

AGENDA
COMMITTEE OF THE WHOLE MEETING
Wednesday, July 10, 2024 @ 6:00 PM
Council Chambers, 1 Parklane Drive, Strathmore AB

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1. CALL TO ORDER	
2. CONFIRMATION OF AGENDA	
3. DELEGATIONS	
Members of the public and community organizations are welcome to attend a Committee of the Whole Meeting as a delegation to present an item to Town Council for consideration. If you are interested in attending as a delegation please fill out the Delegation Request form that can be located on the Town's website and submit it to: lsadmin@strathmore.ca by noon, seven (7) days before a Committee of the Whole Meeting.	
3.1. Delegation – EPCOR Utilities	2 - 19
Request for Decision - RFD-24-120 - Pdf	
4. CONFIRMATION OF MINUTES	
4.1. Committee of the Whole Meeting Minutes – June 12, 2024	20 - 25
Request for Decision - RFD-24-135 - Pdf	
5. BUSINESS	
5.1. Background Report – 2024 Municipal Development Plan Review	26 - 33
Request for Decision - RFD-24-069 - Pdf	
5.2. Capital Project and Major Initiative Priority Matrix	34 - 37
Request for Decision - RFD-24-138 - Pdf	
6. QUESTION AND ANSWER PERIOD	
7. CLOSED MEETING	
7.1. Advocacy Strategy Discussion – Advice from officials – FOIP S.24(1)(a)	
7.2. Strathmore Stampede – Advice from officials – FOIP S. 24(1)(a)	
7.3. Council/CAO Dialogue – Advice from officials – FOIP S. 24(1)(b)(i)	
8. ADJOURNMENT	



Request for Decision

To: Council

Staff Contact: Ethan Wilson, Manager of Infrastructure

Date Prepared: June 3, 2024

Meeting Date: July 10, 2024

SUBJECT: Delegation - EPCOR Utilities

RECOMMENDATION: Information for Council

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

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. Those interested can 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 noon the Wednesday before a Regular Council Meeting.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Andrew Reid and Kevin Visser have requested to come speak to Council, they will give an update on the first four years of the contract with EPCOR.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

KEY ISSUE(S)/CONCEPT(S):

Information for Council.

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

[Attachment I: Delegation Request EPCOR Utilities](#)

[Attachment II: 2020-23 Mid term Strathmore Performance Presentation](#)

Ethan Wilson, Manager of Infrastructure

Approved
- 05 Jun
2024

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

Approved
- 05 Jun
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 07 Jun
2024

Veronica Anderson

From: noreply@esolutionsgroup.ca
Sent: June 4, 2024 2:27 PM
To: LegServ Admin
Subject: New Response Completed for Delegation Request Form
Attachments: 2020-23 Mid term Strathmore Performance Presentation Final.pdf

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Hello,

Please note the following response to Delegation Request Form has been submitted at Tuesday June 4th 2024 2:26 PM with reference number 2024-06-04-005.

- **Applicants Name**
Andrew Reid
- **Organization Name (If Applicable)**
EPCOR Utilities
- **Meeting date requested (day/month/year)**
12/6/2024
- **Applicant's phone number**
Sec. 17, FOIP
- **Applicant's email address**
Sec. 17, FOIP
- **Applicant's Address**
100 Huxted Way
- **Please list the name and title of the individuals that will be presenting to Council in the space provided.**
Andrew Reid
Kevin Visser
- **Please select the purpose of your presentation.**
Information Only
- **Please provide a brief summary regarding your delegation in the space provided.**
Summary of the first four years of the contract with EPCOR

- **All supporting documentation must be submitted with the delegation request form. Please attach documentation here or email relevant items to lsadmin@strathmore.ca.**
 1. [2020-23 Mid term Strathmore Performance Presentation Final.pdf \[1.5 MB\]](#)
- **Is/has this matter gone before an appeal board?**

No
- **The Town of Strathmore endeavours to provide equal opportunities to individuals and groups to appear before Council as a delegation. As a result, please indicate if you have you spoken on this topic before.**

Yes

[This is an automated email notification -- please do not respond]



EPCOR Strathmore Mid-Term Performance Review

2020-2023 by the Numbers

Performance Standards

10 Key Performance Indicators
measured annually

- 1-5 are cumulative, 25% per year for each 4-year term
- 6-10 are annual requirements related to Customer Service, Capital Planning, Safety and Quality



EPCOR Strathmore 4-Year PM KPIs

Metric Name	% Completed	KPI Status	4 Year Target (%)
Catch Basin Inspection	162.22%	● +116.29 %	75.00%
Hydrant Maintenance	804.18%	● +704.18 %	100.00%
Sanitary Manhole Inspection	104.87%	● +4.87 %	100.00%
Sewer Line CCTV	96.29%	▲ -3.71 %	100.00%
Sewer Line Cleaning	105.69%	● +5.69 %	100.00%
Storm Manhole Inspection	56.96%	● +13.92 %	50.00%
Uni-Directional Flushing (UDF)	73.67%	◆ -26.33 %	100.00%
Valve Maintenance	159.49%	● +59.49 %	100.00%

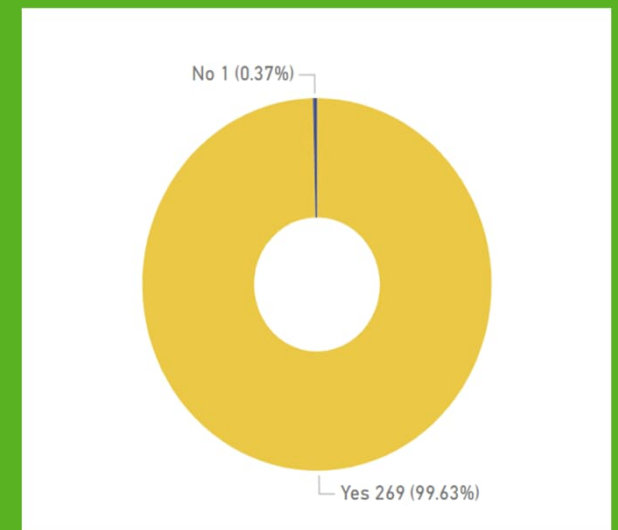
- Initially 10 KPIs with storm manhole and catch basin inspections added in 2022
- CCTV not a KPI but important
- UDF goal unmet due to water conservation efforts

KPI 6: Operator Call Outs

Response time must be within
60 minutes

- Water quality or quantity issues
- Sewer backup
- Frozen service
- Fire calls

Response Time Requirement Met



KPI 7: Stakeholder Engagement

EPCOR's documented
stakeholder engagement
hours – 10 hours per year
(Average 21.5 hours)

Date	Event Information
September 11, 2021	Tree Planting
July 1, 2022	Strathmore Fire Department Pancake Breakfast
July 1, 2023	Pancake Breakfast
July 30, 2021	Mount TV's and build BBQ at Wheatland Crisis Society
March 18, 2023	Lead by example Powwow
March 19, 2023	Lead by example Powwow
September 18, 2023	Culture Days
July 1, 2020	5 team members for 3 hours each at the Fire Dept. Pancake breakfast





KPI 8: Capital Projects

Meet Council-approved budget

EPCOR

Year	Project Name	Capital Budget	Invoiced	% Invoiced
2020	WWTP Aeration System	\$ 150,000.00	\$ 129,019.80	86%
2020	Strathaven Lift Station EoS	\$ 40,000.00	\$ 37,195.00	93%
2020	Lift Station Radio Communication Upgrades	\$ 200,000.00	\$ 129,172.00	65%
2020	Lift Station PLC Upgrades	\$ 355,000.00	\$ 351,326.00	99%
2020	6th Avenue Water Loop	\$ 42,000.00	\$ 42,619.00	101%
2021	EQ Cell Sludge Survey	\$ 37,752.00	\$ 32,876.00	87%
2021	Lab Equipment Replacement	\$ 20,000.00	\$ 11,411.00	57%
2021	Instrumentation Replacement	\$ 95,160.00	\$ 72,968.00	77%
2021	Aeration System Upgrades	\$ 191,256.00	\$ 133,062.00	70%
2021	Lift Station Upgrades	\$ 82,160.00	\$ 20,772.00	25%
2022	Aeration system upgrades	\$ 30,000.00	\$ 37,428.00	125%
2022	Lab Equipment Replacement	\$ 20,000.00	\$ 7,479.00	37%
2022	WWTP Alum Tank Inspection	\$ 8,000.00	\$ -	0%
2022	Lift Station Upgrades	\$ 45,000.00	\$ 26,586.00	59%
2022	WWTP Upgrade	\$ 83,000.00	\$ 46,179.00	56%
2022	WWTP PLC Upgrades	\$ 315,000.00	\$ 103,175.00	33%
2022	Equipment Storage Area (Flushing Truck Storage)	\$ 267,000.00	\$ 146,085.00	55%
2023	Strathmore WWTP PLC Upgrades	\$ 250,000.00	\$ 80,427.00	32%
2023	WWTP General Upgrades	\$ 80,000.00	\$ 82,884.00	104%
2023	Lift Station Upgrades	\$ 50,000.00	\$ 48,750.00	98%
2023	Lab Equipment Replacement	\$ 20,000.00	\$ 8,113.00	41%
		\$ 2,381,328.00	\$ 1,547,526.80	65%



KPI 9: Safety

Safety Index	EPCOR	WCB Reportable Claims:	Calendar Year
	Strathmore Site WCB Reportable Claims	0 = 100% 1 = 75% 2 = 50% 2+ = 0%	

2020 – One injury, Score = 1

2021 – One injury, Score = 1

2022 – No Injuries, Score = 0

2023 – No Injuries, Score = 0

- Each injury investigated and learnings shared company wide
- 6+ years without recordable incident 2014-2020
- 972 days (2021) since last recordable injury
- All team members must meet 95% of training requirements annually

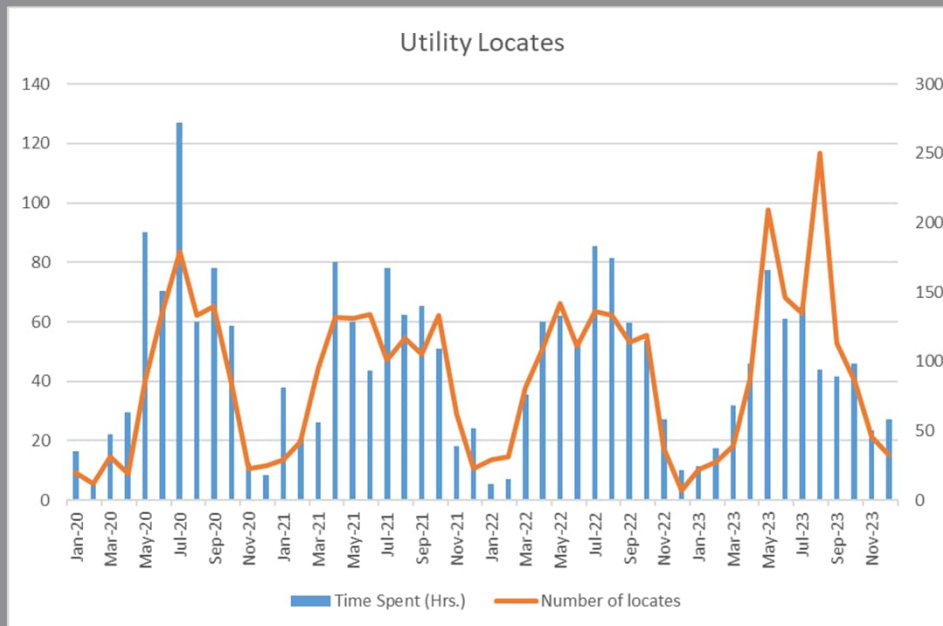
KPI 10: Approval Compliance

	Approval Limits			
	2020	2021	2022	2023
WWTP Effluent				
Total Suspended Solids	✓	✓	✓	✓
cBOD	✓	✓	✓	✓
Total Phosphorus	✓	✓	✓	✓
Total Ammonia Nitrates	✓	✓	✓	✓
pH	✓	✓	✓	✓
WWTP Bacteriological				
Treated Effluent	✓	✓	✓	✓
Pump House	✓	✓	✓	✓
Approval Limits Met	✓	✓	✓	✓



Utility Locates

- 4,237 utility locates within Strathmore's Utility Infrastructure
- 2,181 Labour hours



EPCOR Strathmore Team



First Aid Training

EPCOR Strathmore Team

Team Member	Position	Time With EPCOR
Jenny Metz	WWTP Operator	18 Years
Cam Bruce	WWTP Operator	17 Years
Derick Luck	D&C Lead Hand	15 Years
Manpreet Randhawa	WWTP Lead Hand	12 Years
Kyle Mywaart	D&C Operator	8 Years
Andrew Reid	Manager	6 years
Kelly Morrison	Administrative Assistant	6 Years
Jade Streliev	WWTP Operator	6 Years
Eric Spencer	D&C Operator	5 Years
Gurjot Ubhi	D&C Operator	5 Years

Next Four Years



- Continue to exceed expectations in KPI's
- Build on successes and improve
- Reduce overall chemical costs
 - Adding sludge blending in 2023 increased capacity and reduced dewatering, reducing chemical use, sludge hauling and power
 - Combined with a change in polymer supplier in 2024, we reduced Q1 chemical invoice by 30% over 2023
- Achieve second 5-year span without a recordable injury milestone in 2026
- Strong focus on Customer Service and Community Outreach
- Retain the amazing staff

Questions?



Request for Decision

To: Council

Staff Contact: Claudette Thorhaug, Legislative Services Officer

Date Prepared: June 23, 2024

Meeting Date: July 10, 2024

SUBJECT: Committee of the Whole Meeting Minutes - June 12, 2024

RECOMMENDATION: THAT Council adopt the June 12, 2024 Committee of the Whole 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 June 12, 2024 Committee of the Whole Meeting are given to Council for adoption.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

Once signed, the June 12, 2024 Committee of the Whole Meeting Minutes will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.

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

ATTACHMENTS:

[Attachment I: COMMITTEE OF THE WHOLE - 12 JUNE 2024 - Meeting Minutes](#)

Claudette Thorhaug, Legislative Services Officer

Approved
- 24 Jun
2024

Veronica Anderson, Legislative Services Officer

Approved
- 25 Jun
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 27 Jun
2024



MINUTES

COMMITTEE OF THE WHOLE

MEETING

6:00 PM - Wednesday, June 12, 2024

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT:

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

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), (virtual) Riley Brolly (Manager of Financial Services (virtual), and Johnathan Strathdee (Manager of Legislative Services)

1. CALL TO ORDER

Mayor Fule called the June 12, 2024 Committee of the Whole Meeting to order at 6:02 p.m.

2. CONFIRMATION OF AGENDA

Resolution No. 031.06.24A

Moved by Councillor Langmaid

THAT Council adopt the June 12, 2024 Committee of the Whole Meeting Agenda as amended:

DELETION:

4.1 Delegation – EPCOR Utilities

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

AGAINST: None

CARRIED

3. CLOSED MEETING

Resolution No. 032.06.24A

Moved by Councillor Peterson

THAT Council move In Camera to discuss items related to section 24(1)(a) and 24(1)(b)(i) and 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. Advocacy Update – Advice from officials – FOIP S. 24(1)(a)

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

Resolution No. 033.06.24A

Moved by Councillor Peterson

THAT Council move out of Camera at 7:03 p.m.

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

AGAINST: None

CARRIED

4. DELEGATIONS

None.

5. CONFIRMATION OF MINUTES

5.1. Committee of the Whole Meeting Minutes – May 8, 2024

Resolution No. 034.06.24A

Moved by Councillor Peterson

THAT Council adopt the May 8, 2024 Committee of the Whole Meeting Minutes as presented in Attachment I.

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

AGAINST: None

CARRIED

6. BUSINESS

6.1. Taxi Bylaw No. 16-14

6.2. Fire Services Bylaw Update

7. **QUESTION AND ANSWER PERIOD**

None.

8. **ADJOURNMENT**

Mayor Fule adjourned the June 12, 2024 Committee of the Whole Meeting at 7:38 p.m.

Mayor

Director of Strategic, Administrative,
and Financial Services



Request for Decision

To: Council

Staff Contact: Glen Ferguson, Senior Planner

Date Prepared: June 17, 2024

Meeting Date: July 10, 2024

SUBJECT: Background Report - 2024 Municipal Development Plan Review

RECOMMENDATION: Information for Council.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The Town's [Strategic Plan 2022-2025](#) has identified six priority areas for Council to focus on that were selected based on community feedback, as well as having consideration for current service opportunities and challenges identified by Town Administration. The desired outcomes in each of the six priority areas should in turn be reflected in the Town's MDP. The Town's 2024 MDP Review therefore represents an opportunity to update and align land use planning policy in the municipality with the strategic priorities identified in the Town's Strategic Plan.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The Town's [Business Needs Assessment and Economic Development Action Plan 2022-2026](#) (BNA-EDAP) acknowledges the importance of updating the Town's MDP in order to improve capacities for attracting investment, business retention and expansion, marketing the municipality as a desirable place to live, work and play, and ensuring that adequate housing for the workforce and infrastructure services for businesses are or will be made available. In particular, the Town's BNA-EDAP outlines that the Town's MDP must prioritize and encourage

innovative community development strategies, diverse housing options, and multi-purpose developments. The inclusion of a growth management strategy within the Town's MDP is also considered to be crucial from the perspective of what constitutes good economic development planning.

SOCIAL SUSTAINABILITY:

The Town's [2023 Social Needs Assessment - Community Report](#) identifies six priority areas (ie. housing, poverty, health, safety, seniors, and families, children and youth) which require focused attention and deliberate action to prevent the exacerbation of social issues. The report also highlights the importance of collaboration among stakeholders to address ongoing and emerging social issues. The land use planning process is an integral part of the Town's larger social sustainability picture. The Town's 2024 MDP Review therefore represents an opportunity to review and modernize existing MDP policies in order to ensure that the Town's longer-term social sustainability goals and objectives are firmly embedded within and aligned with the Town's MDP.

ENVIRONMENTAL SUSTAINABILITY:

The Town's [Community Sustainability Plan](#) highlights the importance of understanding how actions and decisions made today can impact both the current and future natural environment that exists in Strathmore. The CSP identifies a "natural environment pillar" that focuses on seven themes being appealing landscapes, open spaces and trails, natural area protection, education experience, local food production, storm-water management, and trails that provide strong pathways and linkages throughout the Town.

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Land use planning and decision-making as it relates to the land in the Province of Alberta is administered through a hierarchy of provincial legislative and policy documents that are in turn implemented by decision-makers including provincial departments and agencies, regional boards and agencies, and municipal governments.

Land use planning at the provincial level is governed largely by the [Alberta Land Stewardship Act](#) (ALSA), the [Land Use Framework](#) (LUF) and in the Town's case by the [South Saskatchewan Regional Plan](#) (SSRP), while municipal and intermunicipal land use planning is primarily governed by the [Municipal Government Act](#) (MGA).

The Town's MDP must also reflect and be consistent with any future Intermunicipal Development Plan (IDP) that is adopted by the Town and Wheatland County, and it may be limited in part by regulations of the federal and provincial governments. The MDP in turn can provide "spin-off" assistance in terms of guidance and direction to other municipal statutory and non-statutory plans, by-laws, guidelines, and implementation tools.

The Town's MDP also further creates an important connection and understanding of expectations between Council, local communities consisting of both residents and businesses, external agencies and stakeholders, and the Town's corporate and business administration processes.

ORGANIZATIONAL:

Development Services has allocated a Senior Planner (Glen Ferguson, Project Lead) and the Manager of Development Services (Chuck Procter, Co-Project Lead & Team Member) to a core project management group, along with a Planner I (Kate Bakun, Project Team Member) and an Administrative Assistant (Catherine Cortez, Project Team Member). The project also requires the allocation of staff resources from the Town's Economic Development and Stability Services and Communications, Marketing and Legislative Services teams in supporting or consulting Project Team Member roles. Development Services also has a land use planning consultant available to assist with the project should it be required.

OPERATIONAL:

Development Services is not anticipating any major interruptions at the operational level to existing services (eg. phone and counter inquiries) or to application-related processing timelines (eg. development permit, land use re-designation, etc.). If existing service-based requests were to increase in volume substantially, or if larger applications were to be received by Development Services, it is possible that timelines would be impacted.

FINANCIAL:

Wherever reasonably possible, the Town's 2024 MDP Review utilize previous outputs (eg. SWOT Analysis) that were completed as part of the Town's 2019-2020 MDP Review that was paused due to the Covid-19 global pandemic. The Town is also well-positioned in terms of utilizing currently applicable documents (eg. [2019 Recreation and Culture Master Plan](#), [2023 Social Needs Assessment - Technical Report](#), [2020 Transportation Master Plan](#), etc.) to help guide the 2024 MDP Review as it moves forward, as opposed to requiring the undertaking of new studies, plans and/or supporting documents at this time.

The Town's [2024 Operating and Capital Budget](#) also includes budgeted line items under the Infrastructure, Operations and Development Services Division (IODS) that can be utilized where needed and appropriate for materials, goods and supplies, public engagement-related costs, as well as consulting services if required. At the time of writing this report, it is not anticipated that any additional budgetary resources will be required.

POLICY:

All municipalities in the Province of Alberta are required to adopt an MDP under Section 632 of the [Municipal Government Act, RSA 2000, cM-26](#) (MGA). The MDP as a statutory plan must address certain matters and issues as described under 632(3) of the MGA. Specifically, the MDP must address the following matters:

- The future land use within the municipality;

- The manner of and the proposals for future development in the municipality;
- The provision of the required transportation systems either generally or specifically within the municipality and in relation to adjacent municipalities;
- The provision of municipal services and facilities either generally or specifically;
- Policies compatible with the subdivision and development regulations to provide guidance on the type and location of land uses adjacent to sour gas facilities;
- Policies respecting the provision of municipal, school or municipal and school reserves, including but not limited to the need for, amount of and allocation of those reserves and the identification of school requirements in consultation with affected school boards; and,
- Policies respecting the protection of agricultural operations.

The MGA provides for additional flexibility on the inclusion of other topic areas, which may include addressing the following matters:

- Proposals for the financing and programming of municipal infrastructure;
- The co-ordination of municipal programs relating to the physical, social and economic development of the municipality;
- Environmental matters within the municipality;
- The financial resources of the municipality;
- The economic development of the municipality;
- Any other matter relating to the physical, social or economic development of the municipality;
- Statements regarding the municipality's development constraints, including the results of any development studies and impact analysis, and goals, objectives, targets, planning policies and corporate strategies; and,
- Policies respecting the provision of conservation reserve in accordance with Section 664.2(1)(a) to (d) of the MGA.

The Town's MDP does not directly address the co-ordination of land use, future growth patterns and other infrastructure with adjacent municipalities on the basis that the Town of Strathmore and Wheatland County are currently in the process of developing an Intermunicipal Development Plan (IDP). The MGA does not require these matters to be addressed in the MDP as they are addressed more appropriately within the Town of Strathmore-Wheatland County IDP.

With the above in mind, the Town's 2024 MDP Review will seek to modernize and build upon its predecessor (i.e. MDP 2014) by establishing or reaffirming policy directions on several topic areas including land use planning, transportation and infrastructure planning, environmental responsibility, community well-being, the growth of the local economy and innovative approaches to ensuring growth and development takes place in a manner that is representative of good land use planning.

The policy directions that are established or reaffirmed in the Town's MDP are not static and can be reasonably expected to change across time. Responding to emerging trends and

shifting requires that the MDP be subject to continual and ongoing coordination and implementation efforts at various stages throughout the land use planning process. The Municipal Government Act (MGA) in this respect specifically requires that all Town statutory plans be consistent with the Town's MDP.

The ongoing review and alignment of both statutory and non-statutory plans, by-laws, guidelines, implementation tools are also required to successfully deliver on policy directions at both the municipal-wide and area-specific levels. These documents include but are not necessarily limited to Area Structure Plans (ASPs), Area Redevelopment Plans (ARDPs), master plans (eg. Transportation Master Plan), and other non-statutory plans (eg. Economic Development Action Plan), tools (eg. Citizen Satisfaction Surveys) and regulatory instruments (eg. Land Use Bylaw) of the Town.

It is also important to note that any municipal improvements or municipally-funded projects that are described, implied or proposed within the Town's MDP are subject to the applicable decision-making process and the availability of funding. In accordance with Section 637 of the MGA, it is noted that the adoption of an MDP does not require a municipality to undertake any of the improvements or projects that are described within an MDP.

IMPLEMENTATION:

The Town's 2024 MDP Review has been designed from an implementation perspective around the notion that the municipality is returning to and building upon the work that was completed previously during Town's 2019-2020 MDP Review, which was placed on-hold due to the emergence of the Covid-19 global pandemic. With this in mind, implementation of the Town's 2024 MDP Review is anticipated to take place across three phases that are summarized as follows:

- **Phase 1: Re-Launch and Draft MDP**
 - Background Report to Council;
 - Prepare Draft MDP; and,
 - Prepare Public Engagement Strategy.
- **Phase 2: Resuming Public Engagement**
 - Launch of Online Project Portal;
 - Release Draft MDP;
 - Conduct Public Engagement; and,
 - Interim Report to Council.
- **Phase 3: Refinement and Adopt MDP**
 - Review Public Engagement and Revise MDP;
 - Statutory Public Hearing at Council;
 - Final Report to Council; and,
 - By-law to Adopt MDP.

BACKGROUND:

The Town's current Municipal Development Plan (MDP) was formally adopted on April 16, 2014, when [Bylaw #14-03](#) was enacted by Council. The Town's current MDP refers to a population of 7,165 in 2000, which at the time had grown to approximately 12,352 by 2013. This population increase amounted to an increase of 42% across a 12-year period.

Available [federal](#) and [provincial](#) data across a more recent 10-year period shows that the Town's population has continued to grow from an estimated 12,305 in the census year of 2011 to approximately 15,189 in the most recent provincial estimate of 2022, which represents a population increase of approximately 23% across this period. Based on census data alone, this more recent period of growth included an increase in population between census years of approximately 4.2% from 13,756 in 2016 to 14,339 in 2021.

Most recently, population forecasts have typically assumed a medium-scenario annual population growth rate of 1.8% upward to a high annual population growth rate of 2.5%, which would result in the Town's population surpassing 35,000 people in the medium growth scenario and 50,000 people in the high growth scenario within the next 50 years. While the Town's current MDP does reference a population 50,000, it was prepared more than 10 years ago and the first comprehensive review was paused due to the Covid-19 global pandemic. It would be appropriate from a good land use planning perspective in the current Calgary regional growth climate to resume work on a comprehensive update and modernize the Town's MDP to address current land use planning policy issues and reflect best land use planning practices as it relates to the Town's future growth and development.

It should also be noted that the Town's 2024 MDP Review is occurring at a point in time where the municipality has recently exited the Calgary Metropolitan Regional Board (CMRB) and has started work on the development of an Intermunicipal Development Plan (IDP) with Wheatland County. The Town's 2024 MDP Review is expected to address this change in approach to regional and intermunicipal planning and an updated MDP must align with any future IDP that is adopted by Council as required by the [Municipal Government Act](#) (MGA).

It is largely on the above basis that Development Services is proceeding with the resumption of a comprehensive review of the Town's 2014 MDP, which is supported under Section 5.3.4 of the 2014 MDP which reads, "The Municipal Development Plan shall be reviewed every five years as required, or when large events such as an annexation or adoption of a Regional Plan occur."

KEY ISSUE(S)/CONCEPT(S):

The Town's 2024 MDP Review will focus primarily on the six priority areas and their desired outcomes that have been identified by Council in the Town's [Strategic Plan 2022-2025](#) as key issues and concepts that will be explored from a land use planning perspective with the Town's future growth and development in mind. These "pillars" will help inform and guide the update and modernization of the Town's MDP. These six priority areas and some examples of each and the linkages that may exist between the Strategic Plan and the Town's MDP are summarized below:

- **Affordable Living**
 - Mix of Housing Types, Built-Forms and Tenures (eg. accessory dwelling units, building conversions, densities, "missing middle" housing, mixed-use buildings, own-rent splits, supporting small businesses, tiny homes, etc.).
- **Climate Resiliency**
 - Natural Infrastructure Systems (eg. conserved ecosystems, green roofs, rain barrels, tree canopies, xeriscaping, etc.).
- **Community Development**
 - Area Structure Plan (ASP) Requirements (eg. minimum densities, requiring mixed use, etc.) and Existing ASPs Review;
 - Downtown Strathmore (eg. expanded boundaries, requiring mixed use, etc.); and,
 - Municipal, School, Environmental and Conservation Reserves Policy.
- **Community Wellness**
 - Access to Parkland and Open Space (eg. arts and culture, active and passive recreation options, etc.); and,
 - Crime Prevention Through Environmental Design (eg. access control, natural surveillance, territorial reinforcement, etc.).
- **Economic Development**
 - Community Investment Readiness (eg. affordable and supportive housing, multi-residential built-forms, non-residential business attraction, etc.); and,
 - Growth Management Strategies (eg. contiguous growth, future land use schedule, protecting agricultural and rural lands from premature development, etc.).
- **Financial Sustainability**
 - Planning for Infrastructure (eg. aligning financial and land use planning decisions).

DESIRED OUTCOMES:

The Town's 2024 MDP Review is expected to result in the adoption of an updated MDP that is immediately responsive to both the municipality's updated strategic priorities that are identified in the Town's [Strategic Plan 2022-2025](#) and to current-day land use planning matters, including but not limited to affordable housing, economic development, as well as providing a strong policy-based land use planning direction for the future growth and development of the Town.

COMMUNICATIONS:

There are two main statutory requirements under the [Municipal Government Act](#) (MGA) that a municipality is required to undertake when preparing a statutory plan (i.e. MDP) and when presenting a bylaw that would have the effect of adopting a statutory plan to Council. These legislative requirements are summarized as follows:

- Section 636(1) of the MGA requires a municipality that is preparing a statutory plan (i.e. MDP) to facilitate public engagement with any members of the public who may be

affected by a statutory plan, school boards with jurisdiction in the area where a statutory plan applies and in the case of a MDP any adjacent municipalities, Indian band or any adjacent Indian reserve, and any adjacent Metis settlement; and,

- Section 692(1) of the MGA requires a Council to hold a public hearing prior to the second reading of any proposed bylaw that would have the effect of adopting an MDP.

In accordance with the MGA, staff are currently in the process of preparing a public engagement strategy and stakeholders list ahead of publishing a draft version of the Town's updated MDP. The public engagement strategy and stakeholders list will be primarily utilized and relied upon during Phase 2 and Phase 3 of the MDP Review, however staff has started to communicate informally already with the public and a number of stakeholders in anticipation of this report being brought to the Town's Committee of the Whole.

Further to the above, staff would also note the importance of Council as a key stakeholder having decision-making responsibilities as it relates to the Town's 2024 MDP Review. At the time of writing this report, staff anticipates holding a minimum of two workshops with Council to explore and help guide the Town's 2024 MDP Review as it relates to the key issues and concepts that have been identified in this report. There will also be an interim report and final report provided to Council in Phases #2 and #3 of the review process, which will afford further opportunities to participate in the process as certain project milestones are achieved.

ALTERNATIVE ACTIONS/MOTIONS:

N/A

Chuck Procter, Manager of Development Services	Approved - 26 Jun 2024
Jamie Dugdale, Director of Infrastructure, Operations, and Development Services	Approved - 26 Jun 2024
Veronica Anderson, Legislative Services Officer	Approved - 28 Jun 2024
Johnathan Strathdee, Manager of Legislative Services	Approved - 02 Jul 2024
Kevin Scoble, Chief Administrative Officer	Approved - 05 Jul 2024



Request for Decision

To: Council

Staff Contact: Riley Brolly, Manager of Financial Planning, Budgeting & Reporting

Date Prepared: June 26, 2024

Meeting Date: July 10, 2024

SUBJECT: Capital Project and Major Initiative Priority Matrix

RECOMMENDATION: Information for Council.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The 2025 Capital Project and Major Initiative Priority Matrix with weightings is used to weight all proposed projects for potential inclusion in the 2025 Budget. This matrix includes provisions around the Town's Strategic Plan and Corporate Business Plan.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The matrix will help ensure that the Town of Strathmore is most effectively using available funding for strategic infrastructure projects that create and enhance economic development in alignment with Council's Strategic Plan and the Corporate Business Plan.

SOCIAL SUSTAINABILITY:

The matrix will help ensure that funding is prioritized for Community Development and Community Wellness in accordance with Council's Strategic Plan and the Town's Corporate Business Plan.

ENVIRONMENTAL SUSTAINABILITY:

The matrix will help ensure that funding is prioritized for Climate Resiliency in accordance with Council's Strategic Plan and the Town's Corporate Business Plan.

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Having a strong a Capital Projects and Major Initiatives Priority Matrix supports the long term assessment regarding the repair, maintain and replacement of assets going forward. The matrix also assists Council in strategically planning for potential future new community facilities and assets.

ORGANIZATIONAL:

The Capital Project and Major Initiatives Priority Matrix will not place any added workload on staff as this matrix is currently being utilized. There continues to be an emphasis placed on forecasting and longer-term planning around future infrastructure needs within the community in order to ensure that there are adequate funding resources available for such projects.

OPERATIONAL:

N/A

FINANCIAL:

The Capital Project and Major Initiatives Priority Matrix has been established to create an impartial process regarding the review, assessment and ranking of capital projects. This ranking is used to discuss priorities identified as part of the annual budget process.

POLICY:

The Capital Project and Major Initiatives Priority Matrix is reviewed annually by Council to ensure that it still meets the needs of Council as part of its ongoing budget development process.

IMPLEMENTATION:

Based on the feedback provided, Administration will bring back the Capital Project and Major Initiatives Priority Matrix to Council at the July 17 Regular Council meeting for adoption and will utilize the Capital Project and Major Initiatives Priority Matrix for the purposes of prioritizing capital projects to be presented to Council as part of the 2025 budget package.

BACKGROUND:

Within the 2024 budget deliberations, Administration presented Council with this same version of the Capital Project Prioritization Matrix as being presented in this Request for Decision. Administration found usage of this matrix was clear and concise, as it simplified tying weightings to the Council's Strategic Plan and Business Plan. Administration is not recommending any changes as part of the 2025 budget but wants to provide Council with the opportunity to tweak as it sees fit.

KEY ISSUE(S)/CONCEPT(S):

The key item for discussion is whether Council wants to see any revisions to the Capital Project and Major Initiatives Priority Matrix.

DESIRED OUTCOMES:

The desired outcome is to obtain any feedback Council may have on the matrix.

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

ATTACHMENTS:

[Attachment I - 2025 Capital Prioritization and Major Initiative Priority Matrix](#)

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

Approved
- 04 Jul
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 05 Jul
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 05 Jul
2024

Town of Strathmore

Capital Project and Major Initiatives Priority Matrix

#	Criteria	Description	Value	Scoring Description	Weight	Score
1	Project Category	5 Categories of projects that support different classifications of projects which vary depending on importance and impact to the public	100	Essential Projects - this category includes capital projects that have a legal, safety, regulatory or other mandated minimum requirement where not achieving these requirements would lead to legal action, fines, penalties or high risk of liability against the Municipality.	20%	0
			80	Priority Projects - this category includes projects required to maintain critical components in a state of good repair. These projects are not mandatory but will maintain critical infrastructure at current service levels.		
			60	Efficiency or Cost Savings Projects - These projects have a positive breakeven over the life of the capital investment due to operational cost savings and will provide financial benefits in the future.		
		<u>Select from list</u>	40	State of Good Repair/Lifecycle - this category includes projects that maintain existing capital infrastructure. These projects are not mandatory but if the project is not undertaken the current level of service/condition of the capital asset will decline.		
			20	Improvement (non-essential) - This category includes: projects that will increase current service level; new facilities; expansion of existing facilities or new initiatives.		
2	Strategic Alignment	What section from our Strategic plan does this project match with? (This selection will be shown at the top of the page.)		<u>Select from List-Strategic Plan and/or Admin Priorities</u>	10%	10
		<u>Directly aligned</u>	100	Directly aligned with Strategic Plan		
			50	Indirectly linked to Strategic Plan		
			0	No alignment with to strategic plan		
3	Business Plan	Which part of the Business plan does this project align with? (This selection will be shown at the top of the page)		<u>Select from List - Business Plan</u>	5%	0
		<u>Select from list</u>	100	Directly aligned with the Business Plan		
			50	Indirectly linked to the Business Plan		
			0	No alignment with the Business Plan		
4	Business Continuity Risk Assessment	The extent to which the project will address/mitigate risk to essential and critical municipal services	100	Significant impact	15%	0
			50	Moderate impact		
		<u>Select from list</u>	10	Low impact		
			0	No impact		
5	Operating Budget Impact	Incremental increase/decrease on operating budget as a result of the project	100	Significant decrease in operating costs (>\$50,000)	10%	0
			50	Moderate decrease in operating costs (between \$20,000 and \$50,000)		
			25	Marginal decrease in operating costs (between \$5,000 and \$20,000)		
			0	Little or no impact on operating costs (+/- \$5,000)		
		<u>Select from list</u>	-25	Marginal increase in operating costs (between \$5,000 and \$20,000)		
			-50	Moderate increase in operating costs (between \$20,000 and \$50,000)		
			-100	Significant increase in operating costs (>\$50,000)		
6	Financing	<u>Select from list</u>	100	Financed entirely from external sources and must proceed immediately to leverage funds	15%	0
			90	Financed entirely from external sources		
			75	75% - 99% of project financing is from external sources		
			50	50% - 74% of project financing is from external sources		
			25	25%-49% of project financing is from external sources		
			10	Less than 25% of project financing is from external sources		
			0	Financed entirely from debt, tax levy or taxy levy funded reserves		
7	Cost/Benefit (Payback/ROI)	<u>Select from list</u>	100	Able to measure a positive ROI with payback period of less than 5 years	10%	0
			50	Able to measure a positive ROI with a payback period of 5 to 10 years		
			0	ROI difficult to measure		
8	Service Levels (Impact)	<u>Select from list</u>	100	Addresses a current service level deficiency so level of service standard is achieved	10%	0
			50	Increases level of service		
			0	Has no impact on service level		
9	Community and Economic Impact	Impact on businesses and economy in terms of revenue generation (job creation, assessment growth, tourism, etc.)	100	Generates a significant economic benefit for the local economy	5%	0
			50	Generates a moderate economic benefit for the local economy		
		<u>Select from list</u>	0	Limited, minimal or no economic benefit for the local economy		
TOTAL SCORE:					100%	10

All areas in **BOLD RED** are required fields in order to populate this matrix. To select from the list click on the field (Select from list) and click on the grey arrow button to select the corresponding field. This will then populate a Score which is tallied at the bottom.