcement of historical sections of the bylaw will allow operations to effectively maintain the cemetery and minimize safety hazards for staff and the public (e.g. tripping hazards, broken glass, etc.).

OPERATIONAL:

Maintenance of the cemetery is currently challenging as many of the grave sites have solar lights. These solar light can not only encroach on neighbouring plots, but also force staff to either remove them for regular maintenance or mow around the items. This slows down regular maintenance.

FINANCIAL:

This bylaw is an important step towards implementing a cost recovery model. Currently, the operation and maintenance of the cemetery is subsidized by Town of Strathmore taxpayers.

POLICY:

The Town of Strathmore cemetery is governed by:

- Cemeteries Act,
- Cemetery Bylaw, and
- Cemetery Master Plan

IMPLEMENTATION:

Should Council approve the bylaw, staff will work with internal and external to ensure that the cemetery is administered in alignment with the bylaw. Furthermore, clean up of the cemetery will be scheduled during the spring of 2025.

BACKGROUND:

Administration has been working with internal and external stakeholders for the purpose of developing a new cemetery bylaw that will provide clarity to residents and ensure effective maintenance and administration of the Strathmore cemetery.

Council previously reviewed this bylaw at the October 11, 2023 Committee of the Whole meeting. During the October 18, 2023 Regular Council Meeting, Council gave first and second reading to the bylaw with amendments.

Resolution No. 262.10.23

Moved by Councillor Langmaid

THAT Council give second reading to Bylaw No. 23-31, being the Cemetery Bylaw as amended:

- *To delete section 6.2(c) “a completed contract for burial;”*
 - *To add the following to section 11 (Sale of Plots) of the bylaw as item 5:
“5. The Town shall have the right to refuse to sell the use of more than four(4) single plots or niches to any one individual or estate;” and*
 - *To add the following to section 11 (Sale of Plots) of the bylaw as item 6:
“6. The right to use any vacant space may be transferred, upon approval from the Cemetery Coordinator, provided that:*
 - a. The Authorized Representative signifies, in writing to the Town to transfer their rights to another person;*
 - b. The Town provided with the full particulars of the name, address, or other description of the person to whom such transfer is desired to be made; and*
 - c. After the transfer is implemented, any interment made in the plot shall be subject to interment fees as set in the fees bylaw.”*
 - *To remove the second reference to “curb” in section 13.12 in the Cemetery Bylaw No. 23.31.*
 - *To amend section 8.7 regarding disrepair of markers and monuments to be changed from holding it for one additional month to holding removed items for 3 additional months.*
-

KEY ISSUE(S)/CONCEPT(S):

There are challenges to administering all the activities required to manage the Cemetery as the current bylaw is not clear and has loopholes, which have made meeting expectations and conducting operations challenging.

DESIRED OUTCOMES:

Administration would like a bylaw that is clear and concise not only for Administration but for also for any organization doing work in the Cemetery as well as clients wanting to use the Cemetery.

COMMUNICATIONS:

Administration has a comprehensive, collaborative communication plan. Administration will utilize a variety of tools (letters, phone calls, brochures, A-frame signs, etc.) to ensure that stakeholders are aware of changes to the administration of the bylaw.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council can adopt the recommended motion.
2. Council can defeat the recommended motion.
3. Council may provide further direction regarding the bylaw.

ATTACHMENTS:

[Attachment I: Cemetery Bylaw No. 23-31 \(Oct. 18 amendments\)](#)

[Attachment II: Cemetery Bylaw \(New proposed amendments\)](#)

Donna McCallum, Operations Manager

Approved
- 27 Oct
2023

Kevin Scoble, Chief Administrative Officer

Approved
- 27 Oct
2023

BYLAW NO. 23-31
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

A BYLAW WITH RESPECT TO MANAGEMENT AND ADMINISTRATION OF THE STRATHMORE CEMETERY.

WHEREAS the Town of Strathmore is the owner of the Cemetery situated at Plan 9612032, Block C;

AND WHEREAS Council deems it necessary and expedient to have certain regulations pertaining to the management and administration of the Cemetery;

NOW THEREFORE, the Council of the Town of Strathmore, duly assembled, hereby enacts as follows:

1. SHORT TITLE

1.1. This Bylaw may be cited as the "Cemetery Bylaw".

2. PURPOSE

2.1 The purpose of this bylaw is to establish the management and administration of the Strathmore Cemetery.

3. DEFINITIONS

3.1. In this Bylaw:

- a) "Adult" means any person seven years of age or over;
- b) "Authorized representative" means the plot owner, or in the event the plot owner is deceased, the person that has the right to control interment rights for a purchased plot, in the order of priority as outlined within section 11(2) of the *Cemeteries Act* General Regulation;
- c) "Base" means a foundation or footing of concrete to support a monument;
- d) "Burial permit" means a burial permit issued under the *Vital Statistics Act*, Alberta;

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- e) "Burial plot" means an interment space in ground measuring four feet (4') by 10 feet (10') in size as identified on a plan of the Cemetery and shown on record in the office of the Cemetery Coordinator;
 - f) "Business days" means Monday to Friday 8:30 a.m. to 4:30 p.m. excluding weekends and holidays.
 - g) "Cemetery" means the land that is set apart or used as a place for the burial of dead human bodies or cremated human remains or in which dead human bodies or other human remains are buried and that is managed by the Town of Strathmore;
 - h) "Cemetery Coordinator" means the person(s) employed by the Town of Strathmore who is designated to administer and oversee the Strathmore Cemetery affairs;
 - i) "Child" means a person from two years of age to six years of age inclusive;
 - j) "Cremation plot" means a single burial plot measuring two feet (2') by three feet (3') in size for the purpose of the burial of cremated human remains;
 - k) "Columbarium" means a structure containing niches that is designed for storing the ashes of dead human bodies that have been cremated;
 - l) "Disinterment" means the authorized removal of dead human remains or cremated human remains from a burial plot, double depth plot, cremation plot or niche;
 - m) "Double depth plot" means those burial plots designated and constructed to a depth which will accommodate two bodies in separate caskets at the same or different times in such a manner that one casket is placed above the other;
 - n) "Field of Honour" means an area of the Cemetery set aside and reserved for the interment of veterans;
 - o) "Flat grave marker" means a memorial constructed of bronze, marble or granite or other approved material for memorial purposes placed at the head of a burial plot set level into the

ground;

- p) "Grave decoration" means anything that is placed on a plot or columbarium for memorial purposes;
- q) "Grave subsidence" means sinking of a grave;
- r) "Holiday" means all general and statutory holidays identified by the Town of Strathmore, the Province of Alberta and/or the Country of Canada;
- s) "Infant" means a person from the day of birth up to one year of age inclusive;
- t) "Interment" means the burial or placement of dead human remains, or cremated human remains, in a plot;
- u) "Interment right" means the right to require or direct interment or disinterment of human remains or cremated remains in a burial plot, double depth plot, cremation plot or niche;
- v) "Monument" means a structure of granite, marble, or stone which projects above the level of the surrounding ground, to a maximum height of three feet (3') and a maximum width of two and a half feet (2'.5") and one foot deep (1')
- w) "Niche" means a compartment within a columbarium designed for storing the ashes of human remains that have been cremated;
- x) "Plot" means a burial plot, double depth plot, cremation plot, or niche ~~or grave plot~~ as defined in this bylaw;
- y) "Ribbon" means a continuous strip of concrete used for the placement of monuments;
- z) "Resident" shall mean a person; 1. Who resides within the service area a) at the time of their demise or b) at the time they make an application to purchase a plot/niche. Or who owns a property within the service area or is the current spouse or dependant child of a person who owns a property in the service area a) at the time of their demise or b) at the time they make an application to purchase a plot/niche. Or who previously resided or owned property within

the service area for a period of not less than fifteen (15) consecutive years. A person meeting this criterion may apply to purchase a plot/niche at the resident rate set in the fees bylaw, provided a properly executed affidavit of residency is submitted at the time of purchase.

- aa) "Rights certificate" means a document issued by the Town either prior to or upon the passing of this Bylaw, that conveys the right to use a plot upon payment by the purchaser. Ownership of any space remains with the Town of Strathmore. Formerly known as "Deed";
- bb) "Service area" means the Town of Strathmore or Wheatland County;
- cc) "Town" means the Municipal Corporation of the Town of Strathmore;
- dd) "Urn" means a container used for storing cremated human remains;
- ee) "Vehicle" means a device in, on or by which a person or thing may be transported or drawn on a highway and includes a combination of vehicles but does not include a mobility aid; and
- ff) "Veteran" has the same meaning given to it in the *War Veterans Allowance Act* (Canada) and the regulations under that Act.

4. RULES OF INTERPRETATION

1. The headings in this Bylaw are for guidance purposes and convenience only.
2. Every provision in this Bylaw is independent of all other provisions and if any provision of this Bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.
3. In this Bylaw, a citation of or reference to any act or regulation of the Province of Alberta or of Canada, or of any other bylaw of the Town, is a citation of or reference to that act, regulation, or bylaw as amended, whether amended before or after the commencement of the act, regulation or bylaw in which the citation or reference occurs.
4. Nothing in this Bylaw relieves a person from complying with any provision of any provincial or federal legislation or regulation, other bylaw or any requirement of

any lawful permit, order or licence.

5. ADMINISTRATION

1. The Cemetery Coordinator(s) shall have control over all matters concerning the organization, operation, and management of the Cemetery, including:
 - a) preparing and maintaining all records and files necessary for the proper administration, operation and management of the Cemetery;
 - b) overseeing the general maintenance of the Cemetery;
 - c) reviewing, issuing and administering contracts, applications, permits and other documents relating to the Cemetery;
 - d) authorizing an interment or disinterment;
 - e) coordinating, supervising and directing the work of all employees, contractors, and suppliers relating to the Cemetery;
 - f) dividing the Cemetery into blocks or sections, including imposing restrictions on the types and forms of memorials or other markers; and
 - g) with the approval of the Town Chief Administrative Officer, establishing from time to time such further policies, procedures and regulations respecting the Cemetery as is deemed necessary to ensure the safe and proper management of the Cemetery in accordance with this Bylaw.
2. The Town has the sole management of the affairs of the Cemetery and the Council may amend this bylaw from time to time.
3. The Town may, by agreement with a society, church or other organization reserve a section of the cemetery to be used exclusively for the interment of deceased members of the society, church or other organization.
4. The Cemetery Coordinator(s) or his/her designate shall have charge and be responsible for the care and maintenance of the Cemetery, according to the provisions of this bylaw and in accordance with the *Cemeteries Act* (Alberta) and the Regulations under that Act.
5. The Cemetery Coordinator, or designate, shall be responsible for the selling of plots in the Cemetery, keeping and making of all records required by law

and as ordered by Council.

6. The Town shall keep available for public inspection during regular office hours, a copy of the Cemetery Plan which shall show the area for interment-
purposes subdivided into section, block and plots.
7. The Cemetery Coordinator shall issue a rights certificate to each purchaser of a plot and will be responsible to collect all fees as set in the Town Fees Bylaw pertaining to the sale, transfer, opening and closing of each plot.
8. A rights certificate, and the rights granted thereunder, shall not be sold, transferred, or disposed of in any way by any person without the written consent of the Cemetery Coordinator.
9. In the case of dispute of ownership, controlling rights shall be recognized in accordance with the *Cemeteries Act* (Alberta) General Regulation. The burden of proof is on the person asserting the rights, not the Town of Strathmore.
10. All persons employed in the construction and erecting of, monuments, bases, columbarium's, niche covers or doing other work in the Cemetery, whether employed by the Town or not, shall be subject to the policies and procedures put in place by the Town respecting work within the Cemetery.
11. If the Town for any reason deems a previously purchased plot unusable, the Town will supply a similar plot at no additional cost to the rights holder and the original plot shall revert to the Town.
12. The Cemetery Coordinator shall ensure that a plot of the Cemetery is made available for the burial of indigent persons as required by the *Cemeteries Act* (Alberta) and the regulations under that Act.
13. Authorized representatives shall keep their records up to date with the Town.

6. INTERMENT

1. Only dead human remains, or cremated human remains shall be interred in the Cemetery.
2. An application for interment shall include:
 - a) the name, age, date of birth, and date of death of the deceased

person;

- b) a copy of the burial permit;
 - c) the time and date of the funeral;
 - d) the location of the plot or niche where the person is to be interred;
 - e) the name and mailing address of the authorized representative;
 - f) payment of all applicable fees and charges as set out in the Fees Bylaw;
 - g) all other information the Cemetery Coordinator deems necessary or appropriate.
3. No person shall apply to be interred in any plot unless the person is the registered rights holder of the plot, has received written consent from the rights holder or is the agent of the rights holder, or unless where the plot is held by two or more persons, the surviving person or persons consent thereto in writing.
4. All applications for an interment must be made a minimum of seventy-two (72) hours before the time of interment, unless approved by the Cemetery Coordinator. This notice does not include weekends and holidays.
5. No interments or disinterment shall take place on a Sunday or holiday, unless the interment is necessary to comply with the *Public Health Act governing communicable diseases* or other special circumstances, which, in the Town, warrants departure from this Act.
6. A maximum of two (2) casket burials per plot shall be allowed in a single burial plot providing the first burial is of sufficient depth to allow for a second burial.
7. Maximum of one (1) cremation burial per plot shall be allowed in each cremation plot in the cremation section.
8. A maximum of six (6) cremation urns shall be allowed in a single burial plot in addition to one (1) casket.
9. A maximum of two (2) cremation urns shall be allowed in a single niche.

10. The Funeral Director or other person officiating at the interment shall be responsible for the supply and operation of lowering devices and the supply and placement of mats, wreaths, flowers, etc., around the plot.
11. The Town shall not be responsible for the condition of cremated human remains or the container of the cremated human remains if a permanent outer box was not used at the time of interment.
12. Plots may only be opened for interments by persons employed by the Town and under the direction of the Town and no person or persons not in the employment or direction of the Town shall open any plot for the purpose of interring or disinterring a body.
13. Scattering of cremated remains is not permitted in the Cemetery.
14. In the case of an interment of an infant or child, the opening and closing fee will be that of a child as set in the fees bylaw.

7. DISINTERMENT

1. Disinterment must be authorized by the owner of the rights certificate or the authorized representative. Approval must be provided in writing to the Town of Strathmore.
2. No human remains or cremains shall be disinterred from the Cemetery unless the Cemetery Coordinator has received:
 - a) a written request for disinterment from the authorized representative;
 - b) payment of all applicable fees and charges as set out in the Fees Bylaw;
 - c) in the case of human remains, a disinterment permit issued in accordance with section 42 of the *Vital Statistics Act* (Alberta).
3. The authorized representative requesting a disinterment shall give complete and precise written instructions. The Town shall not be liable or responsible for any errors or omissions in relation to a disinterment when the instructions provided to the Town were incomplete, incorrect or lacked specificity.
4. No person other than the Cemetery Coordinator(s) or designate(s) shall open a plot or niche or make a disinterment in the Cemetery.
5. No casket, urn or container may be opened without a Court Order or the

written consent of the authorized representative.

6. The Town is not responsible for damage to any casket, urn or container sustained during disinterment.
7. The authorized representative shall be responsible for all costs associated with disinterment.
8. Upon approval, disinterment/reinterment of caskets will be the responsibility of the customer to select a funeral home of their choice for this service. The funeral home will be responsible for bringing the casket to the surface.
9. The Town of Strathmore will be responsible for digging to the depth of the concrete liner, vault, casket, or urn.
10. If there is no concrete liner, casket, or the liner cannot be recovered from the plot, additional shoring will be required at an additional fee to ensure safe access to the plot.
11. In the case of a disinterment, double the amount of the opening and closing fee will be charged.
12. The Town of Strathmore staff are not permitted to enter plots for any reason.
13. The Town of Strathmore staff are not to handle human remains.
14. Disinterment's of caskets or in ground cremains will not occur from November 1st to April 30th unless an exception is granted by the Town.

8. INSTALLATION OF MONUMENTS, MARKERS AND NICHE COVERS

1. No person can erect a monument or flat grave marker until the Town of Strathmore has approved the design, descriptions, and a permit for the erection of such a monument has been issued. Any monument company must contact the Cemetery Coordinator a minimum of three (3) business day prior to the date and time a monument is to be installed. Base installation is the responsibility of the monument company to install.
2. Repairs and replacements of bases are the responsibility of the authorized representative.

3. Full Size Burial Plot

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- a) All Monuments sitting on a full-size burial plot must not exceed a maximum height of three feet (3'), including the base, maximum depth of one foot (1') including the base and a maximum width of two and half feet (2'.5") not including the base. In certain sections of the Cemetery where no ribbon or base is present the Cemetery Coordinator may approve alternate sizes. Where there is a ribbon or base present, all monuments will be placed upon this base or ribbon.
 - b) In the case where multiple cremated interments are placed within a full-size plot, one flat grave marker may be placed within the boundaries of the plot and must be level with the ground.

4. Cremation Plots

- a) Flat grave markers which must be flush with the ground must be no larger than two feet (2') wide by one and a half feet (1'.5") tall.
 - b) All bases, monuments and flat grave markers shall be confined within the boundaries of a burial plot and shall be placed in such a manner as to maintain proper alignment.
 - c) Only one (1) monument will be allowed on each burial plot. In the case where there is more than one interment, one (1) flat grave marker, flush with the ground may be placed at each grave in addition to the monument.
 - d) All monuments must be installed on a concrete base and the concrete base must be at least four inches (4") wider than the widest portion of the monument and must be of sufficient strength and depth to properly support the monument. The concrete base must be installed flush with the ground, except where there is a ribbon present.
5. Installations of monuments, flat grave markers or base work shall only occur from May 1st until October 31st, Monday to Friday, excluding weekends and holidays and shall only be installed between the hours of 8:30 a.m. and 4:30 p.m.
6. The authorized representative, is responsible for the proper condition and replacement of monuments and markers and the Town assumes no liability or responsibility for loss or damage to any monument, including but not limited to, damage through acts of vandalism, natural erosion, or damage caused by third parties.

7. The Town of Strathmore will make reasonable efforts to provide written notice to the authorized representative of any disrepair of markers or monuments that pose a safety risk. The authorized representative will be provided 30 days to contact the Town with a repair, removal, or replacement plan. If no contact is made, the Town will remove the unsafe marker or monument and will hold it for three additional months. If no contact is made at the expiry of three months of the removal, the Town will dispose of the monument or marker.
8. All Monument work is subject to review, inspection, and approval by the Cemetery Coordinator.
9. Ownership of gravestones, flat grave markers, and monuments belong to the estate of the deceased person(s).
10. No burial plot, double depth plot or cremation plot shall be covered by a full or partial cement grave cover.
11. Existing plots that do not meet current grave cover specifications will be grandfathered, however, if the plot requires repairs or removal of any grandfathered items deemed prohibited the authorized representative within this Bylaw will be required to meet current regulations.

9. MAINTENANCE, PLANTING, CONSTRUCTION AND WORK

1. The Town will act in a respectful manner when conducting all maintenance, planting, construction, and work in the Cemetery. No disrespect is intended to facilitate these activities.
2. The Town will be responsible for mitigating grave subsidence after a casket or cremation burial. Depending on site conditions, some plots may need to be topped up several times and can take up to one year to settle. Once the plot has stabilized seeding and establishment of the grass will occur.
3. The Town will be responsible for seeding of plots, grave surfaces, re-seeding, when necessary, any cultivation that may be necessary in connection with such seeding and re-seeding, watering, seasonal cutting of grass and weeds, keeping plots in neat condition and of good appearance, and such other work as may be authorized by the Cemetery Coordinator.
4. Live flowers left at the time of interment will be left for a minimum of one week.
5. The Town of Strathmore will remove items subject to decomposition once

visibly decomposed. Items that do not decompose but have become unsightly or on the list of items not allowed in the Cemetery will be removed without notice and held for a minimum of one month. After one month has passed the item will be disposed of.

6. The Town reserves the right to remove any items that are prohibited, that pose a safety hazard, become unsightly, impede maintenance operations, or pose a safety risk to visitors, authorized representatives, or staff without prior notice.
7. [The Town will make every reasonable effort to keep records of items that have been removed from burial plots.](#)
8. The Town of Strathmore is not responsible for lost, stolen or damaged items.
9. Vehicles in the Cemetery shall keep to the roads provided except Town Cemetery employees or authorized representatives in the performance of their work. Vehicles shall maintain a speed of 15km per hour or less.
10. The Town of Strathmore will be responsible for clearing the Cemetery roads of snow. Every effort will be made to minimize windrows on plots; however, it is sometimes unavoidable.
11. The Town of Strathmore will be responsible for clearing snow to access plots for interments in the winter. Every effort will be made to minimize windrows on plots; however, it is sometimes unavoidable.
12. The Town of Strathmore will not be responsible for clearing snow for visitation of individual plots.
13. To facilitate Cemetery operations, the Town of Strathmore may drive or walk on plots. This will be avoided when possible.
14. To facilitate the opening of a plot, the Town may need to temporarily move monuments. Every effort will be made to return the monument to its proper location in a timely manner.
15. The Town may direct or permit any monument to be removed for repairs and any other structure in the Cemetery to be removed if it is in a state of disrepair that is unsightly or dangerous. The Town will make reasonable efforts to determine that no interested person or relative of the deceased are prepared to make the repairs and that no other contract arrangements are in place.

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16. The Town of Strathmore is responsible for the repair and replacement of ribbons for monuments.
 17. The Town of Strathmore will be responsible for repairs to damaged monuments and plots caused by gross negligence during work done by the Town.

10. FIELD OF HONOUR

1. The Town of Strathmore maintains a Field of Honour section for the burial of service and ex-service men and women of the Canadian Armed Forces.
2. In order to confirm that a deceased person is eligible to be interred in the Field of Honour, the authorized representative must provide the Cemetery Coordinator the following information:
 - a) the deceased person's service number; and
 - b) a copy of supporting documents from Veterans Affairs Canada; or
 - c) an affidavit identifying the deceased person as a veteran.
3. A spouse may be interred in a veteran's plot in a double depth plot. All plots within the Field of Honor shall have a maximum of two (2) interments.
4. For a spouse not qualifying as a veteran, but interred in the same plot, the name and date of the spouse may be engraved on the headstone, or a brass plate may be attached.
5. Only headstones, consistent with those approved by Veterans Affairs Canada are permitted.
6. Burial plots, double depth plots and cremation plots shall not be reserved in the Field of Honour.

11. SALE OF PLOTS

1. Council is hereby authorized to adopt by Bylaw, tariffs, and charges to be made for the purchase of a plot and the opening and closing of the plot in the Cemetery, as deemed necessary from time to time.
2. The cost of a plot includes maintenance of the plot but does not include the placement, maintenance, or removal of Monuments or flat grave

markers.

3. All plots shall be held and disposed of free from the provisions of the Land Titles Act.
4. Burial rights in the Cemetery shall be sold to the Town of Strathmore at 85% of the current market value as per Regulations in the Cemeteries Act.
5. The Town shall have the right to refuse to sell the use of more than four(4) single plots or niches to any one individual or estate;
6. The right to use any vacant space may be transferred, upon approval from the Cemetery Coordinator, provided that:
 - a) The Authorized Representative signifies, in writing to the Town to transfer their rights to another person;
 - b) The Town provided with the full particulars of the name, address, or other description of the person to whom such transfer is desired to be made; and
 - c) After the transfer is implemented, any interment made in the plot shall be subject to interment fees as set in the fees bylaw.

12. PRE-PURCHASE OF BURIAL PLOT(S)

1. A purchaser of burial plots is permitted to choose the section of the Cemetery, but choice of the burial plot is not permitted. The next available burial plot will be used at the time of need.
2. Pre-purchase of a burial plot is not permitted in the Field of Honour.

13. VISITATION

1. The public may visit the Cemetery at any time between the hours of 8:30 a.m. and sunset.
2. Vehicles shall be driven with care and shall be restricted to the-roads provided. Vehicles should drive no faster than 15 km. per hour or less.
3. The owner of a moving vehicle shall be responsible for any damage done by such vehicle within the boundaries of the Cemetery.
4. The Town of Strathmore is not responsible for lost, stolen or damaged memorial tributes and has no responsibility for the care of memorial tributes. As the Cemetery is a public space it is recommended not to place memorial

tributes.

5. The authorized representative is responsible for the appearance and upkeep of memorial tributes.
6. Grave decorations placed at the Cemetery shall be affixed to the monument.
7. No person shall bury an animal in the cemetery.
8. No person shall bring an animal into the cemetery except where the animal remains within a vehicle.
9. Section 13.8 does not apply to a service dog as defined in the *Service Dogs Act* in the possession and control of an owner who holds an identification card proving ownership of the service dog for his or her use.
10. No person shall, while in the Cemetery willfully destroy, mutilate, deface, damage, injure, write upon, or remove any monument, flat grave marker, or other structure placed in the Cemetery.
11. Persons within the Cemetery shall use only the walkways, and no one is permitted to walk upon or across plots, except Cemetery staff in the performance of their work. The Town expressly disclaims liability for any injuries sustained by anyone violating this rule.
12. No person shall erect, construct, or place upon or around a plot or in any part of the Cemetery any bases, full or partial cement grave covers, curbs, fences, railings, walls, copings, coping stones, trellises, statues, benches, oversized decorations (crosses, large plaques etc.) glass objects (glass encased wreathes, stands, holders, vase, receptacles, jar, bottle, pot), ceramic objects, china, lawn ornaments, toys, metal objects, lights, permanent plantings, permanent structures or any other structures or objects that may pose a danger or safety hazard.
13. Permanent in ground Cemetery vases that are made of granite, bronze or metal craft with coating are permitted to be affixed to or beside the flat grave marker at the head of the burial plot. The Town of Strathmore is not responsible for vases that become damaged due to temperature extremes, people, wildlife, or maintenance activities. Vases that are broken are considered a safety hazard and will be removed.
14. No person in any part of the Cemetery except those employed by the Town and under

the direction of the Town shall in any part of the Cemetery plant any shrubs, hedges, trees, grass, or flowers.

15. No person shall care for or cultivate any plot without the consent of the Cemetery Coordinator.
16. No person shall hang, tie, or attach by any means any items to trees, bushes, or benches in or around a plot or any other location in the Cemetery.
17. No person shall remove, destroy, prune, or interfere with any trees, shrubs, plants, or flowers in the Cemetery.
18. No person shall remove any object erected, maintained, planted, or placed in the Cemetery with exception to those employed by the Town and under the direction of the Town.
19. The Town of Strathmore reserves the right to remove any memorial that is offensive.

14. OFFENCES AND PENALTIES

1. A person who contravenes any provision of this Bylaw is guilty of an offence.
2. A person who is guilty of an offence is liable to a fine in an amount not less than that established in this section and not exceeding \$10,000.00.
3. Under no circumstances shall a person contravening any provision of this Bylaw be subject to the penalty of imprisonment.
4. A peace officer is hereby authorized and empowered to issue a violation ticket pursuant to the *Provincial Offences Procedure Act* to any person who the peace officer has reasonable and probable grounds to believe has contravened any provision of this Bylaw.
5. If a violation ticket is issued in respect of an offence, the violation ticket may:
 - a) specify the fine amount established by this Bylaw for the offence; or
 - b) require a person to appear in court without the alternative of making a voluntary payment.
6. A person who commits an offence may:

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- a) if a violation ticket is issued in respect of the offence; and
 - b) if the violation ticket specifies the fine amount established by this Bylaw for the offence;

make a voluntary payment by submitting to a supervisor of the Alberta Court of Justice on or before the initial appearance date indicated on the violation ticket, the specified penalty set out on the violation ticket.

15. FEES AND RATES

- 1. See Bylaw #13-21 Fees Bylaw

16. GENERAL

- 1. Bylaw # 14-16 and all amendments thereto are hereby rescinded.

17. EFFECTIVE DATE

- 6.1 This Bylaw shall come into force and effect upon receiving third and final reading and being signed

READ A FIRST TIME this 18 day of October, 2023.

READ A SECOND TIME this 18 day of October, 2023.

READ A THIRD AND FINAL TIME this 18 day of October, 2023.

MAYOR

CHIEF ADMINISTRATIVE OFFICER

BYLAW NO. 23-31
THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA

A BYLAW WITH RESPECT TO MANAGEMENT AND ADMINISTRATION OF THE STRATHMORE CEMETERY.

WHEREAS the Town of Strathmore is the owner of the Cemetery situated at Plan 9612032, Block C;

AND WHEREAS Council deems it necessary and expedient to have certain regulations pertaining to the management and administration of the Cemetery;

NOW THEREFORE, the Council of the Town of Strathmore, duly assembled, hereby enacts as follows:

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2. PURPOSE

2.1 The purpose of this bylaw is to establish the management and administration of the Strathmore Cemetery.

3. DEFINITIONS

3.1. In this Bylaw:

- a) "Adult means" any person seven years of age or over;
- b) "Affixed" means securely attach or fasten something to something else;
- c) "Authorized representative" means the plot owner, or in the event the plot owner is deceased, the person that has the right to control interment rights for a purchased plot, in the order of priority as outlined within section 11(2) of the *Cemeteries Act* General Regulation;
- d) "Base" means a foundation or footing of concrete to support a monument;
- e) "Burial permit" means a burial permit issued under the *Vital Statistics Act*, Alberta;
- f) "Burial plot" means an interment space in ground measuring four feet (4') by ten feet (10') in size as identified on a plan of the

Cemetery and shown on record in the office of the Cemetery Coordinator;

- g) "Business days" means Monday to Friday 8:30 a.m. to 4:30 p.m. excluding weekends and holidays;
- h) "Cemetery" means the land that is set apart or used as a place for the burial of dead human bodies or cremated human remains or in which dead human bodies or other human remains are buried and that is managed by the Town;
- i) "Cemetery Coordinator" means the person(s) employed by the Town of Strathmore who is designated to administer and oversee the Strathmore Cemetery affairs;
- j) "Child" means a person from two years of age to six years of age inclusive;
- k) "Cremation plot" means a single burial plot measuring two feet (2') by three feet (3') in size for the purpose of the burial of cremated human remains;
- l) "Columbarium" means a structure containing niches that is designed for storing the ashes of dead human bodies that have been cremated;
- m) "Disinterment" means the authorized removal of dead human remains or cremated human remains from a burial plot, double depth plot, cremation plot or niche;
- n) "Double depth plot" means those burial plots designated and constructed to a depth which will accommodate two bodies in separate caskets at the same or different times in such a manner that one casket is placed above the other;
- o) "Field of Honour" means an area of the Cemetery set aside and reserved for the interment of veterans;
- p) "Flat grave marker" means a memorial constructed of bronze, marble or granite or other approved material for memorial purposes placed at the head of a burial plot set level into the ground;
- q) "Grave decoration" means anything that is placed on a plot or columbarium for memorial purposes;
- r) "Grave subsidence" means sinking of a grave;
- s) "Holiday" means all general and statutory holidays identified by the Town of Strathmore, the Province of Alberta and/or the Country of Canada;
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- u) "Infant" means a person from the day of birth up to one year of age inclusive;
 - v) "Interment right" means the right to require or direct interment or disinterment of human remains or cremated remains in a burial plot, double depth plot, cremation plot or niche;
 - w) "Monument" means a structure of granite, marble, or stone which projects above the level of the surrounding ground, to a maximum height of three feet (3') and a maximum width of two and a half feet (2.5') and one foot deep (1');
 - x) "Niche" means a compartment within a columbarium designed for storing the ashes of human remains that have been cremated;
 - y) "Plot" means a burial plot, double depth plot, cremation plot, or niche as defined in this bylaw;
 - z) "Resident" means a person:
 - 1. Who resides within the service area
 - a) at the time of their demise, or
 - b) at the time they make an application to purchase a plot/niche.
 - 2. Or who owns a property within the service area or is the current spouse or dependent child of a person who owns a property in the service area
 - a) at the time of their demise, or
 - b) at the time they make an application to purchase a plot/niche.
 - 3. Or who previously resided or owned property within the service area for a period of not less than fifteen (15) consecutive years. A person meeting this criterion may apply to purchase a plot/niche at the resident rate set in the fees bylaw, provided a properly executed affidavit of residency is submitted at the time of purchase.
 - aa) "Ribbon" means a continuous strip of concrete used for the placement of monuments;
 - bb) "Rights certificate" means a document issued by the Town either prior to or upon the passing of this Bylaw, that conveys the right to use a plot upon payment by the purchaser. Ownership of any space remains with the Town of Strathmore. Formerly known as "Deed";
 - cc) "Service area" means within the Town of Strathmore or Wheatland County;
 - dd) "Town" means the Municipal Corporation of the Town of

Strathmore;

- ee) "Urn" means a container used for storing cremated human remains;
- ff) "Vehicle" means a device in, on or by which a person or thing may be transported or drawn on a highway and includes a combination of vehicles but does not include a mobility aid; and
- gg) "Veteran" has the same meaning given to it in the *War Veterans Allowance Act* (Canada) and the regulations under that Act.

4. RULES OF INTERPRETATION

- 4.1. The headings in this Bylaw are for guidance purposes and convenience only.
- 4.2. Every provision in this Bylaw is independent of all other provisions and if any provision of this Bylaw is declared invalid for any reason by a court of competent jurisdiction, all other provisions of this Bylaw shall remain valid and enforceable.
- 4.3. In this Bylaw, a citation of or reference to any act or regulation of the Province of Alberta or of Canada, or of any other bylaw of the Town, is a citation of or reference to that act, regulation, or bylaw as amended, whether amended before or after the commencement of the act, regulation, or bylaw in which the citation or reference occurs.
- 4.4. Nothing in this Bylaw relieves a person from complying with any provision of any provincial or federal legislation or regulation, other bylaw or any requirement of any lawful permit, order, or license.

5. ADMINISTRATION

- 5.1. The Cemetery Coordinator shall have control over all matters concerning the organization, operation, and management of the Cemetery, including:

- a) preparing and maintaining all records and files necessary for the proper administration, operation, and management of the Cemetery;
 - b) overseeing the general maintenance of the Cemetery;
 - c) reviewing, issuing, and administering contracts, applications, permits, and other documents relating to the Cemetery;
 - d) authorizing an interment or disinterment;
 - e) coordinating, supervising, and directing the work of all employees, contractors, and suppliers relating to the Cemetery;
 - f) dividing the Cemetery into blocks or sections, including imposing restrictions on the types and forms of memorials or other markers; and
 - g) with the approval of the Town Chief Administrative Officer, establishing from time to time such further policies, procedures and regulations respecting the Cemetery as is deemed necessary to ensure the safe and proper management of the Cemetery in accordance with this Bylaw.
- 5.2 The Town has the sole management of the affairs of the Cemetery and the Council may amend this bylaw from time to time.
- 5.3 The Town may, by agreement with a society, church or other organization reserve a section of the cemetery to be used exclusively for the interment of deceased members of the society, church, or other organization.
- 5.4 The Cemetery Coordinator or his/her designate shall have charge and be responsible for the care and maintenance of the Cemetery, according to the provisions of this bylaw and in accordance with the *Cemeteries Act* (Alberta) and the Regulations under that Act.
- 5.5 The Cemetery Coordinator, or designate, shall be responsible for the selling of plots in the Cemetery, keeping and making of all records required by law and as ordered by Council.
- 5.6 The Town shall keep available for public inspection during regular office hours, a copy of the Cemetery Plan which shall show the area for interment purposes subdivided into section, block, and plots.
- 5.7 The Cemetery Coordinator shall issue a rights certificate to each purchaser of a plot and will be responsible to collect all fees as set in the Town Fees Bylaw pertaining to the sale, transfer, opening and closing of each plot.

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- 5.8 A rights certificate, and the rights granted thereunder, shall not be sold, transferred, or disposed of in any way by any person without the written consent of the Cemetery Coordinator.
- 5.9 In the case of dispute of ownership, controlling rights shall be recognized in accordance with the *Cemeteries Act* (Alberta) General Regulation. The burden of proof is on the person asserting the rights, not the Town.
- 5.10 All persons employed in the construction, erecting of monuments, bases, columbarium, niche covers or doing other work in the Cemetery, whether employed by the Town or not, shall be subject to the policies and procedures put in place by the Town respecting work within the Cemetery.
- 5.11 If the Town for any reason deems a previously purchased plot unusable, the Town will supply a similar plot at no additional cost to the rights holder and the original plot shall revert to the Town.
- 5.12 The Cemetery Coordinator shall ensure that a plot of the Cemetery is made available for the burial of indigent persons as required by the *Cemeteries Act* (Alberta) and the regulations under that Act.
- 5.13 Authorized representatives shall keep their records up to date with the Town.

6. INTERMENT

- 6.1. Only dead human remains, or cremated human remains shall be interred in the Cemetery.
- 6.2. An application for interment shall include:
- a) the name, age, date of birth, and date of death of the deceased person;
 - b) a copy of the burial permit;
 - c) a completed contract for burial;
 - d) the time and date of the funeral;
 - e) the location of the plot or niche where the person is to be interred;
 - f) the name and mailing address of the authorized representative;
 - g) payment of all applicable fees and charges as set out in the Fees Bylaw;

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- h) all other information the Cemetery Coordinator deems necessary or appropriate.
- 6.3. No person shall apply to be interred in any plot unless the person is the registered rights holder of the plot, has received written consent from the rights holder or is the agent of the rights holder, or unless where the plot is held by two or more persons, the surviving person or persons consent thereto in writing.
- 6.4. All applications for an interment must be made a minimum of seventy-two (72) hours before the time of interment, unless approved by the Cemetery Coordinator. This notice does not include weekends and holidays.
- 6.5. No interments or disinterment shall take place on a Sunday or holiday, unless the interment is necessary to comply with the *Public Health Act* governing communicable diseases or other special circumstances, which, in the Town, warrants departure from this Act.
- 6.6. A maximum of two (2) casket burials per plot shall be allowed in a single burial plot providing the first burial is of sufficient depth to allow for a second burial.
- 6.7. A Maximum of one (1) cremation burial per plot shall be allowed in each cremation plot in the cremation section.
- 6.8. A maximum of six (6) cremation urns shall be allowed in a single burial plot in addition to one (1) casket
- 6.9. A maximum of two (2) cremation urns shall be allowed in a single niche.
- 6.10. The Funeral Director or other person officiating at the interment shall be responsible for the supply and operation of lowering devices and the supply and placement of mats, wreaths, flowers, etc., around the plot.
- 6.11. The Town shall not be responsible for the condition of cremated human remains or the container of the cremated human remains if a permanent outer box was not used at the time of interment.
- 6.12. Plots may only be opened for interments by persons employed by the Town and under the direction of the Town and no person or persons not in the employment or direction of the Town shall open any plot for the purpose of interring or disinterring a body.

6.13. Scattering of cremated remains is not permitted in the Cemetery.

6.14. In the case of an interment of an infant or child, the opening and closing fee will be that of a child as set in the Fees Bylaw.

7. DISINTERMENT

7.1. Disinterment must be authorized by the owner of the rights certificate or the authorized representative. Approval must be provided in writing to the Town.

7.2. No human remains or cremains shall be disinterred from the Cemetery unless the Cemetery Coordinator has received:

- a) a written request for disinterment from the authorized representative;
- b) payment of all applicable fees and charges as set out in the Fees Bylaw;
- c) in the case of human remains, a disinterment permit issued in accordance with section 42 of the *Vital Statistics Act* (Alberta).

7.3. The authorized representative requesting a disinterment shall give complete and precise written instructions. The Town shall not be liable or responsible for any errors or omissions in relation to a disinterment when the instructions provided to the Town were incomplete, incorrect, or lacked specificity.

7.4. No person other than the Cemetery Coordinator shall open a plot or niche or make a disinterment in the Cemetery.

7.5. No casket, urn or container may be opened without a Court Order or the written consent of the authorized representative.

7.6. The Town is not responsible for damage to any casket, urn or container sustained during disinterment.

7.7. The authorized representative shall be responsible for all costs associated with disinterment.

7.8. Upon approval, disinterment/reinterment of caskets will be the responsibility of the customer to select a funeral home of their choice for this service. The funeral home will be responsible for bringing the casket to the surface.

7.9. The Town will be responsible for digging to the depth of the concrete liner, vault, casket, or urn.

- 7.10. If there is no concrete liner, casket, or the liner cannot be recovered from the plot, additional shoring will be required at an additional fee to ensure safe access to the plot.
- 7.11. In the case of a disinterment, double the amount of the opening and closing fee will be charged.
- 7.12. The Town staff are not permitted to enter plots for any reason.
- 7.13. The Town staff are not to handle human remains.
- 7.14. Disinterment's of caskets or in ground cremains will not occur from November 1st to April 30th unless an exception is granted by the Town.

8. INSTALLATION OF MONUMENTS, MARKERS AND NICHE COVERS

- 8.1. No person can erect a monument or flat grave marker until the Town has approved the design, descriptions, and a permit for the erection of such a monument has been issued. Any monument company must contact the Cemetery Coordinator a minimum of three (3) business day prior to the date and time a monument is to be installed. Base installation is the responsibility of the monument company to install.
- 8.2. Repairs and replacements of bases are the responsibility of the authorized representative.
- 8.3. Full Size Burial Plot
 - a) All Monuments sitting on a full-size burial plot must not exceed a maximum height of three feet (3'), including the base, maximum depth of one foot (1') including the base and a maximum width of two and half feet (2.5') not including the base. In certain sections of the Cemetery where no ribbon or base is present the Cemetery Coordinator may approve alternate sizes. Where there is a ribbon or base present, all monuments will be placed upon this base or ribbon.
 - b) In the case where multiple cremated interments are placed within a full-size plot, one flat grave marker may be placed within the boundaries of the plot and must be level with the ground.

8.4. Cremation Plots

- a) Flat grave markers which must be flush with the ground must be no larger than two feet (2') wide by one and a half feet (1.5') tall.
- b) All bases, monuments and flat grave markers shall be confined within the boundaries of a burial plot and shall be placed in such a manner as to maintain proper alignment.
- c) Only one (1) monument will be allowed on each burial plot. In the case where there is more than one interment, one (1) flat grave marker, flush with the ground may be placed at each grave in addition to the monument.
- d) All monuments must be installed on a concrete base and the concrete base must be at least four inches (4") wider than the widest portion of the monument and must be of sufficient strength and depth to properly support the monument. The concrete base must be installed flush with the ground, except where there is a ribbon present.

8.5. Installations of monuments, flat grave markers or base work shall only occur from May 1st until October 31st, Monday to Friday, excluding weekends and holidays and shall only be installed between the hours of 8:30 a.m. and 4:30 p.m.

8.6. The authorized representative, is responsible for the proper condition and replacement of monuments and markers and the Town assumes no liability or responsibility for loss or damage to any monument, including but not limited to, damage through acts of vandalism, natural erosion, or damage caused by third parties.

8.7. The Town will make reasonable efforts to provide written notice to the authorized representative of any disrepair of markers or monuments that pose a safety hazard. The authorized representative will be provided 30 days to contact the Town with a repair, removal, or replacement plan. If no contact is made, the Town will remove the unsafe marker or monument and will hold it for an additional **three additional months**. If no contact is made at the expiry of **three months** of the removal, the Town will dispose of the monument or marker.

8.8. All Monument work is subject to review, inspection, and approval by the Cemetery Coordinator.

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- 8.9. Ownership of gravestones, flat grave markers, and monuments belong to the ~~authorized representative estate of the deceased person(s).~~
- 8.10. No burial plot, double depth plot or cremation plot shall be covered by a full or partial ~~cement~~ grave cover.
- 8.11. Existing plots that do not meet current grave cover, ~~monument, or flat grave marker~~ specifications will be grandfathered; however, if the plot requires repairs or removal of any grandfathered items deemed prohibited the authorized representative within this Bylaw will be required to meet current regulations.

9. MAINTENANCE, PLANTING, CONSTRUCTION AND WORK

- 9.1. The Town will act in a respectful manner when conducting all maintenance, planting, construction, and work in the Cemetery. No disrespect is intended to facilitate these activities.
- 9.2. The Town will be responsible for mitigating grave subsidence after a casket or cremation burial. Depending on site conditions, some plots may need to be topped up several times and can take up to one year to settle. Once the plot has stabilized seeding and establishment of the grass will occur.
- 9.3. The Town will be responsible for seeding of plots, grave surfaces, re-seeding, when necessary, any cultivation that may be necessary in connection with such seeding and re-seeding, watering, seasonal cutting of grass and weeds, keeping plots in neat condition and of good appearance, and such other work as may be authorized by the Operations Manager or Cemetery Coordinator.
- 9.4. ~~Live flowers left at the time of interment will be left for a minimum of one week.~~
- 9.5. ~~The Town of Strathmore will remove item subject to decomposition once visibly decomposed. Items that do not decompose but have become unsightly or on the list of items allowed in the Cemetery will be removed without notice and held for a minimum of one month. After one month has passed the item will be disposed of.~~
- 9.6. The Town reserves the right to remove any items, that impede maintenance operations, or pose a safety hazard to visitors, authorized representatives, or staff without prior notice.

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- 9.7. The Town will make every reasonable effort to keep records of items that have been removed from burial plots.
 - 9.8. The Town is not responsible for lost, stolen or damaged items.
 - 9.9. Vehicles in the Cemetery shall keep to the roads provided except Town Cemetery employees or authorized representatives in the performance of their work. Vehicles shall maintain a speed of 15km per hour or less.
 - 9.10. The Town will be responsible for clearing the Cemetery roads of snow. Every effort will be made to minimize windrows on plots; however, it is sometimes unavoidable.
 - 9.11. The Town will be responsible for clearing snow to access plots for interments in the winter. Every effort will be made to minimize windrows on plots; however, it is sometimes unavoidable.
 - 9.12. The Town will not be responsible for clearing snow for visitation of individual plots.
 - 9.13. To facilitate Cemetery operations, the Town may drive or walk on plots. This will be avoided when possible.
 - 9.14. To facilitate the opening of a plot, the Town may need to temporarily move monuments. Every effort will be made to return the monument to its proper location in a timely manner.
 - 9.15. The Town may direct or permit any monument to be removed for repairs and any other structure in the Cemetery to be removed if is in a state of disrepair that is unsightly or dangerous. The Town will make reasonable efforts to determine that no interested person or relative of the deceased are prepared to make the repairs and that no other contract arrangements are in place.
 - 9.16. The Town is responsible for the repair and replacement of ribbons for monuments.
 - 9.17. The Town will be responsible for repairs to damaged monuments and plots caused by gross negligence during work done by the Town.

10. FIELD OF HONOUR

- 10.1. The Town maintains a Field of Honour section for the burial of service and ex-service men and women of the Canadian Armed Forces.
- 10.2. In order to confirm that a deceased person is eligible to be interred in the Field of Honour, the authorized representative must provide the Cemetery Coordinator the following information:
 - a) the deceased person's service number; and
 - b) a copy of supporting documents from Veterans Affairs Canada; or
 - c) an affidavit identifying the deceased person as a veteran.
- 10.3. A spouse may be interred in a veteran's plot in a double depth plot. All plots within the Field of Honor shall have a maximum of two (2) interments.
- 10.4. For a spouse not qualifying as a veteran, but interred in the same plot, the name and date of the spouse may be engraved on the headstone, or a brass plate may be attached.
- 10.5. Only headstones, consistent with those approved by Veterans Affairs Canada are permitted.
- 10.6. Burial plots, double depth plots and cremation plots shall not be reserved in the Field of Honour.
- 10.7. Wreaths and flags may be placed at the head of the burial plot in the days leading up to and on Remembrance Day.

11. SALE OF PLOTS

- 11.1. Council is hereby authorized to adopt by Bylaw, tariffs, and charges to be made for the purchase of a plot and the opening and closing of the plot in the Cemetery, as deemed necessary from time to time.
- 11.2. The cost of a plot includes maintenance of the plot but does not include the placement, maintenance, or removal of monuments or flat grave markers.
- 11.3. All plots shall be held and disposed of free from the provisions of the Land Titles Act.
- 11.4. Burial rights in the Cemetery shall be sold to the Town at 85% of the

current market value as per Regulations in the Cemeteries Act.

- 11.5. The Town shall have the right to refuse to sell the use of more than four (4) single plots or niches to any one individual or estate.
- 11.6. The right to use any vacant space may be transferred, upon approval from the Cemetery Coordinator, provided that;
- a) The licensee or their authorized representative signifies in writing to the Town to transfer their rights to another person; and
 - b) The Town is provided with the full particulars of the name, address, or other description of the person to whom such transfer is desired to be made; and
 - c) After the transfer is implemented, any interment made in the plot shall be subject to interment fees as set in the fees bylaw.

12. PRE-PURCHASE OF BURIAL PLOT(S)

- 12.1. A purchaser of burial plots is permitted to choose the section of the Cemetery. The Cemetery Coordinator at their discretion can accommodate requests for specific plots when possible; however, the Town cannot guarantee accommodation of all requests.
- 12.2. Pre-purchase of a burial plot is not permitted in the Field of Honour.

13. VISITATION

- 13.1. The public may visit the Cemetery at any time between the hours of 8:30 a.m. and sunset.
- 13.2. Vehicles shall be driven with care and shall be restricted to the roads provided. Vehicles should drive no faster than 15 km. per hour or less.
- 13.3. The owner of a moving vehicle shall be responsible for any damage done by such vehicle within the boundaries of the Cemetery.
- 13.4. The Town is not responsible for lost, stolen or damaged memorial tributes or grave decorations and has no responsibility for the care of grave decorations or memorial tributes. The Town is not responsible for grave decorations that become damaged due to temperature extremes, people, wildlife, or maintenance activities. As the Cemetery is a public space it is recommended not to place grave decorations.
- 13.5. Live flowers will be left in affixed vases until desiccated.

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- 13.6. Live and artificial flowers can be left on plots after interments until the plot has settled and grass is established or until the monument and base is installed with an affixed vase. Flowers placed on plots cannot be in a vase and flowers will be removed from the plot once desiccated or unsightly. In the winter living or artificial flowers must be placed at the head of the plot so as not to become a safety hazard.
- 13.7. The authorized representative is responsible for the appearance and upkeep of memorial tributes and grave decorations.
- 13.8. Grave decorations placed at the Cemetery shall be affixed to the monument or the base of the monument and must not overhang the base of the monument. If a ribbon is in place for a monument, grave decorations can be affixed to the ribbon but must be within the parameters of the burial plot as defined in this bylaw and must not overhang the ribbon or encroach into adjacent plots.
- 13.9. The Town recommends that affixed grave decorations such as, but not limited to statues, crosses, plaques, and vases be made of granite, marble, metal craft with coating or as the same material as the monument. The Town recommends that these items be purchased and installed at the same time as the purchase of the monument to ensure safety and durability of the grave decoration. Items made with glass, ceramic and china are not recommended to be affixed to the monument, base of the monument, or the ribbon as these items do not secure well and easily break.
- 13.10. Any grave decorations that were permanently affixed, that are no longer properly affixed, become detached, are broken, or cause a safety hazard will be the responsibility of the authorized representative. These items will be removed immediately and placed in storage. The Town will make reasonable efforts to provide written notice to the authorized representative of any disrepair of the grave decorations. The authorized representative will be provided 30 days to contact the Town with a repair or replacement plan. If no contact is made, the Town will hold it for an additional ninety days. If no contact is made at the expiry of ninety days of the removal, the Town will dispose of the grave decoration.
- 13.11. Free-standing grave decorations that are placed in affixed grave decorations or on monuments, bases of monuments or on the ribbon that blow away, fall off, break, become unsightly or become unsafe may be removed without notice and will be placed in storage. The Town will make reasonable efforts to determine which plot the

decoration is from and contact the authorized representative to inform them of the disrepair of the free-standing decoration. If no contact is made the Town will hold the decoration for ninety days. If no contact is made with the authorized representative after the expiry of ninety days, the Town will dispose of the free-standing grave decoration. Cans with liquid, bottles with liquid, cups with liquid, food and tobacco products will be removed and disposed of without notice.

- 13.12. Seasonal decorations shall be allowed to be placed on the monument, base of the monument, ribbon, on or beside a flat grave marker one week prior to a holiday but cannot impede maintenance or be a safety hazard. Seasonal decorations that are still in place one week from the conclusion of the holiday will be removed and disposed of without notice.
- 13.13. Any grave decorations adorning a plot outside the parameters of a ribbon, base, or flat grave marker and that are not affixed on the monument, base or flat grave marker will be removed without notice prior to the removal and will be placed in storage. The Town will make reasonable efforts to contact the authorized representative to collect the grave decorations. If no contact is made the Town will hold the decoration for ninety days. If no contact is made with the authorized representative after the expiry of ninety days, the Town will dispose of the grave decoration.
- 13.14. No person shall erect, construct, or place upon or around a plot or in any part of the Cemetery any bases, full or partial grave covers, curbs, fences, railings, walls, copings, coping stones, trellises, benches or candles.
- 13.15. No person shall bury an animal in the cemetery.
- 13.16. No person shall bring an animal into the cemetery except where the animal remains within a vehicle.
- 13.17. Section 13.8 does not apply to a service dog as defined in the *Service Dogs Act* in the possession and control of an owner who holds an identification card proving ownership of the service dog for his or her use.
- 13.18. No person shall, while in the Cemetery willfully destroy, mutilate, deface, damage, injure, write upon, or remove any monument, flat grave marker, or other structure placed in the Cemetery or any fence, railing or wood installed for protection or ornamentation.

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- 13.19. Persons within the Cemetery shall use only the walkways, and no one is permitted to walk upon or across plots, except Cemetery staff in the performance of their work. The Town expressly disclaims liability for any injuries sustained by anyone violating this rule.
- 13.20. Permanent in ground Cemetery vases and other grave decorations that are made of granite, bronze or metal craft with coating are permitted to be affixed to or beside the flat grave marker at the head of the burial plot. The authorized representative is responsible for vases and other grave decorations affixed to the flat grave marker. The Town is not responsible for vases or other grave decorations that become damaged due to temperature extremes, people, wildlife, or maintenance activities. Vases and other grave decorations that are unsightly or are broken are considered a safety hazard and will be removed immediately and placed in storage. The Town will make reasonable efforts to provide written notice to the authorized representative of any disrepair of the vase or decoration. The authorized representative will be provided 30 days to contact the Town with a repair or replacement plan. If no contact is made, the Town will hold it for an additional ninety days. If no contact is made at the expiry of ninety days of the removal, the Town will dispose of the vase grave decoration.
- 13.21. No person in any part of the Cemetery except those employed by the Town and under the direction of the Town shall in any part of the Cemetery plant any shrubs, hedges, trees, grass, or flowers.
- 13.22. No person shall care for or cultivate any plot without the consent of the Cemetery Coordinator.
- 13.23. No person shall hang, tie, or attach by any means any items to trees, bushes, or benches in or around a plot or any other location in the Cemetery.
- 13.24. No person shall remove, destroy, prune, or interfere with any trees, shrubs, plants, or flowers in the Cemetery.
- 13.25. No person shall remove any object erected, maintained, planted, or placed in the Cemetery with exception to those employed by the Town and under the direction of the Town.
- 13.26. The Town reserves the right to remove any memorial tribute or grave decoration that is offensive.

14. OFFENCES AND PENALTIES

- 14.1. A person who contravenes any provision of this Bylaw is guilty of an offence.
- 14.2. Under no circumstances shall a person contravening any provision of this Bylaw be subject to the penalty of imprisonment.
- 14.3. A peace officer is hereby authorized and empowered to issue a violation ticket pursuant to the *Provincial Offences Procedure Act* to any person who the peace officer has reasonable and probable grounds to believe has contravened any provision of this Bylaw.
- 14.4. Where there is a minimum penalty listed for an offence in Schedule "A" to this Bylaw, that amount is the minimum penalty for the offence.
- 14.5. In the event of a second offence in Schedule "A" within a twelve (12) month period, the minimum and specified penalty shall double. In the event of a third and subsequent offences within a twelve (12) month period, the minimum specified penalty shall triple.
- 14.6. If a violation ticket is issued in respect of an offence, the violation ticket may:
- a) specify the fine amount established by this Bylaw for the offence;
or
 - b) require a person to appear in court without the alternative of making a voluntary payment.
- 14.7. A person who commits an offence may:
- a) if a violation ticket is issued in respect of the offence; and
 - b) if the violation ticket specifies the fine amount established by this Bylaw for the offence;
- make a voluntary payment by submitting to a supervisor of the Alberta Court of Justice on or before the initial appearance date indicated on the violation ticket, the specified penalty set out on the violation ticket.

15. FEES AND RATES

- 15.1. The Cemetery Fees will be located in the Strathmore Fees Bylaw.

16. GENERAL

- 16.1. Bylaw # 14-16 and all amendments thereto are hereby rescinded.

17. EFFECTIVE DATE

17.1. This Bylaw shall come into force and effect upon receiving third and final reading and being signed.

READ A FIRST TIME this 18 day of October, 2023.

READ A SECOND TIME this 18 day of October, 2023.

READ A THIRD AND FINAL TIME this ____ day of _____, 2023.

MAYOR

CHIEF ADMINISTRATIVE OFFICER

Bylaw No. 23-31
Schedule "A" - Penalties

Section	Description of Offence	Minimum Penalty	Specified Penalty
6	Scattering of cremated remains	\$150	\$200
7	Unauthorized disinterment of a body	\$250	\$300
7	Unauthorized disinterment of cremated remains	\$250	\$300
8	Erecting a monument or flat grave marker without a permit	\$150	\$200
8	Installation of an unapproved monument or flat grave marker	\$150	\$200
8	Unauthorized work in Cemetery after hours, weekends, winter	\$150	\$200
8	Install grave covers	\$150	\$200
9	Unauthorized vehicles driving off of roads	\$150	\$200
13	Erect, construct, place bases, grave covers, curbs, fences, railings, walls, copings, coping stones, trellises, benches or candles.	\$150	\$200
13	Bury and animal in the cemetery	\$150	\$200
13	Bring an unauthorized animal into the Cemetery	\$150	\$200
13	Destroy, mutilate, deface, damage, injure, write upon or remove any monument, flat grave marker, fence, railing or other structure placed in the Cemetery	\$250	\$300
13	Enter areas set apart	\$150	\$200
13	Care or cultivate without permission	\$150	\$200
13	Interfere with trees, shrubs, flowers, plants or benches	\$150	\$200



HOME OF THE SPARTANS STRATHMORE HIGH SCHOOL

100 Brent Blvd, Strathmore, Alberta T1P 1V2 * (403) 934-3135

Principal: Douglas Raycroft

Associate Principals: Agnieszka Barwacz-Riou & Kevin Mertz

www.strathmorehighschool.com

January 31, 2024

Town of Strathmore
PO Box 2280
1 Parklane Drive
Strathmore, AB
T1P 1K2

To Mayor Pat Fule and Town Councillors,

RE: Strathmore High School Annual Graduation Pow-wow (June 7, 2024)

I am the new First Nations Metis and Inuit Liaison at Strathmore High School, I work with our Indigenous students to make sure they are successful in and out of school. Strathmore High School will be hosting our annual Graduation Pow Wow. This year we have 6 Siksika students among 200+ graduates at SHS. Our Graduation Pow Wow is to bring our communities together in steps to reconciliation, to honor our Indigenous students in their dedication to their studies.

On behalf of the parents and students, we are requesting donations for the Annual Graduation Pow-wow. Your donation would be greatly appreciated and your continued support is truly valued. We are hoping to have sponsors for each category (16 categories- 7 adult, 7 youth, and men/womens golden age). The cost for Adult categories is \$600 per category and Youth categories are \$250. Any donation is acceptable and truly appreciated.

Our students and staff look forward to your support and attendance. In appreciation of your sponsorship, the students at Strathmore High School would like to gift you beaded lanyards of our school logo.

To make a contribution, please send your donation in the self addressed envelope provided or feel free to hand deliver it to Strathmore High School. Many thanks in advance for your continued support. We look forward to seeing you at our annual Graduation Pow Wow!

Sincerely,

Sec. 17, FOIP

Pacey Strangling Wolf

FNMI Student Liaison Counsellor

Cc: Mr. Doug Raycroft, Principal

TOWN OF STRATHMORE
Accounting

FEB - 7 2024

RECEIVED: _____

If you decide to donate, Please choose a category (as well as back-ups) and send back - Thank you! Pacey ♥

(or let me know)

Strathmore Graduation Pow-Wow 2024

Proposed Budget

Youth Category (7-16)	Payout (1st- \$100, 2nd- \$75, 3rd- \$50, 4th- \$25)	Sponsor
Girls Fancy	\$250	
Girls Jingle	\$250	
Girls Traditional	\$250	
Boys Fancy	\$250	
Boys Grass	\$250	
Boys Traditional	\$250	
Boys Chicken	\$250	
	Total = \$1750	
Adult Category (17-49)	Payout (1st- \$250, 2nd- \$200, 3rd- \$100, 4th- \$50)	Sponsor
Woman's Fancy	\$600	
Woman's Jingle	\$600	
Woman's Traditional	\$600	
Men's Fancy	\$600	
Men's Grass	\$600	
Men's Traditional	\$600	
Men's Chicken	\$600	Rhonda & Hector Winnipeg
	Total = \$4200	
Golden Age (50+) & Disability Dancers	20 dancers x \$50 = \$1000	
Tiny Tots (30 kids)	30 x \$5 = \$150	Reah Bull Bear & Family