

AGENDA
REGULAR COUNCIL MEETING
Wednesday, September 4, 2024 @ 6:00 PM
Council Chambers, 1 Parklane Drive, Strathmore AB

Page

1. CALL TO ORDER

- 1.1. Traditional Land Acknowledgement for the First Meeting in September
 (Apipitskaatosi)

2. CONFIRMATION OF AGENDA

3. CLOSED MEETING

- 3.1. Council/CAO 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, seven (7) days before a Regular Council Meeting.

- 6.1. Delegation - Karen and Doug Van Verdegem

3 - 18

[Agenda Item - AIR-24-171 - Pdf](#)

7. CONSENT AGENDA

- 8.1 Regular Council Meeting Minutes – July 17, 2024
 9.1 Council Meeting Schedule Amendments – Budget Meetings
 9.2 Corporate Strategic Plan & Financial Plan Quarterly Report – Q2 2024
 9.3 Local Government Fiscal Framework Memorandums of Understanding
 9.4 2024 FCSS Advisory Board – Family & Community Support Services Grant Program
 9.5 Canada Community-Building Fund Memorandum of Agreement
 9.6 Intermunicipal Development Plan Bylaw No. 24-15 – Schedule Public Hearing
 12.1 Thank You Letter from the Vault Cultural Collective Society

8. CONFIRMATION OF MINUTES

- 8.1. Regular Council Meeting Minutes – July 17, 2024

19 - 31

[Agenda Item - RFD-24-149 - Pdf](#)

9. BUSINESS

9.1.	Council Meeting Schedule Amendment – Budget Meetings Agenda Item - RFD-24-158 - Pdf	32 - 36
9.2.	Corporate Strategic Plan & Financial Plan Quarterly Report – Q2 2024 Request for Decision - AIR-24-162 - Pdf	37 - 60
9.3.	Local Government Fiscal Framework Memorandums of Understanding Request for Decision - AIR-24-166 - Pdf	61 - 75
9.4.	2024 FCSS Advisory Board – Family & Community Support Services Grant Program Request for Decision - AIR-24-165 - Pdf	76 - 99
9.5.	Canada Community-Building Fund Memorandum of Agreement Request for Decision - AIR-24-170 - Pdf	100 - 111
9.6.	Intermunicipal Development Plan Bylaw No. 24-15 – Schedule Public Hearing Agenda Item - AIR-24-163 - Pdf	112 - 138
10.	BYLAWS	
10.1.	Cemetery Bylaw No. 24-21 Agenda Item - AIR-24-164 - Pdf	139 - 202
10.2.	Offsite Levy Bylaw No. 24-17 Agenda Item - RFD-24-139 - Pdf	203 - 274
11.	COUNCILLOR INFORMATION & INQUIRIES	
11.1.	QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS	
11.2.	BOARD AND COMMITTEE REPORTS	
11.3.	QUESTION AND ANSWER PERIOD	
11.4.	ADMINISTRATIVE INQUIRIES	
11.5.	NOTICES OF MOTION	
12.	CORRESPONDENCE	
12.1.	Thank You Letter from the Vault Cultural Collective Society Thank You Letter from the Vault Cultural Collective Society	275 - 276
13.	CLOSED MEETING	
13.1.	Handi-Bus MOU – Advice from officials – FOIP S. 24(1)(a)	
13.2.	Code of Conduct – Disclosure harmful to personal privacy – FOIP S. 17(1)	
14.	ADJOURNMENT	



Report for Council

To: Council

Staff Contact: Claudette Thorhaug, Legislative Services Officer

Date Prepared: August 29, 2024

Meeting Date: September 4, 2024

SUBJECT: Delegation - Karen and Doug Van Verdegem

RECOMMENDATION: Information for Council

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:**

Karen and Doug Van Verdegem have requested to come speak to Council.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

Karen and Doug Van Verdegem have requested to speak to Council regarding the proposed Cemetery Bylaw. Karen and Doug have sent the attached presentation.

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

[Attachment I: Karen Van Verdegem - Request to Speak to Council_Redacted](#)

[Attachment II: Doug Van Verdegem - Request to Speak to Council_Redacted](#)

[Attachment III: Cemetery Bylaw Presentation_Redacted](#)

Veronica Anderson, Legislative Services Officer

Approved
- 30 Aug
2024

Claudette Thorhaug, Legislative Services Officer

Approved
- 30 Aug
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Aug
2024



Request to Speak at a Council Meeting

Residents are welcome to speak during the public comments or public hearing portion of Council meetings. In order to speak, please complete the information below. Confirmation of your request with access details for the meeting will be sent to the email address you provide.

Please note that if you are speaking on behalf of another person, the person will need to complete and submit an Authorization on Someone's Behalf Form.

Speaker's Information	
Name:	Karen VanVerdegen
Phone:	FOIP, Sec. 17(1)
Email:	FOIP, Sec. 17(1)
Address:	FOIP, Sec. 17(1)
Speaking on Behalf of a Group? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	

Agenda Information	
Agenda Topic:	Cemetery By-laws
<input checked="" type="checkbox"/> Public Comments	<input type="checkbox"/> Public Hearing <input type="checkbox"/> Question Period
Meeting Date:	July 3, 2024

Public Hearing	
<input type="checkbox"/> In Support	<input checked="" type="checkbox"/> In Opposition

Additional Comments
Please provide a brief summary of the item that you wish to speak about. Cemetery Bylaws opposition, Also want to include pictures

FOIP, Sec. 17(1)

Applicant Signature

June 17/24

Date

FOIP Disclaimer: Personal information required within the Town of Strathmore application forms are collected under the authority of sections 33(a) and (c) of the *Freedom of Information and Protection of Privacy (FOIP) Act*. This personal information will be used to process your application(s). Should you have any questions related to the collection or disclosure of your personal information, please contact the Legislative Services division for the Town of Strathmore at 403.934.3133.



Strathmore

Request to Speak at a Council Meeting

Residents are welcome to speak during the public comments or public hearing portion of Council meetings. In order to speak, please complete the information below. Confirmation of your request with access details for the meeting will be sent to the email address you provide.

Please note that if you are speaking on behalf of another person, the person will need to complete and submit an Authorization on Someone's Behalf Form.

Speaker's Information	
Name: DOUG VAN VERDEGEM	
Phone: FOIP, Sec.17(1)	Email: FOIP, Sec. 17(1)
FOIP, Sec. 17(1)	
Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	

Address	
Speaking on Behalf of a Group? <input type="checkbox"/> CEMETERY	
<input type="checkbox"/> Public Comments	<input type="checkbox"/> Public Hearing <input checked="" type="checkbox"/> Question Period
Agenda Information	
Meeting Date: JULY 3/2024	

Public Hearing	
<input type="checkbox"/> In Support	<input checked="" type="checkbox"/> In Opposition

Additional Comments	
Please provide a brief summary of the item that you wish to speak about.	
byLaws ON CEMETERY	

FOIP, Sec. 17(1) Applicant Signature	<u>June 17/24</u> Date
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FOIP Disclaimer: Personal information required within the Town of Strathmore application forms are collected under the authority of sections 33(a) and (c) of the *Freedom of Information and Protection of Privacy* (FOIP) Act. This personal information will be used to process your application(s). Should you have any questions related to the collection or disclosure of your personal information, please contact the Legislative Services division for the Town of Strathmore at 403.934.3133.

CEMETERY BYLAW PRESENTATION

By Karen Van Verdegem















Declaration

Diversity, Equity & Inclusion (DEI)

Date: May 15, 2024

Drawing inspiration from our rich heritage and embracing our rural roots, we strive to create a welcoming environment where all residents and visitors feel valued and respected. Just as Omahksikokii occupies a prominent place in our landscape, diversity holds a central role in shaping our collective identity and aspirations. We focus on decisions that prioritize the well-being and inclusion of every individual. We celebrate the richness of our differences, recognizing them as integral to the vibrant tapestry of our community. In Strathmore, authenticity is our anthem. Through the embrace of diversity, the promotion of equity, we forge bonds unbreakable, fortifying our communal spirit. Guided by the light of curiosity, the warmth of kindness, let us journey together towards a future where every voice is heard, every perspective valued, and every person finds a home in (Omahksikokii) Strathmore.

Pat Fule, Mayor

THE END



Request for Decision

To: Council

Staff Contact: Veronica Anderson, Legislative Services Officer

Date Prepared: July 17, 2024

Meeting Date: September 4, 2024

SUBJECT: Regular Council Meeting Minutes - July 17, 2024

RECOMMENDATION: THAT Council adopt the July 17, 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 July 17, 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 July 17, 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 - 17 Jul 2024 - Minutes](#)

Claudette Thorhaug, Legislative Services Officer

Approved
- 24 Jul
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 15 Aug
2024



MINUTES

REGULAR COUNCIL MEETING

6:00 PM - Wednesday, July 17, 2024

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT: Mayor Pat Fule, Councillor Melissa Langmaid, Councillor Jason Montgomery, Councillor Denise Peterson, and Councillor Richard Wegener

COUNCIL ABSENT: Councillor Debbie Mitzner and Deputy Mayor 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 July 17, 2024 Regular Council Meeting to order at 6:03 p.m.

2. **CONFIRMATION OF AGENDA**

Resolution No. 173.07.24

Moved by Councillor Peterson

THAT Council adopt the July 17, 2024 Regular Council Meeting Agenda as amended:

ADDITIONS:

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

12.6 Code of Conduct – Disclosure harmful to personal privacy – FOIP S. 17(1)

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

AGAINST: None.

CARRIED

3. **PUBLIC HEARING**

None.

4. PUBLIC COMMENTS

Robert Seabrooke, with Wheatland Taxi, spoke regarding Taxi Bylaw No. 24-06.

5. DELEGATIONS

5.1. Delegation – Community Futures Wild Rose

6. CONSENT AGENDA

Resolution No. 174.07.24

Moved by Councillor Montgomery

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

- 7.1 Regular Council Meeting Minutes – July 3, 2024
- 9.1 2024 Capital Budget Change of Scope – Emergency Exit Stairwell and Cargo Van, Facilities
- 9.2 2024 Capital Budget Amendment – Family Centre Roof
- 9.3 2025 Capital Project and Major Initiatives Priority Matrix
- 9.4 Fire Services Mutual Aid Agreement – Wheatland County
- 11.1 Letter from Strathmore High School – Thank You
- 11.3 Letter from Water Finance Research Foundation
- 11.4 Invitation to the Canada Emergency Preparedness and Climate Adaptation Convention

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

AGAINST: None.

CARRIED

7. CONFIRMATION OF MINUTES

7.1. Regular Council Meeting Minutes – July 3, 2024

The following motion was adopted by the consent agenda:

THAT Council adopt the July 3, 2024 Regular Council Meeting Minutes as presented in Attachment I.

8. **BYLAWS**

8.1. **Taxi Bylaw No. 24-06**

Resolution No. 175.07.24

Moved by Councillor Peterson

THAT Council take a 5-minute Recess.

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

AGAINST: None.

CARRIED

Mayor Fule reconvened the meeting at 6:47 p.m.

Resolution No. 176.07.24

Moved by Councillor Peterson

THAT Council give First reading to Bylaw No. 24-06, being the Taxi Bylaw.

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

AGAINST: None.

CARRIED

Resolution No. 177.07.24

Moved by Councillor Peterson

THAT Council give Second reading to Bylaw No. 24-06, being the Taxi Bylaw.

Resolution No. 178.07.24

Moved by Councillor Montgomery

THAT Council amend Taxi Bylaw No. 24-06, sections 4.9(c) and 4.10 to state:

- 4.9 (c) has been charged with any offence under the *Criminal Code of Canada* or the *Controlled Substances Act* until the charge has been withdrawn or the matter is otherwise dealt with in a manner which does not result in a conviction, of any offence described in subsection 4.9 (a);
- 4.10 When an individual with an existing Chauffeur License has been charged with an offence under the *Criminal Code of Canada* or the *Controlled Substances Act*, of any offence described in subsection 4.9 (a):

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

AGAINST: None.

CARRIED

Resolution No. 177.07.24

Moved by Councillor Peterson

THAT Council give Second reading to Bylaw No. 24-06, being the Taxi Bylaw.

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

AGAINST: None.

CARRIED

Resolution No. 179.07.24

Moved by Councillor Peterson

THAT Council take a 5-minute Recess.

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

AGAINST: None.

CARRIED

Mayor Fule reconvened the meeting at 7:17 p.m.

Resolution No. 180.07.24

Moved by Councillor Montgomery

THAT Council give unanimous consent to give Third and Final reading to Bylaw No. 24-06, being the Taxi Bylaw.

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

AGAINST: None.

CARRIED

Resolution No. 181.07.24

Moved by Councillor Montgomery

THAT Council give Third reading to Bylaw No. 24-06, being the Taxi Bylaw as amended:

To amend the preamble to state:

“BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO PROVIDE FOR THE LICENSING OF TAXIS AND LIMOUSINES.

WHEREAS under the authority and subject to the provisions of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto, Town Council may pass bylaws respecting business, business activities and persons engaged in business;

AND WHEREAS under the authority and subject to the provision of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto, Town Council may pass bylaws respecting the safety, health and welfare of people and the protection of people and property;

AND WHEREAS Town Council may regulate or prohibit any business and provide for a system of licenses, permits or approvals;

AND WHEREAS Town Council deems it desirable to regulate taxis and limousines within the Town of Strathmore;”

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

AGAINST: None.

CARRIED

8.2. Land Use Bylaw Amending Bylaw No. 24-16 (137 Orchard Way)

Resolution No. 182.07.24

Moved by Councillor Peterson

THAT Council give First reading to Bylaw No. 24-16, being a bylaw to amend Land Use Bylaw No. 14-11;

AND THAT Council direct Administration to schedule a Public Hearing for Bylaw No. 24-16 on September 18, 2024 at 6:00 p.m. in Council Chambers.

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

AGAINST: None.

CARRIED

9. BUSINESS

9.1. 2024 Capital Budget Change of Scope – Emergency Exit Stairwell and Cargo Van, Facilities

The following motion was adopted by the consent agenda:

THAT Council approve a Capital Budget Amendment, to reallocate \$65,000 in funds from the Emergency Exit Stairwell and Facilities Cargo Van, towards the purchase of a truck.

9.2. 2024 Capital Budget Amendment – Family Centre Roof

The following motion was adopted by the consent agenda:

THAT Council approve the reallocation of funds in the amount of \$90,000 from the Curling Rink Roof Replacement Project in the 2024 Capital Budget to complete phase 2 of the Family Centre Roof Replacement Project (parapet replacement).

9.3. 2025 Capital Project and Major Initiatives Priority Matrix

The following motion was adopted by the consent agenda:

THAT Council direct Administration to utilize the 2025 Capital Project and Major Initiatives Priority Matrix presented for the purposes of prioritizing projects to be presented to Council as part of the 2025 Budget package.

9.4. Fire Services Mutual Aid Agreement – Wheatland County

The following motion was adopted by the consent agenda:

THAT Council approve the fire service mutual aid with Wheatland County;

AND THAT Council authorize Mayor Fule to sign the agreement, as presented.

10. COUNCILLOR INFORMATION & INQUIRIES

10.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS

Mayor Fule relinquished the Chair to Acting Deputy Mayor Montgomery.

Resolution No. 183.07.24

Moved by Mayor Fule

THAT Council direct Administration to prepare a report for the September 11, 2024 Committee of the Whole that includes the following amendments to Council Procedure Bylaw No. 23-17:

1. that section 10.1 of the Bylaw be amended to state:
“Councillors may attend a Council meeting by means of electronic communication. Acceptable modes of electronic communication include the use of personal computer, telephone (with approval from the Mayor), and other means as technology advances. Members of Council must be on camera unless the Mayor or chair approves the Member turning their camera off.”
2. that the following section be added to section 10 of the Bylaw:
“Members of Council must attend at least two (2) of the three (3) regularly scheduled monthly meetings (two Regular Council Meetings & one Committee of the Whole Meeting) in person, unless they receive written approval from the Mayor.”

Resolution No. 184.07.24

Moved by Councillor Peterson

THAT Council take a 10-minute Recess.

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

AGAINST: None.

CARRIED

Acting Deputy Mayor Montgomery reconvened the meeting at 7:30 p.m.

Resolution No. 183.07.24

Moved by Mayor Fule

THAT Council direct Administration to prepare a report for the September 11, 2024 Committee of the Whole that includes the following amendments to Council Procedure Bylaw No. 23-17:

1. that section 10.1 of the Bylaw be amended to state:
“Councillors may attend a Council meeting by means of electronic communication. Acceptable modes of electronic communication include the use of personal computer, telephone (with approval from the Mayor), and other means as technology advances. Members of Council must be on camera unless the Mayor or chair approves the Member turning their camera off.”
2. that the following section be added to section 10 of the Bylaw:

“Members of Council must attend at least two (2) of the three (3) regularly scheduled monthly meetings (two Regular Council Meetings & one Committee of the Whole Meeting) in person, unless they receive written approval from the Mayor.”

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

AGAINST: None.

CARRIED

Mayor Fule regained the Chair at 7:31 p.m.

10.2. BOARD AND COMMITTEE REPORTS

None.

10.3. QUESTION AND ANSWER PERIOD

None.

10.4. ADMINISTRATIVE INQUIRIES

None.

10.5. NOTICES OF MOTION

None.

11. CORRESPONDENCE

11.1. Letter from Strathmore High School – Thank You

11.2. Letter from Wheatland County Council – Re: June 5 Town of Strathmore Council Meeting Comments

11.3. Letter from Water Finance Research Foundation

11.4. Invitation to the Canada Emergency Preparedness and Climate Adaptation Convention

12. CLOSED MEETING

Resolution No. 185.07.24

Moved by Councillor Peterson

THAT Council move In Camera to discuss items related to sections 24(1)(a), 24(1)(b)(i) and 17(1) of the *Freedom of Information and Protection of Privacy Act* at 7:40 p.m.

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

AGAINST: None.

CARRIED

12.1. Physician Sponsorship Grant Applications – Advice from officials – FOIP S. 24(1)(a)

12.2. Land Item – Advice from officials – FOIP S. 24(1)(a)

12.3. WADEMSA Report – Advice from officials – FOIP S. 24(1)(b)(i)

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

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

12.6 Code of Conduct – Disclosure harmful to personal privacy – FOIP S. 17(1)

Resolution No. 186.07.24

Moved by Councillor Peterson

THAT Council move out of Camera at 9:45 p.m.

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

AGAINST: None.

CARRIED

Resolution No. 187.07.24

Moved by Councillor Peterson

THAT Council approve the awarding of \$30,000 in funding to the first applicant to the Physician Sponsorship Grant, Farai Senzani Professional Corporation (Crystal Ridge Family Medical Clinic).

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

AGAINST: None.

CARRIED

Resolution No. 188.07.24

Moved by Councillor Langmaid

THAT Council approve the recommendation for *12.2 - Land Item*, as presented in the Confidential Administrative Report and as discussed In Camera.

AND THAT the details of the discussion remain confidential pursuant to section 24(1)(a) of the *Freedom of Information and Protection of Privacy Act*.

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

AGAINST: None.

CARRIED

13. ADJOURNMENT

Mayor Fule adjourned the July 17, 2024 Committee of the Whole Meeting at 9:48 p.m.

Mayor

Director of Strategic, Administrative,
and Financial Services



Request for Decision

To: Council

Staff Contact: Veronica Anderson, Legislative Services Officer

Date Prepared: August 12, 2024

Meeting Date: September 4, 2024

SUBJECT: Council Meeting Schedule Amendment - Budget Meetings

RECOMMENDATION: THAT Council direct Administration to schedule a Committee of the Whole Meeting on October 23, 2024 at 6:30 p.m. in Council Chambers;

AND THAT Council direct Administration to schedule the following Regular Council Meetings (Budget) Meetings for 6:00 p.m. in Council Chambers on the following dates: November 19, 21 and 27, 2024.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The series of Budget Review Meetings between Council and Administration provide a platform for open and fulsome communication. They are a way to ensure that the planning process for the upcoming fiscal continues to be smooth and efficient, contributing to overall financial sustainability in Council's Strategic Plan.

Scheduling a Committee of the Whole Meeting provides community groups requesting funding an equal opportunity to speak and present before Council. The proposed meeting will allow Council time to hear the requests from the community and to allocate funds that will fit within the Town of Strathmore's budget and align with Council's strategic priorities prior to further 2025 Budget conversations.

SUSTAINABILITY**ECONOMIC SUSTAINABILITY:**

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

Scheduling the following meetings now, prior to the Organizational Meeting, will allow staff additional time to advertise and inform residents of the upcoming dates. This is particularly important as we wish to have participation from many community groups, and can start to reach out immediately to be sure the following dates (as per Budget Timelines, as presented on May 8, 2024) are known:

- Wednesday, October 23, 2024 - Committee of the Whole (Community Funding Night) - 6:30 p.m.
- Tuesday, November 12, 2024 - Coffee with Council - 10:00 a.m.
- Tuesday, November 19, 2024 - Regular Council Meeting (Budget) Meeting - 6:00 p.m.
- Thursday, November 21, 2024 - Regular Council Meeting (Budget) Meeting - 6:00 p.m.
- Wednesday, November 27, 2024 - Regular Council Meeting (Budget) Meeting - 6:00 p.m.

ORGANIZATIONAL:

- Should Council choose to schedule the October 23, 2024 Committee of the Whole, they will be hearing all Community Group Funding requests in one meeting, and use that information to inform future Council decisions.
- November budget meeting frequency can be amended, as required, closer to the meeting dates.

OPERATIONAL:

As part of the budgeting process, the October 23, 2024 meeting will provide Administration with an approximate amount of funds to be allocated for community groups in the 2025 Budget.

Similarly, by scheduling the budget meetings now as opposed to the Organizational Meeting in October, the municipality will be able to start advertising the budget meetings and advising the public on how and when they can engage with the budget process.

FINANCIAL:

This meeting will allow Council and Administration to hear all funding requests from community groups while reserving a decision on funding until budget deliberations have concluded.

POLICY:

N/A

IMPLEMENTATION:

If Council decides to schedule these meetings, Administration will post the agendas on the Town's website and advertise the upcoming dates on social media.

BACKGROUND:

At the May 8, 2024 Committee of the Whole Meeting, Council reviewed the 2025 Capital and Operating Budget Timelines (see attached). The schedule included a meeting for Council to hear Community Group Funding Requests on October 23, 2024.

The Committee of the Whole would be held for the purpose of having community organizations present their funding requests to Council for consideration. The Town held a similar meeting prior to the 2023 and 2024 Capital and Operating Budget Deliberations. These meetings allow Council to ask questions of community groups when they make their presentations. The information provided to Council will be used during the 2025 Capital and Operating Budget deliberations.

KEY ISSUE(S)/CONCEPT(S):

The key issue is whether or not Council would like to call a Committee of the Whole Meeting on October 23, 2024 for the purpose of hearing community group funding requests.

This is an opportunity to also officially call the November Budget Meetings so that the dates can be published earlier on the Council calendar.

DESIRED OUTCOMES:

The desired outcome is for Council to schedule the following meetings:

- 6:30 p.m. Wednesday, October 23, 2024 - Committee of the Whole (Community Funding Night)
- 6:00 p.m. Tuesday, November 19, 2024 - Budget Meeting
- 6:00 p.m. Thursday, November 21, 2024 - Budget Meeting
- 6:00 p.m. Wednesday, November 27, 2024 - Budget Meeting

COMMUNICATIONS:

Administration will post the meeting and agenda for the October 23, 2024 Committee of the Whole on the Town's website and will begin to advertise the meeting on social media and through other available channels.

Furthermore, Administration will draft a press release on the the 2025 Budget process and set up a webpage that will include relevant information on how and when the public can engage with the Town regarding the budget (e.g. public comments during Council Meeting, Coffee with Council, Community Funding Night, etc.)

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

[Attachment I: 2025 Budget Timeline](#)

Claudette Thorhaug, Legislative Services Officer	Approved - 16 Aug 2024
Johnathan Strathdee, Manager of Legislative Services	Approved - 16 Aug 2024
Kara Rusk, Director of Strategic, Administrative, and Financial Services	Approved - 16 Aug 2024
Riley Brolly, Manager of Financial Planning, Budgeting & Reporting	Approved - 19 Aug 2024
Kevin Scoble, Chief Administrative Officer	Approved - 29 Aug 2024

2025 Operating Budget and 2026-2029 Operating Plan and 2025 Capital Budget with 2026-2034 Capital Plan

ACTIVITY			Areas of Responsibility/Leading	MAY					JUNE					JULY					AUGUST					SEPTEMBER					OCTOBER					NOVEMBER					DECEMBER				
				1	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23					
Preparation	1	Present Initial Budget Timeline to SLT - Tuesday, April 30	Budget																																								
	2	Budget Timeline to LT - Tuesday, May 7	Budget																																								
	3	Council Committee of the Whole - Introduction of the Budget Timelines - Wednesday, May 08	Budget/SLT																																								
	4	Preparation Meeting for SLT Workshop - Scope Discussion Tuesday, May 21	Budget/SLT																																								
	5	Develop Operating Business Case & Capital Project Templates	Budget																																								
	6	Citizen Satisfaction Survey Release (CITSAT) Monday, June 3	Budget/Leg. Services																																								
	7	2025 Budget Instruction Memo distributed to Departments - Monday, June 3 - Budgets Open/Fees Bylaw Open	Budget/SAFS/CAO																																								
	8	Questica Refresher Training for Staff - Monday, June 3 - Questica Demonstration & Training	Budget/All Depts																																								
	9	Asset Management Training for Staff - Monday, June 3 Demonstration & Training	Budget/All Depts																																								
	10	Update Budget Policy & Present to SLT - Tuesday, June 4	SAFS/Budget																																								
	11	Asset Management Training for Staff - Thursday, June 6 Demonstration & Training	Budget/All Depts																																								
	12	Asset Management Training for Staff - Tuesday, June 11 Demonstration & Training	Budget/All Depts																																								
	13	Council Workshop - Initial Mandate Discussion - Wednesday, June 12	Council/SLT																																								
		Confirm with Council on Capital Prioritization: Guiding Principles (Revenues, Expenses, Reserves, Debt reduction)																																									
		Budget Policy (June 12)																																									
		Guiding Principles policy (June 12)																																									
		Service Level Inventory (June 12)																																									
	14	Questica Refresher Training for Staff - Monday, June 17 - Questica Demonstration & Training	Budget/All Depts																																								
	15	Meeting with HR discuss current positions (Step Increases)/Benefit Rate adjustments - Tuesday, July 16	Budget/HR																																								
	16	DRAFT - CITSAT Survey Results to SLT - Monday, August 12	Budget/Leg. Services/SLT																																								
	17	Council Requests Submitted to Administration for Consideration in the Budget - Friday, August 16	Council/SLT/Finance																																								
	18	Operating & Capital Budget Business Cases Due - Friday, August 23	All Departments																																								
	19	Capital Prioritization Committee - Tuesday, September 03 - Committee	SLT/Managers/Budget																																								
	20	Capital Prioritization Committee - Wednesday September 04 - Committee	SLT/Managers/Budget																																								
	21	Capital Prioritization Committee - Thursday September 05 - Committee	SLT/Managers/Budget																																								
	22	Half-day Workshop with SLT - Review Budget Package - Tuesday, September 10	SLT/Budget/Managers (Invite)																																								
	23	Department Fees & Charges Completion - Friday, September 13	Budget/All Depts																																								
	24	Half-day Workshop with SLT - Review Budget Package - Tuesday, September 17	SLT/Budget/Managers (Invite)																																								
	25	CITSAT Survey Results to Council - Wednesday, September 18	Budget/Leg. Services/SLT																																								
	26	Half-day Workshop with SLT - Review Budget Package - Thursday, September 19	SLT/Budget/Managers (Invite)																																								
	27	Half-day Workshop with SLT - Review Budget Package - Tuesday, September 24	SLT/Budget/Managers (Invite)																																								
	28	2025 Rate Bylaw to Council Wednesday, October 02	Budget/All Depts																																								
	29	Half-day Workshop with SLT- Review Budget Package - Thursday, October 03	SLT/Budget/Managers (Invite)																																								
	30	Community Group Funding Requests - Wednesday, October 23	Council/SLT/Budget																																								
	31	Budget Department Summary out to Council with Business Cases, Friday, November 1	Council/SLT/Budget																																								
	32	Council Meeting - Intro to Budget Wednesday, November 06	Budget/Departments																																								
	33	Citizen Budget Cafe's (Coffee with Council) - Tuesday, November 12	Communications																																								
	34	Council Budget Information Requests Due Friday, November 15	Council/Budget/SLT/Departments																																								
	35	Council Meeting- Budget Deliberations - Tuesday, November 19	Council/Budget/SLT/Departments																																								
36	Council Meeting- Budget Deliberations - Thursday, November 21	Council/Budget/SLT/Departments																																									
37	Council Meeting- Budget Deliberations - Wednesday, November 27	Council/Budget/SLT/Departments																																									
38	Council Meeting Potential Approval of 2025 Budget - Wednesday, December 04	Council/SLT/Budget																																									
39	Communicate Approved Budget to the Public Thursday, December 05	Budget/Communications																																									

Questica Considerations

Initial Function Questica Budget 'promoted' to Directors for Functional Review
 Revised Function Questica Budget 'promoted' to Directors for Corporate Review
 Initial Corporate Questica budget 'promoted' to CAO/SLT or Corporate Review
 Final Corporate Questica budget 'promoted' to CAO for Approval/Finance for finalization



Report for Council

To: Council

Staff Contact: Kara Rusk, Director of Strategic, Administrative, and Financial Services

Date Prepared: August 19, 2024

Meeting Date: September 4, 2024

SUBJECT: Corporate Strategic Plan & Financial Plan Quarterly Report - Q2 2024

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 Corporate Strategic Plan & Financial Plan Quarterly Report is produced four times per year to communicate the progress made on Council's Strategic Plan as well as a quarterly update on the Town's financial position. This report will provide transparency to Council and the public through an update on the status of each of Council's Strategic Priorities.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

A financial update, as well as the status of the Town's economic and financial actions have been provided in the report to discuss how economic sustainability has been addressed as of Quarter 2 for 2024.

SOCIAL SUSTAINABILITY:

The Town's actions towards improving the social sustainability are provided in the activities

and current status of the Business Plan updates.

ENVIRONMENTAL SUSTAINABILITY:

Actions taken to improve climate resiliency have been provided in the activities and current status of the Business Plan updates.

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

The Corporate Strategic Plan & Financial Plan Quarterly Report shows the activities that were established in the Corporate Business Plan and describes the actions taken, proposed deadlines, and current status of each of these activities. In addition, the report gives a financial summary that gives a quarterly update on the Town's financial position.

ORGANIZATIONAL:

The staff time is limited to preparing and presenting this report.

OPERATIONAL:

N/A

FINANCIAL:

At the end of Quarter 2 for 2024, the overall budget is on target, with a forecasted Operating Surplus of \$133 thousand over budget. The forecast includes \$536 thousand in Offsite Levy receipts/Transfers to Reserve, as well as reflected impact of the 2024 Calgary Water-Main break (i.e. water and facility lost revenues of \$150k, expected insurance recoveries of \$100k). Forecasted cost savings include \$20 thousand on Insurance premium savings and \$40 thousand in decreased Conveyance charges on Storm Water.

POLICY:

Council has established the requirement of quarterly reporting on the Strategic Plan as part of its Strategic Planning Policy.

IMPLEMENTATION:

N/A

BACKGROUND:

The best practice in ensuring fiscal responsibility and transparency by a municipal government is the provision of periodic financial and strategic plan reports to Council. This reporting also ensures effective and efficient budgetary control.

KEY ISSUE(S)/CONCEPT(S):

Quarterly updates on Council's Strategic Plan and the financial position of the Town provide transparency and clarity for Council on the status of the Town's Corporate Strategic Plan initiatives.

DESIRED OUTCOMES:

To update Council on actions taken regarding the Strategic Plan and to provide and update on the financial position of the Town.

COMMUNICATIONS:

The quarterly report will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

THAT Council refer the Corporate Strategic Plan and Financial Plan report to a Committee of the Whole for further discussion.

ATTACHMENTS:

[Attachment I - Corporate Report - Q2 2024](#)

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

Approved
- 29 Aug
2024

Veronica Anderson, Legislative Services Officer

Approved
- 29 Aug
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Aug
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 30 Aug
2024



Corporate Quarterly Report

Quarter Two – 2024

About This Report

The Corporate Quarterly report is produced four times a year to communicate progress made on Council's Strategic Plan presented in the Corporate Business Plan and to present the Town's financial position for the quarter.

There are two parts within this report:

Strategic Plan Reporting - includes progress update on projects that support Council's Strategic Priorities.

Financial Summary - provides a quarterly update on the Town's financial position. Included in this section of the report are two reports for the municipal operation and capital projects, showing: budget vs. forecast, capital project progress and project forecast.

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Strategic Plan Q2 Reporting

Council's Strategic Priorities

The Town of Strathmore's Council has identified six areas which will be focused on during this Council's term. These priorities were selected based on community feedback provided to Council as well as current service opportunities and challenges presented by Administration.

For each Strategic Priority, Council outlined the outcome that it desires to achieve during the balance of its term.

Affordable Living

Strathmore is an affordable community for residents and businesses enabling access to housing, services, and supports.

Financial Sustainability

Strathmore provides predictable and prudent tax rates and user fees that reduce overall Town debt, build financial reserves, maintain existing assets, and plan for sustainable growth.

Intentional Community Development

Strathmore creates communities for its residents and with its neighbors and institutional partners, which promote sustainable and inter-dependent communities.

Climate Resiliency Including Environmental Stewardship

Strathmore protects, manages, and enhances its local environment while preparing for future challenges due to climate change.

Economic Development

Strathmore is well-positioned to encourage commercial, and industrial economic development with a focus on sustainable growth.

Community Wellness

Strathmore values Community Wellness focused on the maintenance, protection, and improvement of services that support optimum lifestyles.

Business Plan

Once Council has identified its strategic direction and determined its Strategic Priorities, it is the role of Administration to plan and implement activities which will ensure that the priorities are achieved. The Corporate Business Plan outlines the activities planned by Administration to meet Council's expectations.

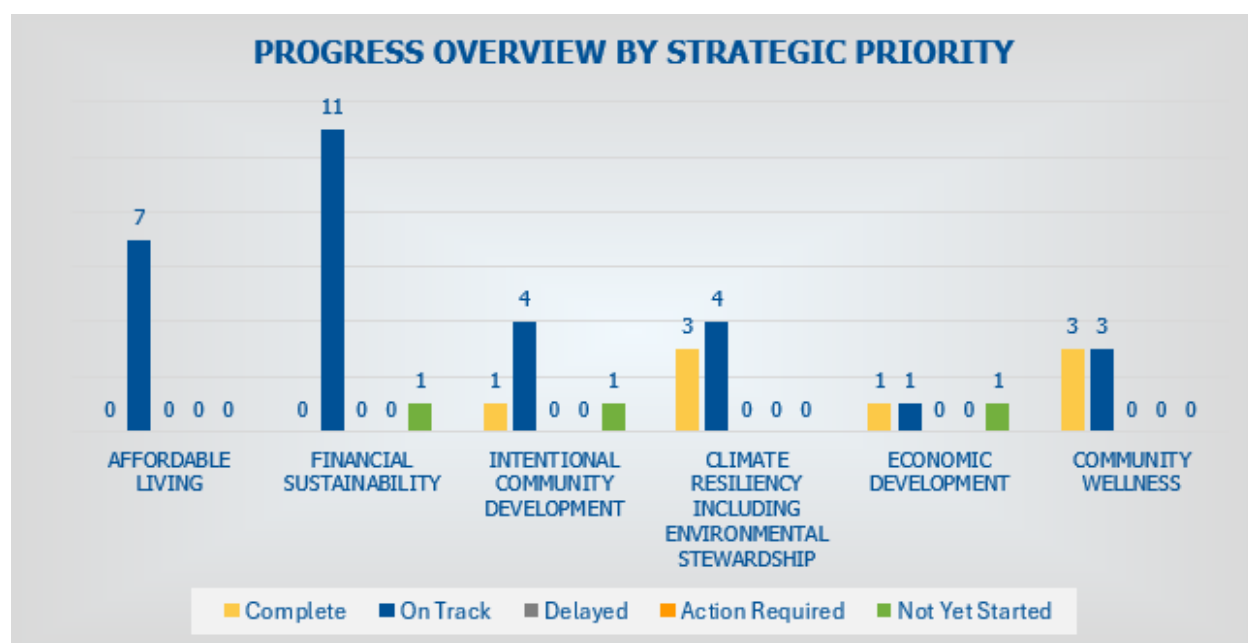
Q2 Progress Summary

Each of the administrative actions have been categorized based on timelines and progress made toward completing the task. The definitions of each of the status categories are outlined below.

Status	Definition	# of Supporting Tasks
✓ Completed	Work has been completed on this initiative.	8
↑ On Track	This initiative is on schedule and progress is being made.	30
▲ Delayed	This initiative is experiencing some setbacks, but progress is still being made.	0
⬢ Action Required	Challenges are limiting or blocking progress of this initiative. Action must be taken to get the project back on track.	0
● Not Yet Started	Work has not begun on this initiative.	3
Total Administrative Tasks Identified		41

Administration has identified 41 administrative actions to support Council's strategic priorities. The timelines for these initiatives have timelines from January 2022 and December 2026 inclusive.

Progress on these administrative actions as of June 30, 2024 can be seen below.



Q2 Progress Report Details

Strategic Priority #1: Affordable Living

Strathmore is an affordable community for residents and businesses enabling access to housing, services and supports.

Supporting Administrative Actions	Proposed Timeline	Q2 Progress Update
1.1 Synergistic Housing Product and Business Growth/ Sustainability Opportunities		
↑ 1.1.a Establishing a target (60:40 tentative) residential to non-residential tax ratio in the MDP growth areas to strive for an overall 70:30 residential to non-residential tax ratio in the community resulting in organic business growth to provide more value to residential taxpayers without transferring tax burden to existing businesses	Mar 2023 - Dec 2024	To be incorporated into the updated Municipal Development Plan (MPD). This work is underway.
↑ 1.1.b Increasing Housing Product Forms - LUB Amendments	Jun 2023 - Dec 2024	Ongoing review of current LUBs.
↑ 1.1.c Progressive and best land use practices	Jan 2025 - Dec 2026	There have been a number of amendments that have come forward to the Land Use Bylaw to ensure best use of land regarding the community's needs.
↑ 1.1.d Annexation Exploration	Jan 2024 – Jun 2025	Exploring opportunities with landowners and Wheatland County, while developing the IDP.
1.2 Increased Availability of Attainable Housing		
↑ 1.2.a Identify affordable housing opportunities	April 2022 – Jun 2024	Process is underway. Administration is engaging community partners to ensure that local resources are maximized, and all parties are on the same page. The Town has also authorized the establishment of an Affordable Housing Society.
↑ 1.2.b Identify candidate projects/ sites/ partners	Dec 2022 – Dec 2024	MDP will guide projects, initiatives, and stakeholders for broader strategy development. True North is building upon the Social Needs Assessment with a Housing Needs Assessment.
1.3 Community Wellbeing Investment		
↑ 1.3.a Enable Social Procurement Inclusive	Jan 2026 - Dec 2026	Administration is currently reviewing the draft policy.

	of Town policies and facilitate direct & indirect Business/social profit opportunities		
Items to Track		Responsibility	Progress Notes
Housing Starts		Planning	As of March 2024 – 1 new build
Ratio of Strathmore's housing stock comparing owned to rental units		Planning	According to the Social Needs Assessment, the Town's home ownership rate is 77% with the rental rate being 23%.
Percentage of citizens reporting Strathmore is an affordable community		Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is underway for 2024. Updates will be provided this fall.

Strategic Priority #2: Financial Sustainability

Strathmore provides predictable and prudent tax rates and user fees that reduce overall Town debt, build financial reserves, maintain existing assets, and plan for sustainable growth.







Supporting Administrative Actions		Proposed End Date	Q1 Progress Update
2.1 Predictable and Prudent Tax Increases			
↑	2.1.a.i Develop the long-term fiscal sustainability plan	Jan 2022 - Ongoing	The Town's finance department is working on developing a long-term financial plan.
↑	2.1.a.ii Development of a debt strategy and policy	Sept 2022 - Dec 2024	Administration prepared an overview of the Town's debt to Council and is working on policy recommendations for Council around managing debt.
↑	2.1.a.iii Development of debt model	April 2024 - Dec 2024	Administration is exploring as part of a longer-term plan regarding the Town's financial software.
↑	2.1.a.iv Investment Strategy	April 2025 - Dec 2025	Administration has worked to ensure that the Town's investments align with the existing policy.
↑	2.1.a.v Asset management program development and implementation	April 2022 – Jun 2025	The Asset Management Policy was presented for adoption by Council. Administration recently provided an updated to Council on the work done in relation to Asset Management.
↑	2.1.a.vi New Investment Opportunities	April 2022 - Ongoing	This is ongoing as opportunities arise. The Phyto project has been announced. Other opportunities are being explored and researched.
↑	2.1.a.vii Consider alternative offsite levy strategies	Jan 2023 - Ongoing	Updates to the OSL Rates are currently being undertaken by Infrastructure and will be presented to Council in the second half of 2024.
↑	2.1.viii Consider offsite levy implementation for vertical infrastructure	Jan 2023 – Jun 2024	This is ongoing, an Off-site Levy report was provided to Council in November of 2023.
↑	2.1.ix Develop a categorized capital plan (RMR, growth, strategic)	April 2022 – Jun 2025	Administration worked to consolidate all of this information as part of the 2024 budget and will continue refining as things move forward.
↑	2.2.a Explore and inventory operational efficiencies opportunities (systems, technology, and synergies with local and regional partners)	April 2022 - Ongoing	This is ongoing. As the budget process continued to be refined there may be more opportunities to recognize operational efficiencies.
↑	2.2.b Develop a service and service-levels inventory	Sept 2022 - Dec 2024	The Service Level Inventory document has been populated and is currently being reviewed to ensure it contains all of the prudent information for Council.

	2.2.c Develop a sustainable Utility Model	Jan 2025 – Dec 2026	
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Items to Track	Responsibility	Progress Notes
Citizen perception regarding value from tax dollar	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is underway for 2024. Updates will be provided in advance of the budget.
Debt service to revenue ratio	Finance	At the end of 2023, our debt service to revenue ratio was 6.9%, and our 2024 forecast debt service to revenue ratio is 5.8%.
Tax supported debt ratio	Finance	7.0% Tax supported debt ratio based on 2024 forecast. Calculated as Annual Debt Charges (Principal + Interest) as a percentage of Operating Revenue - \$2.64 / \$37.91M, down from an 8.5% Tax supported debt ratio in 2023.
Percentage of infrastructure replacement costs in reserves	Finance/Asset Management	Currently, we have 2% of total assets in reserves. We are currently reviewing our replacement costs and our annual transfer to reserves.

Strategic Priority #3: Intentional Community Development

Strathmore creates communities for its residents and with its neighbors and institutional partners, which promote sustainable and inter-dependent communities.

Supporting Administrative Actions	Proposed End Date	Q1 Progress Update
3.1 Connective Community		
 3.1.a Trail Connectivity Plan	Jan 2023 - Jun 2025	The 2024 Capital Prioritization has been undertaken. This is an annual exercise with pathways upgrades & development occurring. 2024 will see 4 RRFBs installed, and a new staircase designed and constructed in Strathmore Lakes for safe/easy access in the winter months
3.2 Synergistic Partnerships		
 3.2.a Development of an Intermunicipal Development Plan (IDP) and ICF with Wheatland County	April 2022 - Jun 2024	The Town and County were awarded \$200,000 through the Alberta Communities Partnership Grant to support the IDP. The two municipalities continue to work on the plans.
 3.2.b Call-to-Action Plan	Sept 2022 - Dec 2025	Administration supported the Lead by Example Powwow as a key means of focusing on reconciliation with our neighbouring partners. A Society has been established to continue this work going forward.
 3.2.c Models for innovative public-private partnerships and joint ventures for development	Sept 2022 – On-going	
 3.2.d Complete required site planning and joint-use and partnerships agreements (JUPA) with the school boards as required by the MGA, inclusive of value added non-mandatory components such as efficiency synergies	Sept 2022 – Jun 2025	Process has started with stakeholder engagement. Agreement deadline extended by AB government Ministerial Order to June 10, 2025.
3.3 Diversity, Equity & Inclusion		
 3.3.a Prepare DEI declaration	Sept 2022 - Jun 2024	Training was provided to all staff and Council. DEI declaration was approved.

Items to track	Responsibility	Progress Notes
Citizens report increased community connectedness	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is underway for 2024. Updates will be provided following then.
Percentage of major initiatives with partners on the project team	Infrastructure	Engaged in ongoing discussions with developers around Legacy Farms to support strategic initiatives.
Percentage of municipal investment leveraged through delivery partnerships	Economic Development	The Town secured Phyto Organix to contribute to FCSS.
Percentage of citizens who feel Strathmore is a safe town	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is underway for 2024. Updates will be provided following then.
Number of new regional post-secondary opportunities	Economic Development	Opportunities are currently being explored and discussed.

Strategic Priority #4: Climate Resiliency Including Environmental Stewardship

Strathmore protects, manages, and enhances its local environment while preparing for future challenges due to climate change.

Supporting Administrative Actions	Proposed End Date	Q1 Progress Update
4.1 Climate Adaptation Preparation		
✓ 4.1.a Applying sustainability lens to decision making. Incorporate Sustainability Platform (Economic, social, environmental) Into:	April 2022 - Jun 2025	This was incorporated into Council's meeting documents.
✓ 4.1.b Develop drought management plan for inclusion in the Sustainability Plan	Sept 2023 - Dec 2024	Worked with regional partners (IE. City of Calgary) and stakeholders (IE. WID) on plan. Council was updated with the Town's Drought Plan on May 1, 2024 and a dedicated webpage created. Strathmore.ca/water

✓	4.1.c Hazard Reduction Burning Plan	April 2024	Completed.
↑	4.1.d CSMI – Updated share of costs	Mar 2023 – Dec 2024	Ongoing. Changing the CSMI structure is a continuous discussion, but no changes are imminent.
4.2 Local Environment			
↑	4.2.a Evaluation of Waste diversion enhancement opportunities	Jan 2023 – Jun 2024	Working with ARMA on Extended Producer Responsibility (EPR) and the transition date of April 1, 2025.
↑	4.2.b Identify and Evaluate Achievable and Savable Green Power / Net - Zero Development Opportunities	Jan 2023 - Ongoing	Ongoing. Exploring energy recovery for the reservoir and engaging stakeholders on other opportunities.
↑	4.2.c Sustainable water use strategies	Jan 2023 – Jun 2024	Wetland Policy being updated along with reviewing stormwater and effluent re-use options.

Items to track	Responsibility	Progress Notes
Measure ecological footprint	Infrastructure	Internal review has started, categorizing all items and ensuring complete coverage.
Percentage of residential waste diversion	Infrastructure	21% of Solid Waste is diverted from the landfill. (720 MT of waste collected, 154 MT diverted from landfill).
Declining water intensity (consumption of water per capita) while maintaining adequate water supply for growth	Infrastructure	An additional water license has been purchased and approved by the province, along with regular monitoring of annual consumption trends
Greenhouse gas emission intensity from town operations	Infrastructure/Operations	N/A
Reduction in Town's energy consumption	Infrastructure/Finance	Replacing equipment with modern and more energy efficient options continues annually. (IE. Vehicles and facility lights) Solar at the SMB has created 210 MWh over its lifetime.
Percentage growth in green businesses	Economic Development	In 2022, the Town secured Phyto Organix and continues to work with potential developers and businesses on increasing green businesses within Town.

Strategic Priority #5: Economic Development



Strathmore is well-positioned to encourage commercial, and industrial economic development with a focus on sustainable growth.

Supporting Administrative Actions		Proposed End Date	Q1 Progress Update
5.1 Revitalized, resilient, and intentional and planned growth community			
	5.1.a Community revitalization strategy	June 2025 - Dec 2026	To start after MDP adopted.
5.2 Best and Highest Use of Municipal Lands			
	5.2.a Land acquisition, disposition, and utilization strategy	Dec 2022 - Dec 2024	Completed base level inventory. Land Transaction Policy expected Q3 2024.
	5.2.b Implement the Economic Development Action Plan	Apr 2024 – Dec 2026	Raise awareness, support and retain existing businesses, help expand businesses and provide a baseline of business challenges and opportunities.

Items to Track	Responsibility	Progress
Active Business licenses	Planning	1350 business licences have been issued for 2024.
Construction values	Planning	2024 Year to end of March 2024 - \$4,405,988.
Permit applications	Planning	2024 Year to end of March - 42 permits have been issued.
Non-residential permits	Planning	Of the 42 permits that have been issued, 8 are non-residential.

Strategic Priority #6: Community Wellness

Strathmore values Community Wellness focused on the maintenance, protection and improvement of services that support optimum lifestyles.

Supporting Administrative Actions		Proposed End Date	Q1 Progress Update
6.1 Volunteer Support			
	6.1.a Engaging & supporting all Volunteers (including Fire Department Volunteers) for a vibrant, connected community	Jan 2023 - Dec 2024	Volunteer connector launched. Recent review and additional communications sent to social agencies to educate groups on the use of the site. Volunteer appreciation luncheon held on May 10, 2024.
6.2 Efficient and Effective Intra- and Inter- Community Service Provision			
	6.2.a Evaluate options for services provision inclusive of Town,	Jan 2025 - Ongoing	Preliminary work has started but this will evolve as relationships with local partners are developed.

	NGOs, private, institutional and partnerships		
6.3 Successful Advocacy Outcomes			
✓	6.3.a Annual update to advocacy plan supporting Council's Strategic Plan	May 2023 - Ongoing	The Town's advocacy plan has been developed.
6.4 Maintain and Increase Institutional and NGO Supports in the Community and Businesses			
↑	6.4.a Evaluate enhancement to existing granting policies	Sept 2023 - Dec 2024	Administration facilitated a workshop with Council regarding grant policies and procedures. Administration continues to review and prepare recommendations regarding other potential policy changes to support this initiative.
6.5 Medical Services Provision			
✓	6.5.a International doctor sponsorship program	April 2022- June 2024	Council approved a pilot program for a Physician Sponsorship Grant.
6.6 Post Secondary Opportunities			
↑	6.6.a Support external initiatives	April 2022- Dec 2026	Opportunities are currently being explored on an ongoing basis.

Tracking Items	Responsibility	Progress
Citizens report increased health and wellness	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
Per capita usage of civic amenities	Recreation, Operations & Finance	As of March 2024, the Aquatic Centre has seen a total of 8,085 public swim (drop-in) admissions. This number excludes program, swim lesson, and rental participant usage. In 2023, we saw 33,710 public swim (drop-in) admissions annually. Current Q1 projections are on track to hit a similar number this year. As of March 2024, Administration has scheduled over 45 events in Kinsmen Park and other Town facilities.
Percentage of citizens volunteering increases	FCSS	For 2023, 454 volunteer applications are active in the Strathmore area, according to the Volunteer Connector. 41% of the organizations associated with FCSS utilize the program to assist with volunteer recruitment.

		February 2023 was one of the most successful campaigns, Lead By Example Powwow, with 32 individuals applying to this position and 860 views.
Percentage of residents who recommend Strathmore as a good place to live	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is underway for 2024. Updates will be provided in advance of the budget.
Percentage of citizens who feel that Strathmore has the appropriate emergency services in place	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided in advance of the budget.
Crime prevention/reduction statistics	Municipal Enforcement	In 2023, Strathmore is experiencing a 8% decrease in criminal code offenses against people as well as fewer instances of theft (under \$5k), compared to 2022.

Financial Summary

At the end of Quarter 2 for 2024, the overall budget is on target, with a forecasted budget surplus of \$133 thousand. 3 Offsite Levies have been received year-to-date, with a fourth expected in August, which has increased both Other Revenues and Transfers to Capital (expense) by \$536 thousand. The net impact of the Offsite Levy is nil.

Municipal

Operating:

- \$38.9 million is the revised budgeted revenue for 2024. Current forecast for the year is \$39.3 million; \$386 thousand above budget.
- \$38.9 million is the revised budgeted expenses for 2024. Current forecast for the year is \$39.2 million; \$252 thousand above budget.

Capital:

- There are 70 municipal capital projects for 2024.
- The capital forecast spend is \$8.71 million vs the budget of \$8.89 million.

Investments

- Investment book values total \$11.99Mil at June 30th. No purchase or sale transactions have occurred year to date.

Reserves

- Operating transfers into reserve to date of \$210 thousand (Financial Stabilization fund; Elections, RCMP).
- Capital transfers into reserves to date of \$427 thousand (3 sets of Offsite Levies)

Debt

- Outstanding debt of \$15.05 million at June 30th. Only repayments noted to date, no extension of debt.

Municipal Operating Variance Analysis

Council

- Council is currently on budget.

General Revenue & Taxation

- Taxation categories are currently on budget.
- Quarter 2 includes annual billed property taxes.
- General Revenue is forecasted to be \$27 thousand over budget; Increased bank interest, lower insurance costs, partially offset by higher bank fees

Administration - General

- Administration is forecasted to be \$133 thousand under budget, mainly related to forecasted reductions in Town-wide wage pooling caused by three staff vacancies.

Strategic, Administrative and Financial Services

- Strategic, Administrative and Financial Services is forecasted to be \$32 thousand under budget; with major contributors being forecasted Communications and Marketing Advertising/Promotion reductions compared to budget (\$45 thousand).

Community & Protective Services

- Community & Protective Services is forecasted to be on budget. Variances in the year are mainly related to watermain expenses (\$95 thousand including wages and lost revenues), wages (\$47 thousand), Forest Fire (\$15 thousand), offset by a net increase in revenues of from estimated water main cost recovery (\$100 thousand) and Jasper firefighter bill outs (\$35 thousand)

Infrastructure, Operations and Development Services

- Infrastructure, Operations and Development Services are forecasted to be \$53 thousand over budget.
- Net revenue is under budget by \$123 thousand: Due to water main break, reduced utility revenue (\$66 thousand), bulk water revenue (\$60 thousand). There is an increase in Development Application Fees (\$12 thousand), Other Revenue (Gov Deals - \$7 thousand), offset with reduced penalty revenue (\$16 thousand).
- Reductions in CSMI expense (\$34 thousand), Contracted Services (\$35 thousand)
- Other Revenues and Transfers to Reserves - Capital (Expense) are forecasted to be \$536 thousand over budget; \$426 thousand received from Lakewood, Aventura and Ranch Offsite Levies, with a fourth Levy due in August for \$109 thousand.

Quarter Two Operating Budget Forecast

Quarter Two 2024 - Operating Budget Forecast

Net Surplus Summary

January To June 2024

	2024 Budget	2024 Actuals	2024 Forecast	2024 Forecast Variance	Comments
Revenues					
Total Property Taxes	16,013,600	16,018,775	16,018,775	5,175	
User fees and sales of goods	17,910,200	8,739,774	17,758,683	(151,517)	Water Charges and Facility lost Revenue - Water restrictions
Penalties and Cost of Taxes	210,000	108,120	192,000	(18,000)	Reduced Water Penalties by \$18k
Government Grants - Operating	1,482,800	782,436	1,506,289	23,489	Additional Federal Grant \$24k
Investment & Interest Income	405,300	82,691	430,351	25,051	Bank Interest is higher
Licences and Permits	513,100	314,235	511,400	(1,700)	
Gain on Sale of Capital Assets	-	31,995	-	-	
Other Revenues	544,400	588,254	1,247,775	703,375	Lakewood OSL \$178K, Aventura OSL \$69k, Ranch OSL \$180k, Strathmore Lakes \$109k. \$100k estimated water-main cost recovery
Transfer from Reserves - Operating	1,163,999	-	1,163,999	-	
Internal Transfers Revenue	544,000	109,274	344,000	(200,000)	Internal water usage lower than budget
Transfer from Reserves - Capital	155,000	-	155,000	-	
Total Revenues	38,942,399	26,775,554	39,328,271	385,872	
Expenses					
Salaries, Wages, and Benefits	13,958,000	6,923,335	13,953,231	(4,769)	
Contracted and General Services	12,354,710	4,856,563	12,319,258	(35,452)	Insurance under budget \$20k
Materials, Goods, Supplies & Utilities	4,888,800	1,878,132	4,815,179	(73,621)	Lower Conveyance Charges \$40k
Bank and Short Term Interest Charges	149,100	56,571	177,100	28,000	Banking Fees (credit card receipts)
Other Expenditures	-	-	-	-	
Transfers to Individuals and Organisations	721,600	377,535	721,600	-	
Transfers to Local Boards and Agencies	1,031,589	92,630	1,031,589	-	
Interest on Long-term Debt	444,700	106,980	444,700	-	
Long-term Debt Principal Payments	2,195,000	1,170,512	2,195,000	-	
Transfers to Reserves - Operating	210,000	210,000	210,000	-	
Transfers to Reserves - Capital	2,444,900	1,271,625	2,983,234	538,334	Lakewood OSL \$178K, Aventura OSL \$69k, Ranch OSL \$180k, Strathmore Lakes \$109k
Internal Transfers Expenses	544,000	163,542	344,000	(200,000)	Internal water usage lower than budget
Total Expenses	38,942,399	17,107,425	39,194,892	252,493	
Net Surplus	-	9,668,128	133,380	133,380	
Amortization	6,025,200	-	6,025,200	-	
Net Surplus	(6,025,200)	9,668,128	(5,891,820)	133,380	

Municipal Capital Summary

Budget vs. Forecast Comparison

\$8.706 million is forecasted to be spent out of the \$8.89 million cumulative capital budget. Year-to-date spend is \$3.086 million.

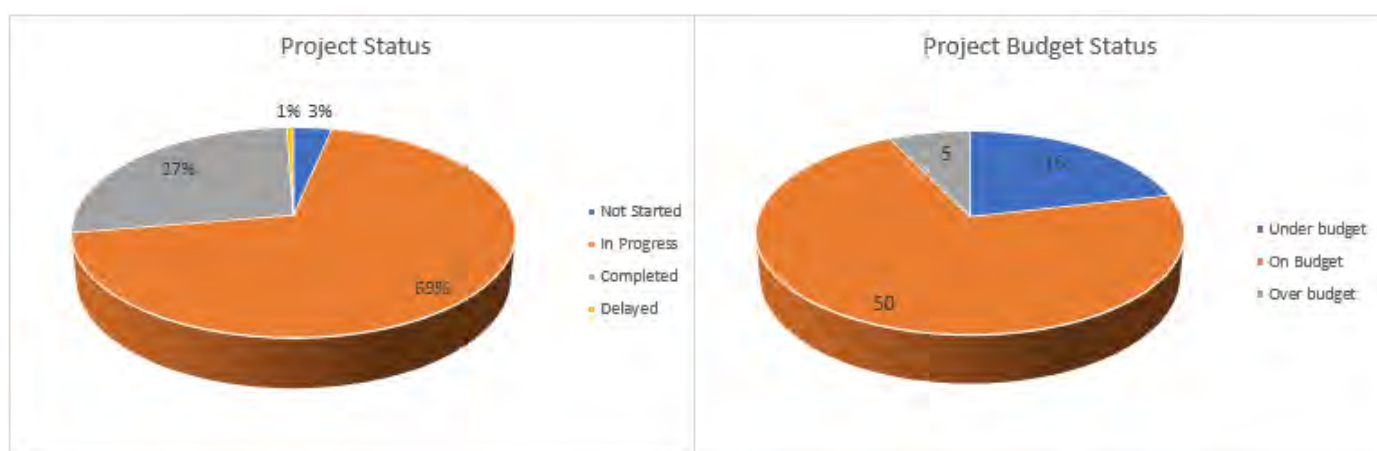
The original approved capital budget was \$7.01 million. Council approved a carry forward budget amount of \$1.46 million. Council has approved 8 additional projects totalling \$802 thousand, offset by the cancellation of 3 projects for \$390 thousand.

Project Status

Status	Q1	Q2	Q3	Q4
Not Started	13	7		
In Progress	41	39		
Completed	10	20		
Delayed	1	1		
Cancelled	1	3		
Total	66	70		

Project Completion

Town administration has had another early start on the 2024 Capital Projects. Based on current forecasts, most projects are likely to be fully completed by year end.



2024 Quarter 2 (Jan to June) - Capital Budget Report

Capital Project Name	Project C	Manager	2024 Revised Budget	2024 Actual Spent	Forecast Spend	Budget Variance	Project Status	Comments
Administration								
Rebranding Rollout	COM_MA0001	Johnathan Strathdee	6,000		6,000	-	In Progress	Working with a third party regarding brand expansion and development of templates.
Event Tools and Equipment	COM_MA0002	Johnathan Strathdee	5,000		5,000	-	In Progress	
Wayfinding	COM_MA2401	Johnathan Strathdee	75,000		75,000	-	Not Started	
Digital Highway Sign (Removal)	COM_MA2402	Johnathan Strathdee	10,000		4,000	6,000	Not Started	
W/HMB Site Contamination Mitigation	INF_LI2401	Ethan Wilson	100,000		100,000	-	Not Started	
GP Upgrades	FNC_MA0002	Ray Chan	30,000		30,000	-	In Progress	Quality Assurance (QA testing) environment substantially completed, pending for Transition to Operations (TTO) training, ETA Q4 2024. Add'l Diamond software bug notaking in Q2/24.
Offsite Backups	INF_MA0001	Ray Chan	13,700	4,620	13,700	-	In Progress	Offsite Backup implemented between SMB and Family Centre. Carry over to complete remaining backup storage lifecycle maintenance upgrade, ETA Q3 2024.
Continuity of Connectivity between Buildings	INF_MA0003	Ray Chan	2,000	1,615	2,000	-	Not Started	Technical resources constraint - on-hold until Q3 2024. Preparing RFQ in Q4 2024
Disaster Recovery - IT Infrastructure/Network	INF_MA0007	Ray Chan	15,000		15,000	-	Not Started	Technical resources constraint - on-hold until Q3 2024. IT DR Plan complete and pending for testing.
Replace Phone System	INF_MA0008	Ray Chan	10,900	5,049	10,900	-	In Progress	All migration completed. Transition-to-Operations and Admin. training activities in Q3 2024.
Evergreen client compute equipment	INF_MA0009	Ray Chan	36,250	4,354	36,250	-	In Progress	Phase 2 RFP in 2024 Q2 (Qty 20). Preparing RFP - IODS and CPS division laptop replacement. Gathering requirements for next replacement phase RFP.
Cybersecurity Improvements, Risk Remediation, Network Security	INF_MA0010	Ray Chan	8,000		8,000	-	In Progress	Cybersecurity ISO27001 assessment activity in Q1-2 2023 and IT Department Functional assessment reports. Started in Q3, 2024.
IT Backup Systems Project	INF_MA0012	Ray Chan	130,000		130,000	-	In Progress	RFP in progress, in Q3-4. Work in progress.
IT - Municipal Surveillance Assessment & Initial Cameras	INF_MA2301	Ray Chan	15,000	4,806	15,000	-	In Progress	Proof of concept (POC) testing in progress, 2024 Q3-4 for camera installation adjustment related to new surveillance policy. Reviewing additional SMB interior cameras.
IT - Building Cable Plant - Aquatic Center	INF_MA2401	Ray Chan	57,000		57,000	-	In Progress	Competitive quotes completed on Wireless Physical Cable Plant RFQ ETA Q3-4 2024.
IT - SMB Alarm System Conversion	INF_MA2402	Ray Chan	25,000	15,000	17,000	8,000	In Progress	Substantially completed in Q2 2024. Review additional minor scope change in Council Chamber.
Fire Services								
AFRRCS Radio Conversion	FIR_MA2401	David Sturgeon	275,000	268,835	275,000	-	In Progress	Ordered ETA end of July 2024
Fire Hose & Nozzle Replacement	FIR_MA2402	David Sturgeon	50,000		50,000	-	In Progress	Ordered ETA August 2024
Thermal Imaging Camera & GX2 Ammonia Detector	FIR_MA2403	David Sturgeon	15,000	15,073	15,073	(73)	Completed	
SCBA Bottles Replacement	FIR_MA2404	David Sturgeon	15,000	13,600	13,600	1,400	Completed	
Replace Gas with Battery Powered Positive Pressure Ventilation Fan	FIR_MA2405	David Sturgeon	12,000	10,100	10,100	1,900	Completed	
Type 2 Sprinkler Protection System	FIR_VE2401	David Sturgeon	250,000	195,575	205,000	45,000	Completed	New project added. Resolution #016.01.24. \$100k Fire Reserve, balance up to \$150k from Financial Stabilization Reserve
Aerial/Ladder Truck Water Pump Repair	FIR_VE2402	David Sturgeon	32,000		32,000	-	In Progress	New Project Added. Resolution # 116.06.24. Financial Stabilization Reserve
Common Services								
Operations Shop - Emergency Exit Stairwell	CSE_BU2301	Donna McCallum	-		-	-	Cancelled	Capital budget change of scope RFD to Council expected in Q3
Capital Building Improvements - Mechanic Shop	CSE_BU2401	Donna McCallum	250,000	124,621	250,000	-	In Progress	Ongoing maintenance and repairs to building. Purchase orders issued.
LED upgrades	CSE_BU2402	Donna McCallum	121,000	52,450	121,000	-	In Progress	Purchase orders issued. Ongoing installs at all facilities
Bucket Truck	CSE_MA0010	Donna McCallum	202,300	205,027	205,027	(2,727)	Completed	
Fleet - GPS units	CSE_MA2401	Donna McCallum	25,000		25,000	-	In Progress	Purchase order issued
Cargo Van - Facilities	CSE_VE2301	Donna McCallum	-		-	-	Cancelled	Capital budget change of scope RFD to Council expected in Q3
Truck - Facilities	CSE_VE2401	Donna McCallum	65,000		65,000	-	In Progress	Capital budget change of scope RFD to Council expected in Q3
Roads								
Roads - New Sand/Salt Storage Facility	ROA_BU2401	Donna McCallum	285,000	69,222	285,000	-	In Progress	facility procured, asphalt base to be install prior to erecting building
Sidewalk improvements Annual Program	ROA_EN0011	Donna McCallum	200,000		200,000	-	In Progress	
Wildflower Road	ROA_EN0015	Ethan Wilson	75,000	5,734	75,000	-	In Progress	New Project added. Resolution # 126.06.24 Roads OSL
Capital Projects Engineering Annual Program	ROA_EN2301	Ethan Wilson	105,000	19,257	105,000	-	In Progress	Various Projects, better spend to be confirmed in Q3
Road Asset Management Plan (RAMP) Annual Program	ROA_EN2304	Ethan Wilson	315,000		300,000	15,000	In Progress	Work complete, investigative work for 2025 projects to occur in Q3
Roads - New Ice Breaker Loader Attachment	ROA_MA2401	Donna McCallum	40,000	38,989	38,989	1,011	Completed	
Roads - New Calcium Tank	ROA_MA2402	Donna McCallum	20,000	21,727	21,727	(1,727)	Completed	
Roads - EPW 39 John Deere 770 Motor Grader Rep	ROA_VE2401	Donna McCallum	680,000	666,075	666,075	13,925	Completed	
Roads - P/W 70 Chevrolet Silverado 1500 Replacement	ROA_VE2402	Donna McCallum	68,000	84	68,000	-	Not Started	
Roads - EPW 58 & P/W 27 Consolidation and Replac	ROA_VE2403	Donna McCallum	40,000	38,552	38,552	1,448	Completed	

2024 Quarter 2 (Jan to June) - Capital Budget Report

Capital Project Name	Project C	Manager	2024 Revised Budget	2024 Actual Spent	Forecast Spend	Budget Variance	Project Status	Comments
Water								
Water Reservoir Upgrades	WAT_BU2401	Ethan Wilson	2,265,000	43,933	2,265,000	-	In Progress	Pump procurement ongoing, PO to be issued in Q3, Design work also proceeding. Carryforward likely required, total TBD
Central Irrigation System	WAT_EN0003	Ethan Wilson	10,000		10,000	-	In Progress	
Water Licence	WAT_EN2301	Ethan Wilson	608,950	588,134	608,950	-	Completed	Application with province and stakeholders complete. May be some additional costs associated with legal fees
Environmental Monitoring - Ag Society Grounds	WAT_EN2401	Ethan Wilson	45,000	19,563	45,000	-	In Progress	Ongoing monitoring. New project added. Resolution # 020.20.24, Financial Stabilization Reserve
Wastewater								
Lift Station Upgrades	SAN_EN2301	Ethan Wilson	50,000		50,000	-	In Progress	
W/WTP Arc Flash Study	SAN_EN2401	Ethan Wilson	18,000		18,000	-	In Progress	
W/WTP PLC/SCADA Upgrades (year 2 of 3)	SAN_MA2301	Ethan Wilson	479,000	64,041	479,000	-	In Progress	Grant funding of \$32,076.42 received Jan 30, 2024.
W/WTP Lab Equipment	SAN_MA2302	Ethan Wilson	20,000		20,000	-	In Progress	
W/WTP General Plant Upgrades	SAN_MA2303	Ethan Wilson	85,000	18,730	85,000	-	In Progress	
W/WTP Polymer Make-Up System	SAN_MA2401	Ethan Wilson	-		-	-	Cancelled	Project Cancelled. Resolution # 075.04.24 CCBF Grant
W/WTP Primary Clarifier Repair	SAN_MA2402	Ethan Wilson	175,000		175,000	-	In Progress	New project added. Resolution # 075.04.24 CCBF Grant
Recreation								
Aquatic Centre - Roof Replacement	REC_BU2302	Mark Pretzlaff	-			-	Completed	Late trailing costs
Aquatic Center - Chemical Room Repairs	REC_BU2401	Natasha Barron	8,000		8,000	-	Completed	Parts ordered, installation to occur during shutdown (late Aug./early Sept.) Due to water restrictions this project was completed in June 2024. Waiting for invoice.
Aquatic Center - Guardrail/Fall Protection	REC_MA2401	Natasha Barron	10,000		10,000	-	In Progress	Will be ordering fall protection in August 2024. Finalizing order.
Aquatic Center - Lane Ropes	REC_MA2402	Natasha Barron	5,000		5,000	-	Completed	Ordered and awaiting arrival. Lane Ropes have arrived and invoice was paid.
Aquatic Center - Pool Pumps	REC_MA2403	Natasha Barron	28,000		28,000	-	In Progress	Will be ordering pumps in August 2024. Finalizing order.
Curling Rink - Roof Replacement	REC_BU2402	Marcie Brinton	447,000	10,795	367,000	80,000	In Progress	Contract awarded, construction starting end of July. Forecasted \$170k under budget. \$90k reallocated to REC_BU2403
Family Centre - Ice Plant Compressor Overhaul	REC_MA2404	Craig Dilts	15,000	14,700	14,700	300	Completed	Final invoice submitted.
Family Centre - Wall & Siding Replacement	REC_BU2403	Craig Dilts	190,000	2,728	190,000	-	In Progress	Currently in tender process.
Sports Centre - Magnum Gym new floor	REC_BU2404	Lisa Montgomery	96,000	104,637	104,637	(3,637)	Completed	There was a \$5000 grant recieved to assist with removal of flooring. Cost was \$3,637 over amount approved in budget after factoring in the grant. Final invoice submitted.
Sports Centre Electrical Panel	REC_MA0001	Marcie Brinton	50,000	1,333	50,000	-	Delayed	Contractor will be back on site August 6, 2024 to complete the project.
Recreation Needs Assessment	REC_EN2401	Marcie Brinton	60,000	2,163	60,000	-	In Progress	New Project Added. Resolution #046.03.24. Financial Stabilization Reserve
Parks								
Parks - Pathway Lifecycle Annual Program	PAR_LI2301	Ethan Wilson	75,000	49,075	75,000	-	In Progress	
Parks - Site Furniture (Benches, picnic tables, garbage bins)	PAR_LI0006	Donna McCallum	25,000	7,308	25,000	-	In Progress	
Lifecycle Playground Equipment Replacement	PAR_MA0001	Donna McCallum	84,550	62,527	84,547	3	Completed	Install complete, waiting on final invoice
Parks - Kinsmen Park Christmas Lights Annual Program	PAR_MA2301	Donna McCallum	20,000		20,000	-	Not Started	
Parks - EPK 62 - Mower Replacement	PAR_VE2401	Donna McCallum	77,000	73,104	73,104	3,896	Completed	
Parks - EPK61 - Mower Replacement	PAR_VE2402	Donna McCallum	77,000	73,316	73,316	3,684	Completed	
Parks - PK 10 - Replacement	PAR_VE2403	Donna McCallum	100,000	98,556	100,556	(556)	Completed	
Parks - PK 60 - Dodge Ram 1500 - Replacement	PAR_VE2404	Donna McCallum	85,000	70,937	70,937	14,063	Completed	
Capital Budget Total								
			8,887,650	3,085,945	8,705,741	186,909		



Request for Decision

To: Council

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

Date Prepared: August 26, 2024

Meeting Date: September 4, 2024

SUBJECT: Local Government Fiscal Framework Memorandums of Understanding

RECOMMENDATION: THAT Council authorizes the Mayor and CAO to sign the two attached Local Government Fiscal Framework Memorandums of Understanding as presented.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

LGFF funds are a major component of Strathmore's Capital and Operating budgets. The grant funds are used to fund permissible Town infrastructure projects and, therefore, enable funding in this area relating to Council's Strategic Plan.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

LGFF grant monies are used to improve the infrastructure investment in Town, in alignment with Council's approved budget, which will have a positive impact on the Town's economic position.

SOCIAL SUSTAINABILITY:

LGFF grant monies are used to improve the infrastructure investment in Town, which have a positive impact on the Town's ability to provide social services to residents.

ENVIRONMENTAL SUSTAINABILITY:

LGFF grant eligibility often has an environmental component (i.e. projects that improve the environmental impact of existing infrastructure are prioritized by the program) and, therefore, support with enabling this focus in Council's Strategic Plan.

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

LGFF funds will not be received by the Town until the MOAs are signed and returned to the Province.

ORGANIZATIONAL:

Staff time was utilized to prepare this report and any associated action items following the decision of Council. The LGFF funding enables the Town's projects as approved in the budget.

OPERATIONAL:

LGFF grant monies received are used to fund permissible Town projects as approved in the budget.

FINANCIAL:

LGFF funds are a major component of Strathmore's budgets. The grant funds are used to fund permissible projects constructed by the Town. LGFF funding will not get released to the Town until the MOAs are signed and returned to the Government of Alberta.

POLICY:

N/A

IMPLEMENTATION:

Once the MOAs are signed, Administration will provide the signed documents to the Government of Alberta, per Minister McIver's instructions.

BACKGROUND:

The Local Government Fiscal Framework (LGFF) was implemented by the Government of Alberta, to replace the former Municipal Sustainability Initiative. The LGFF provides Capital and Operating funding to municipalities to fund infrastructure development.

The MOAs will govern the funding under the program. The agreements are to be signed by up to two individuals duly authorized by Council to sign agreements under Section 213(4) of the *Municipal Government Act*. Payment of the LGFF allocations cannot be released until the MOAs are signed, returned, and other payment conditions are met.

KEY ISSUE(S)/CONCEPT(S):

The key issue for Council's consideration is whether it wishes to authorize the Mayor and CAO to sign the agreements as presented.

DESIRED OUTCOMES:

The desired outcome is for Council to authorize the Mayor and CAO to sign the agreements as presented.

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

Council can refer this matter to a Committee of the Whole for further consideration.

ATTACHMENTS:

[Attachment I: LGFF Capital MOA Town of Strathmore](#)

[Attachment II: LGFF Operating MOA Town of Strathmore](#)

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

Approved
- 27 Aug
2024

Veronica Anderson, Legislative Services Officer

Approved
- 29 Aug
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 29 Aug
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 29 Aug
2024

LOCAL GOVERNMENT FISCAL FRAMEWORK CAPITAL PROGRAM

MEMORANDUM OF AGREEMENT

BETWEEN:

HIS MAJESTY IN RIGHT OF ALBERTA, as
represented by the Minister of Municipal Affairs
(hereinafter called the “**Minister**”)

AND

THE TOWN OF STRATHMORE in the Province of Alberta
(hereinafter called the “**Local Government**”)

(Collectively, the “**Parties**,” and each a “**Party**”)

WHEREAS the *Local Government Fiscal Framework Act* establishes the framework for providing local governments with long-term and predictable funding to support the provision of infrastructure and to facilitate economic prosperity.

WHEREAS local infrastructure is a critical component of the local and provincial economy, increases the livability of Alberta communities, and enables resiliency and adaptation in response to changing local conditions.

WHEREAS under the *Local Government Fiscal Framework Act*, the Minister is authorized to enter into agreements providing for funding and respecting any matters relating to the provision of the funding.

WHEREAS the Local Government and the Minister are entering into this Agreement relating to the provision of the funding.

NOW THEREFORE in consideration of the mutual terms and conditions hereinafter specified, **THE PARTIES AGREE AS FOLLOWS:**

Definitions

1. In this Agreement,
 - (a) “**Agreement**” means this funding agreement between the Parties, which may, from time to time, be amended by the Parties.
 - (b) “**Application**” has the meaning ascribed to such term in the Program Guidelines.
 - (c) “**Credit Items**” has the meaning ascribed to such term in the Program Guidelines.
 - (d) “**Eligible Costs**” means eligible costs and expenses as described in the Program Guidelines.
 - (e) “**Funding**” means funds made available by the Minister to the Local Government under this Agreement, to be used solely for Eligible Costs, and includes any earned interest on the said funds that may be realized by the Local Government as a result of holding or investing any or all of the funds, as well as any Credit Items reported by the Local Government.
 - (f) “**Local Government Fiscal Framework Act**” means the *Local Government Fiscal Framework Act*, SA 2019, c.L-21.5, as amended from time to time.

File No: 02334-010

- (g) **“Program Guidelines”** means, unless the context requires otherwise, the *Local Government Fiscal Framework Capital Program Guidelines* or such other guidelines or directions applicable to the Local Government Fiscal Framework Capital Program as prescribed or determined by the Minister, as amended from time to time.
- (h) **“Project”** has the meaning ascribed to such term in the Program Guidelines.
- (i) **“Statement of Expenditures and Project Outcomes”** has the meaning ascribed to such term in the Program Guidelines.

Funding

- 2. The Minister agrees to provide Funding to the Local Government in accordance with and subject to the *Local Government Fiscal Framework Act*, and subject to the following:
 - (a) funding is subject to the appropriation of monies for the purposes of this Agreement by the Legislature of Alberta;
 - (b) the Parties shall execute this Agreement and the Local Government shall return an executed Agreement to the Minister;
 - (c) compliance with all other payment conditions outlined in the Program Guidelines; and
 - (d) all other terms of this Agreement and the Program Guidelines.

Local Government Responsibilities

- 3. The Local Government will provide to the Minister:
 - (a) an Application for Projects;
 - (b) an annual Statement of Expenditures and Project Outcomes, that includes certification by the Local Government that it is compliant with the terms and conditions of this Agreement and the Program Guidelines;
 - (c) annual financial statements; and
 - (d) any other information requested by the Minister in relation to this Agreement or the Funding,

and where the Program Guidelines prescribe a format for any of (a)-(d), consistent with such format requirements.

- 4. The Local Government agrees to:
 - (a) accept the Funding provided under this Agreement subject to; and
 - (b) comply with,all criteria, items, terms, and conditions contained in the Program Guidelines.
- 5. The Local Government agrees that it may not use the Funding, or claim any other compensation, for its costs, expenses, inconvenience, or time expended in relation to the administration of the Funding or the administration of this Agreement.
- 6. The Local Government acknowledges that the Funding provided under this Agreement is not a commitment to fund all potential Project costs. The Local Government is responsible for ensuring suitable financing is in place for each Project.
- 7. The Local Government agrees to allow the Minister or person authorized by the Minister access to each Project site.

Termination of Agreement

8. The Minister may terminate this Agreement by notifying the Local Government in writing on 90 days' notice. Upon termination under this clause:
 - (a) the Local Government may use any unexpended portion of the Funding, which prior to termination was formally committed to the Local Government in accordance with the Program Guidelines, regardless of whether such Funding has yet been paid to the Local Government; and
 - (b) all provisions of this Agreement shall continue to apply to the Funding in (a) as though the Agreement had not been terminated.

Debt to the Crown

9. If the Local Government owes an amount to the Crown in right of Alberta, the Minister may deduct from the Funding all or a portion of the amount owing.

Repayment of Funding

10. If the Local Government does not meet all its obligations under this Agreement, or uses the Funding for any unauthorized purpose, the Minister will notify the Local Government of such breach in writing and the Local Government must remedy such breach within a reasonable time in the Minister's sole discretion as so stated in the notice. If, in the opinion of the Minister, the Local Government does not remedy the breach, the Minister may require the Local Government to repay all or part of the Funding, or such lesser amount as the Minister may determine, to the Minister, or the Minister may deduct from the Local Government's future Funding all or a portion of the amount owing.

Local Government Indemnity and Insurance

11. The Local Government shall indemnify and hold harmless the Minister and the Minister's employees and agents against and from any third party claims, demands, actions, or costs (including legal costs on a solicitor-client basis) for which the Local Government is legally responsible in relation to the subject matter of this Agreement, including those arising out of negligence or willful acts by the Local Government or its employees, officers, contractors, or agents.
12. The Local Government shall ensure that it maintains suitable insurance coverage including but not limited to liability insurance with appropriate terms and limits for any Project and, when applicable, property insurance on an "all risk" basis covering the Project for replacement cost.

Independent Status

13. The Local Government is an independent legal entity and nothing in this Agreement is to be construed as creating a relationship of employment, agency, or partnership between the Minister and the Local Government. Neither Party shall allege or assert for any purpose that this Agreement constitutes or creates a relationship of employment, partnership, agency, or joint venture.
14. Any persons engaged by the Local Government to provide goods and services in carrying out this Agreement are employees, agents or contractors of the Local Government and not of the Minister.

Conflicts

15. The Local Government shall not enter into any other agreement, the requirements of which will conflict with the requirements of this Agreement, or that will or may result in its interest in any other agreement and this Agreement being in conflict.
16. The Local Government shall ensure that the Local Government and its officers, employees and agents:

- (a) conduct their duties related to this Agreement with impartiality and shall, if they exercise inspection or other discretionary authority over others in the course of those duties, disqualify themselves from dealing with anyone with whom a relationship between them could bring their impartiality to question;
- (b) not accept any commission, discount, allowance, payment, gift, or other benefit that is connected, directly or indirectly, with the performance of their duties related to this Agreement, that causes, or would appear to cause, a conflict of interest; and
- (c) have no financial interest in the business of a third party that causes, or would appear to cause, a conflict of interest in connection with the performance of their duties related to this Agreement,

and the Local Government shall promptly disclose to the Minister any such conflict of interest or apparent conflict of interest arising under this clause.

Freedom of Information and Protection of Privacy

- 17. The Local Government acknowledges that this Agreement may be subject to disclosure pursuant to the *Freedom of Information and Protection of Privacy Act* (Alberta) (FOIP). The Local Government further acknowledges that FOIP applies to information obtained, related, generated, collected, or provided to the Minister under this Agreement and that any information in the custody or under the control of the Minister may be disclosed.

General Provisions

- 18. This Agreement will come into effect April 1, 2024, and will be in effect until March 31, 2034, unless terminated in accordance with this Agreement.
- 19. The Parties may amend this Agreement only by mutual written agreement signed by the Parties.
- 20. This Agreement is the entire agreement between the Minister and the Local Government with respect to the Funding. There are no other agreements, representations, warranties, terms, conditions, or commitments except as expressed in this Agreement.
- 17. Notwithstanding any other provisions of this Agreement, those clauses of this Agreement which by their nature continue after the conclusion or termination of this Agreement shall continue after such conclusion or termination, including without limitation clauses:
 - (a) Local Government Responsibilities – Clauses 3 to 7;
 - (b) Repayment of Funding – Clause 10;
 - (c) Local Government Indemnity – Clause 11;
 - (d) Freedom of Information and Protection of Privacy – Clause 17; and
 - (e) Entire Agreement – Clause 20.
- 18. Any notice, approval, consent, or other communication under this Agreement shall be deemed to be given to the other Party if in writing and personally delivered, sent by prepaid registered mail, couriered or emailed to the addresses as follows:

The Minister:

c/o Director, Grant Program Delivery
Municipal Affairs
15th Floor Commerce Place
10155 - 102 Street
Edmonton AB T5J 4L4
Email: MA.LGFFcapital@gov.ab.ca

Local Government:

Town of Strathmore
1 Parklane Drive, P.O. Box 2280
Strathmore AB T1P 1K2
Attention: Chief Administrative Officer
Email: webadmin@strathmore.ca

Either Party may change its contact information by giving written notice to the other in the above manner.

19. This Agreement does not replace, supersede, or alter the terms of any other existing funding agreement between the Minister and the Local Government.
20. Nothing in this Agreement in any way relieves the Local Government from strict compliance with the *Local Government Fiscal Framework Act* or otherwise impacts the interpretation or application of the *Local Government Fiscal Framework Act*.
21. The rights, remedies, and privileges of the Minister under this Agreement are cumulative and any one or more may be exercised.
22. If any portion of this Agreement is deemed to be illegal or invalid, then that portion of the Agreement shall be deemed to have been severed from the remainder of the Agreement and the remainder of the Agreement shall be enforceable.
23. This Agreement is binding upon the Parties and their successors.
24. This Agreement will be governed by and construed in accordance with the laws of the Province of Alberta and the Parties submit to the jurisdiction of the courts of Alberta for the interpretation and enforcement of this Agreement.
25. The Local Government represents and warrants to the Minister that the execution of the Agreement has been duly and validly authorized by the Local Government in accordance with all applicable laws.
26. The Local Government shall not assign, either directly or indirectly, this Agreement or any right of the Local Government under this Agreement.
27. A waiver of any breach of a term or condition of this Agreement will not bind the Party giving it unless it is in writing. A waiver which is binding will not affect the rights of the Party giving it with respect to any other or any future breach.
28. Time is of the essence in this Agreement.


This space left intentionally blank.

29. Communication of execution of this Agreement emailed in PDF format shall constitute good delivery.

The Parties have therefore executed this Agreement, each by its duly authorized representative(s), on the respective dates shown below.

Signed by the
Minister of Municipal Affairs
of the Province of Alberta

HIS MAJESTY IN RIGHT OF ALBERTA, as represented by
the Minister of Municipal Affairs

Per: 
Name: Ric McIver
Title: Minister of Municipal Affairs
Date: May 29, 2024

LOCAL GOVERNMENT

Signed by a duly
authorized representative
of the Local Government

Per: _____

Name of Local Government:

Name of signatory:

Title:

Date:

Signed by a duly
authorized representative
of the Local Government

Per: _____

Name of Local Government:

Name of signatory:

Title:

Date:

LOCAL GOVERNMENT FISCAL FRAMEWORK OPERATING PROGRAM

MEMORANDUM OF AGREEMENT

BETWEEN:

HIS MAJESTY IN RIGHT OF ALBERTA, as
represented by the Minister of Municipal Affairs
(hereinafter called the “**Minister**”)

AND

THE TOWN OF STRATHMORE in the Province of Alberta
(hereinafter called the “**Local Government**”)

(Collectively, the “**Parties**,” and each a “**Party**”)

WHEREAS the Minister recognizes the benefits of providing operating funding to assist local governments in delivering municipal services to Albertans; and

WHEREAS under the *Ministerial Grants Regulation*, Alta Reg 215/2022 the Minister is authorized to make grants and enter into agreements with respect to any matters relating to the payment of grants.

WHEREAS the Local Government and the Minister are entering into this Agreement governing the use and purpose of the grant.

NOW THEREFORE in consideration of the mutual terms and conditions hereinafter specified, **THE PARTIES AGREE AS FOLLOWS:**

Definitions

1. In this Agreement,
 - (a) “**Agreement**” means this grant funding agreement between the Parties, which may, from time to time, be amended by the Parties.
 - (b) “**Credit Items**” has the meaning ascribed to such term in the Program Guidelines.
 - (c) “**Eligible Expenditures**” means “eligible expenditures” and “eligible expenses” as described in the Program Guidelines.
 - (d) “**Funding**” means any grant funds paid by the Minister to the Local Government under this Agreement, to be used solely for Eligible Expenditures, and includes any earned interest on the said funds that may be realized by the Local Government as a result of holding or investing any or all of the funds, as well as any Credit Items reported by the Local Government.
 - (e) “**Grants Regulation**” means the Ministerial Grants Regulation, Alta Reg 215/2022, as amended from time to time.
 - (f) “**Program Guidelines**” means, unless the context requires otherwise, the Local Government Fiscal Framework Operating Program Guidelines or such other guidelines or directions applicable to the Local Government Fiscal Framework Operating Program as prescribed or determined by the Minister, as amended from time to time.

File No: 02335-010

- (g) **“Statement of Funding and Expenditures”** has the meaning ascribed to such term in the Program Guidelines.

Funding

2. The Minister agrees to provide Funding to the Local Government under the Local Government Fiscal Framework Operating Program, subject to the following:
- (a) funding is subject to the appropriation of monies for the purposes of this Agreement by the Legislature of Alberta;
 - (b) funding allocations determined by the Minister as outlined in the Program Guidelines, and communicated annually to the Local Government by the Minister;
 - (c) the Parties shall execute this Agreement and the Local Government shall return an executed Agreement to the Minister prior to the Minister;
 - (d) compliance with all other payment conditions outlined in the Program Guidelines; and
 - (e) all other terms of this Agreement and the Program Guidelines.

Local Government Responsibilities

3. The Local Government will provide to the Minister:
- (a) an annual Statement of Funding and Expenditures, including certification by the Local Government that it is compliant with the terms and conditions of this Agreement and the Program Guidelines;
 - (b) annual financial statements; and
 - (c) any other information requested by the Minister in relation to this Agreement or the Funding,

and where the Program Guidelines prescribe a format for any of (a)-(c), consistent with such format requirements.

4. The Local Government agrees to:
- (a) accept the Funding provided under this Agreement subject to; and
 - (b) comply with,
- all criteria, items, terms and conditions contained in the Program Guidelines.

Termination of Agreement

5. The Minister may terminate this Agreement by notifying the Local Government in writing on 90 days' notice. Upon termination under this clause:
- (a) the Local Government may use any unexpended portion of the Funding which prior to termination was formally committed to the Local Government in accordance with the Program Guidelines, regardless of whether such Funding has yet been paid to the Local Government, and
 - (b) all provisions of this Agreement shall continue to apply to the Funding in (a) as though the Agreement had not been terminated.

Debt to the Crown

6. If the Local Government owes an amount to the Crown in right of Alberta, the Minister may deduct from the Funding all or a portion of the amount owing.

Repayment of Funding

7. If the Local Government does not meet all its obligations under this Agreement, or uses the Funding for any unauthorized purpose, the Minister will notify the Local Government of such breach in writing and the Local Government must remedy such breach within a reasonable time in the Minister's sole discretion as so stated in the notice. If, in the opinion of the Minister, the Local Government does not remedy the breach, the Minister may require the Local Government to repay all or part of the Funding, or such lesser amount as the Minister may determine, to the Minister, or the Minister may deduct from any future Funding to the Local Government all or a portion of the amount owing.

Local Government Indemnity

8. The Local Government shall indemnify and hold harmless the Minister and the Minister's employees and agents against and from any third-party claims, demands, actions, or costs (including legal costs on a solicitor-client basis) for which the Local Government is legally responsible in relation to the subject matter of this Agreement, including those arising out of negligence or willful acts by the Local Government or its employees, officers, contractors, or agents.

Independent Status

9. The Local Government is an independent legal entity and nothing in this Agreement is to be construed as creating a relationship of employment, agency, or partnership between the Minister and the Local Government. Neither Party shall allege or assert for any purpose that this Agreement constitutes or creates a relationship of employment, partnership, agency, or joint venture.
10. Any persons engaged by the Local Government to provide goods and services in carrying out this Agreement are employees, agents, or contractors of the Local Government and not of the Minister.

Conflicts

11. The Local Government shall not enter into any other agreement, the requirements of which will conflict with the requirements of this Agreement, or that will or may result in its interest in any other agreement and this Agreement being in conflict.
12. The Local Government shall ensure that the Local Government and its officers, employees, and agents:
 - (a) conduct their duties related to this Agreement with impartiality and shall, if they exercise inspection or other discretionary authority over others in the course of those duties, disqualify themselves from dealing with anyone with whom a relationship between them could bring their impartiality to question;
 - (b) not accept any commission, discount, allowance, payment, gift, or other benefit that is connected, directly or indirectly, with the performance of their duties related to this Agreement, that causes, or would appear to cause, a conflict of interest; and
 - (c) have no financial interest in the business of a third party that causes, or would appear to cause, a conflict of interest in connection with the performance of their duties related to this Agreement,

and the Local Government shall promptly disclose to the Minister any such conflict of interest or apparent conflict of interest arising under this clause.

Freedom of Information and Protection of Privacy

13. The Local Government acknowledges that this Agreement may be subject to disclosure pursuant to the *Freedom of Information and Protection of Privacy Act* (Alberta) (*FOIP*). The Local Government further acknowledges that *FOIP* applies to information obtained, related, generated, collected or provided to the Minister under this Agreement and that any information in the custody or under the control of the Minister may be disclosed.

General Provisions

14. This Agreement will come into effect April 1, 2024, and will be in effect until March 31, 2034, unless terminated in accordance with this Agreement.
15. The Parties may amend this Agreement only by mutual written agreement signed by the Parties.
16. This Agreement is the entire agreement between the Minister and the Local Government with respect to the Funding. There are no other agreements, representations, warranties, terms, conditions, or commitments except as expressed in this Agreement.
17. Notwithstanding any other provisions of this Agreement, those clauses of this Agreement which by their nature continue after the conclusion or termination of this Agreement shall continue after such conclusion or termination, including without limitation clauses:
- (a) Local Government Responsibilities – Clauses 3 and 4;
 - (b) Repayment of Funding – Clause 7;
 - (c) Local Government Indemnity – Clause 8;
 - (d) Freedom of Information and Protection of Privacy – Clause 13; and
 - (e) Entire Agreement – Clause 16.
18. Any notice, approval, consent, or other communication under this Agreement shall be deemed to be given to the other Party if in writing and personally delivered, sent by prepaid registered mail, couriered or emailed to the addresses as follows:

The Minister:

c/o Director, Grant Program Delivery
Municipal Affairs
15th Floor Commerce Place
10155 - 102 Street
Edmonton AB T5J 4L4
Email: MA.LGFFoperating@gov.ab.ca

Local Government:

Town of Strathmore
1 Parklane Drive, P.O. Box 2280
Strathmore AB T1P 1K2
Attention: Chief Administrative Officer
Email: webadmin@strathmore.ca

Either Party may change its contact information by giving written notice to the other in the above manner.

19. This Agreement does not replace, supersede, or alter the terms of any other existing funding agreement between the Minister and the Local Government.

20. Nothing in this Agreement in any way relieves the Local Government from strict compliance with the Grants Regulation or otherwise impacts the interpretation or application of the Grants Regulation.
21. The rights, remedies, and privileges of the Minister under this Agreement are cumulative and any one or more may be exercised.
22. If any portion of this Agreement is deemed to be illegal or invalid, then that portion of the Agreement shall be deemed to have been severed from the remainder of the Agreement and the remainder of the Agreement shall be enforceable.
23. This Agreement is binding upon the Parties and their successors.
24. This Agreement will be governed by and construed in accordance with the laws of the Province of Alberta and the Parties submit to the jurisdiction of the courts of Alberta for the interpretation and enforcement of this Agreement.
25. The Local Government represents and warrants to the Minister that the execution of the Agreement has been duly and validly authorized by the Local Government in accordance with all applicable laws.
26. The Local Government shall not assign, either directly or indirectly, this Agreement or any right of the Local Government under this Agreement.
27. A waiver of any breach of a term or condition of this Agreement will not bind the Party giving it unless it is in writing. A waiver which is binding will not affect the rights of the Party giving it with respect to any other or any future breach.
28. Time is of the essence in this Agreement.

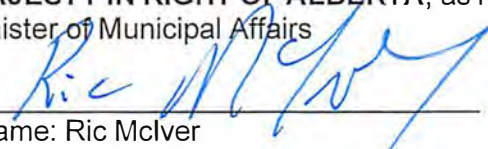
This space left intentionally blank.

29. Communication of execution of this Agreement emailed in PDF format shall constitute good delivery.

The Parties have therefore executed this Agreement, each by its duly authorized representative(s), on the respective dates shown below.

Signed by the
Minister of Municipal Affairs
of the Province of Alberta

HIS MAJESTY IN RIGHT OF ALBERTA, as represented by
the Minister of Municipal Affairs

Per: 
Name: Ric McIver
Title: Minister of Municipal Affairs
Date: May 29, 2024

LOCAL GOVERNMENT

Signed by a duly
authorized representative
of the Local Government

Per: _____

Name of Local Government:

Name of signatory:

Title:

Date:

Signed by a duly
authorized representative
of the Local Government

Per: _____

Name of Local Government:

Name of signatory:

Title:

Date:



Request for Decision

To: Council

Staff Contact: Budd Brazier, Manager

Date Prepared: August 22, 2024

Meeting Date: September 4, 2024

SUBJECT: 2024 FCSS Advisory Board - Family & Community Support Services Grant Program

RECOMMENDATION: THAT Council approve the funding recommendations from the FCSS Advisory Board for the Family & Community Support Services Grant Program and the Calgary United Way:

- \$2540.00 to Healthy Interagency (United Way)
- \$15,000.00 to Golden Hills School Division (\$13,900 FCSS & \$1100.00 United Way)
- \$3500.00 to True North (United Way)

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The Family & Community Support Services Grant Program is designed to provide financial assistance to community organizations that improve and strengthen Strathmore's preventive social services and programs for residents. The recommendation of the FCSS Advisory Committee is to support the selected grant applications.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

The Family & Community Support Services Grant Program exists to establish a grant funding program for Strathmore and area community organizations to offer social-based programs and preventative initiatives to enhance Strathmore residents overall well being and quality of life.

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

Should funding recommendations not be approved, some programs may not operate as organizations could be forced to shift funding to account for decreased financial support. The impact of funding shortfalls on organizations could result in scaled-down program(s) or even the cancellation of others.

ORGANIZATIONAL:

A call for application for Grant Funding was advertised. Once the applications were collected, they were circulated to the FCSS Advisory Board.

OPERATIONAL:

Staff time associated with the following:

- A call for application for Grant Funding was advertised.
- Collected the applications.
- Circulated all applications to the FCSS Advisory Board.
- Coordinated a meeting for the FCSS Advisory Board to review and provide recommendations to Council.

FINANCIAL:

With a balance of funding available from the initial disbursement in March 2024, the FCSS Advisory Board was able to support a second round of applications with approximately \$21,000.00 available for disbursement. The FCSS Advisory Board received five (5) applications and three (3) are recommended for funding, with two (2) applications deemed ineligible.

Should Council approve these funding recommendations, the full grant allocations for 2024 will be completed.

POLICY:

FCSS Community Support Services Grant Program applications are reviewed and determined based on Policy #5102.

As per Policy #5102, Council is responsible for "approv[ing] by resolution grant distributions as recommended."

IMPLEMENTATION:

If approved, Administration would prepare cheques for each of the successful organizations.

BACKGROUND:

The FCSS Advisory Board was established by Council in September 2023 to support the Family & Community Support Services Grant Funding Program (policy 5102). The Board, consisting of public members, a member of council, and Administration, met in December 2023 to review the terms of reference, the grant application process, and introduce a scoring matrix for applications.

For the second round of funding applications were received in July 2024. The FCSS Advisory Board met August 13, 2024 with five (5) total applications were reviewed by the Board.

The Advisory Board reviewed all grant applications with quorum being met. The Board members would recommend funding to three (3) out of the five (5) applications.

The Advisory Board did not support funding the remaining two (2) applications as the programs did not align to the FCSS Act and United Way MOU.

KEY ISSUE(S)/CONCEPT(S):

The FCSS Advisory Board are recommending to Council three (3) grant applications for funding.

Should Council approve these funding recommendations, the full grant allocations for 2024 will be completed.

DESIRED OUTCOMES:

That the recommendations of the FCSS Advisory Board be supported.

COMMUNICATIONS:

If approved, Administration would advise the organizations that their Family & Community Support Services Grant Program application was approved for the requested funding.

ALTERNATIVE ACTIONS/MOTIONS:

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

ATTACHMENTS:

[Attachment I: Boards and Committees Bylaw Amending Bylaw No. 23-12](#)

[Attachment II: FCSS Grant Program Policy 5102](#)

[Attachment III: FCSS Advisory Board Minutes - August 13 2024](#)

[Attachment IV: FCSS United Way Scoring Matrix](#)

Mark Pretzlaff, Director of Community and Protective Services

Approved
- 28 Aug
2024

Veronica Anderson, Legislative Services Officer

Approved
- 29 Aug
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Aug
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 30 Aug
2024

**BYLAW NO. 23-12
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA****BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO AMEND THE BOARDS AND COMMITTEES BYLAW NO. 22-26.**

WHEREAS, under the provisions of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto, Council may pass a Bylaw for the purpose of establishing Council Committees within the Town of Strathmore;

AND WHEREAS the Municipal Government Act authorizes Council to pass a bylaw establishing procedures to be followed by Council Committees;

AND WHEREAS Council considers it expedient to pass a bylaw establishing a Council Committee for the purpose of establishing a Family and Community Support Services Advisory Board;

NOW THEREFORE the 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 referred to as the "Boards and Committees Bylaw Amending Bylaw".

2. AMENDMENTS

- 2.1. That Bylaw No. 22-26 be amended to add schedule A of this Bylaw as schedule D of Bylaw No. 22-26.

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 5th day of April, 2023.

READ A SECOND TIME this 5th day of April, 2023.

READ A THIRD AND FINAL TIME this 5th day of April, 2023.



MAYOR



DIRECTOR OF STRATEGIC, ADMINISTRATIVE,
AND FINANCIAL SERVICES

Schedule 'A'**Family & Community Support Services Advisory Board****MANDATE**

To receive, review, and make recommendations on applications received by the Town of Strathmore for funding under the Community Investment Program.

COMMITTEE STRUCTURE

The Family & Community Support Services (FCSS) Advisory Board will consist of:

- One (1) Council member;
- Five (5) public-at-large representatives (Town residents); and
- One (1) FCSS Representative as a non-voting member.

Preference will be given to applicants who:

- Have previous board or committee experience
- Have experience with grant writing or reviewing grant applications
- Have experience with non-profit organizations

The FCSS Advisory Board will elect a board chair during the first meeting following the Town of Strathmore's Organizational Meeting.

ADMINISTRATIVE RESOURCES

The Town will provide one (1) staff member to provide support to the committee.

QUORUM

Four (4) members shall constitute a quorum of the Board.

TERM

Members will be appointed for a term of up to three (3) years, up to a maximum of three consecutive terms.

AUTHORITY

The FCSS Advisory Board shall:

- Participate in the development and review of priorities for FCSS project funding in accordance with the terms of the Family and Community Support Services Act and Regulation and for United Way project funding based on the terms of the current Letter of Agreement;
- Prioritize project applications based on community needs and priorities. Provide recommendations for funding allocation of FCSS and United Way grant dollars;
- Develop and facilitate the delivery of fundraising activities that will strengthen

our position to achieve positive change and build a strong community;

- Make recommendations to Council for the allocation of funds based on the FCSS Act, United Way of Calgary and Area Agreement and established FCSS and Council priorities for:
 - FCSS grant funding; and
 - United Way of Calgary and Area grant funding;
- Monitor progress and outcomes of funded social initiatives within the community;
- Increase awareness of social issues and the services and resources available for Strathmore residents; and
- Comply with the Town of Strathmore Procedural Bylaw and Municipal Government Act.

SUPPORTING DOCUMENTS

- Policy No. 5102 – Family and Community Support Services Grant Program

MEETING SCHEDULE

The Board will meet a minimum of three (3) times a calendar year, or as agreed upon at previous Committee meeting.



TOWN POLICY

POLICY NUMBER: 5102

REFERENCE:

Resolution No. 431.11.18

ADOPTED BY:

Council - November 21, 2018

PREPARED BY:

Community & Protective Services – FCSS

DATE: November 21, 2018

TITLE: Family & Community Support Services Grant Program

Page 1 of 4

POLICY STATEMENT

This policy provides guiding principles to Town of Strathmore Council in providing funding to organizations that promote the FCSS mandate, align with the Town of Strathmore Council Strategic Priorities, and that meet the requirements of reporting within the Provincial Outcomes Measurement Model. Town of Strathmore Council will ensure FCSS funds are granted to local organizations and groups to deliver preventive social services within the parameters of the FCSS legislation.

1.0 PURPOSE OF THIS POLICY

- 1.1 Provide guiding principles to the Town of Strathmore Council, Administration and Family and Community Support Services in providing funding to organizations that promote the FCSS mandate and priorities.
- 1.2 Ensure that the Grant Program is delivered in a fair and concise system to the community.
- 1.3 Provide reporting structure for accountability.

2.0 DEFINITIONS

- 2.1 “**Agencies**” means a community organization, non-profit, committee or charity providing a social service within the Town of Strathmore.
- 2.2 “**Chief Administrative Officer**” means the person appointed by Council to carry out the powers, duties and functions of the position of Chief Administrative Officer, or the person appointed to act as their designate.

- 2.3 **"Director"** means the administrator accountable for their department who may or may not directly supervise employees.
- 2.4 **"Employee"** means a person who is employed by the Town of Strathmore. This includes a permanent, part-time, or casual employee.
- 2.5 **"FCSS Act"** means the *Family and Community Support Services Act*, Revised Statutes of Alberta 2000, Chapter F-3, as amended from time to time.
- 2.6 **"Review Committee"** means any employee(s) assigned by the Director to supervise the adjudication of the Grant Program.

3.0 APPLICABILITY

This policy applies to all grant funding delivered out of the FCSS department at the Town of Strathmore. It does not have any barring of Council grants into the community or the Community Investment Fund Policy No. 1208.

4.0 RESPONSIBILITIES

- 4.1 Town of Strathmore Council is responsible to:
- a) approve by resolution this Policy and any amendments; and
 - b) approve by resolution grant distributions as recommended.
- 4.2 The Chief Administrative Officer is responsible to:
- a) approve all supporting procedures and any amendments; and
 - b) administer the Policy and procedures.
- 4.3 The Director is responsible to:
- a) ensure that all department employees are familiar with the Policy;
 - b) administer the policy within the department;
 - c) establish the Review Committee within the department; and
 - d) recommend changes in policy and procedures.
- 4.4 All Employees are responsible to:
- a) ensure that they comply with all approved policies and procedures.

5.0 POLICY GUIDELINES

5.1 Guiding Principles

- 5.1.1 The focus of this Policy is to build capacity in community social services by enhancing the social well being of individuals, families, and communities through prevention or intervention strategies at the earliest opportunity.
- 5.1.2 The Policy must support the mandate of the FCSS Act by doing one or more of the following:
- a) help people to develop independence, strengthen coping skills and become more resistant to crisis;
 - b) help people to develop an awareness of social needs;
 - c) help people to develop interpersonal and group skills;

- d) help people and communities to assume responsibility for decision and actions which affect them; and/or
- e) provide supports that help sustain people as active participants in the community.

5.1.3 The Town of Strathmore has the authority to eliminate funding to any Agency if they are in violation of the FCSS Act and Regulations, has committed fraud, and/or are found to be in violation of unethical workplace practices.

5.1.4 The Town of Strathmore has the authority to eliminate funding to any Agency if there are significant changes in programming focus, scope and/or outcomes from what was originally stated in the application must be approved by the Review Committee for continued funding under the agreement.

5.2 Program Streams

5.2.1 **Annual Funding** is FCSS funding provide annually and requires reapplication every calendar year. Annual Funding applications must meet the following criteria:

- a) agencies that are first time applicants; and/or
- b) agencies that do not have more than a three (3) year plan for projects and outcomes.

5.2.2 **Multi-Year Funding** is FCSS funding provide for up to three (3) consecutive years for a single Program. Multi-year Funding applications must meet the following criteria:

- a) agencies must have received funding from the Town of Strathmore FCSS Grant program for a minimum of three (3) previous consecutive years; and
- b) agencies must be in full compliance with previous years reporting for all FCSS Grant Program allocations.

5.3 Ineligibility

5.3.1 The following programs and services are not eligible for FCSS Grant Program funding:

- a) primarily for the recreational needs or leisure time pursuits;
- b) intended to sustain an individual or family (i.e. food, clothing or shelter);
- c) for profit in nature;
- d) primarily rehabilitative in nature; or
- e) duplicated services that are ordinarily provided by a government or government agency.

5.4 Program Evaluation

5.4.1 Both the Multi-Year and Annual Funding streams will be reviewed every two (2) years to ensure that outcomes and expectations are being met and funding is allocated in the most sustainable and impactful way.

6.0 POLICY EXCEPTIONS

6.1 Emerging Social Issues

6.1.1 Funds may be diverted from the Grant Program to address sudden emerging critical social issues that require immediate attention.

6.1.2 The diversion of Funds will be approved by resolution of Council as needed.

6.2 Government of Alberta Funding

6.2.1 Funds may be diverted from the Grant Program in the event of a reduction or change in the FCSS Conditional Funding from the Government of Alberta.

6.2.2 In the event of a reduction or change in Government of Alberta Funding, multi-year grant contracts may be interrupted or adjusted.

6.2.3 The diversion of funds will be approved by resolution of Council as needed.

7.0 END OF POLICY

FCSS Advisory Board

Family & Community Support Services Grant Program

August 13th, 2024 – Meeting Minutes

In Attendance

Chantale Sangster - Public	Patrica Romanchuk - Public
Jennifer Chiasson - Public	Sunday Adeola - Public
Melissa Langmaid - Council Representative	Budd Brazier - FCSS Staff
Sandy Freeland - FCSS Administrative Support	

Call To Order

12:08 pm – meeting started.

New Business

1. June 13th meeting minutes approved by Councilor Langmaid and seconded by Jennifer Chiasson
2. Distribute August 13th meeting agenda
3. Heavy discussion regarding policy 5102 and suggestions on changes that may include stronger definitions around “Agency” related to the FCSS ACT, removal of “Multi Year”, and focus the policy to reflect on “Volunteer Non-Profits” Committee to be sent a the document to track changes.
4. Additional conversations around the Grant Funding Application and closing some gaps with a focus on mirroring the application information back tom the scoring matrix
5. Application review and score all five (5) applications.
 - \$2540.00 to Healthy Interagency (United Way)
 - \$15,000.00 to Golden Hills School Division (\$13,900 FCSS & \$1100.00 United Way)
 - \$3500.00 to True North (United Way)

Motion: That the Committee recommend the funding allocations for approval by Town Council for the cost of \$21,040.00, consisting of 13,900.00 from FCSS Grant Funding and 7,140.00 from the Calgary United Way Grant funding Agreement.

6. Additional discussion on a selected date to present for RFD to Council
 - a. September 4, 2024, was agreed upon.
7. Next steps - discussion on FCSS policy #5102 to review and possible changes presented to a future Council meeting, maintain regular committee meetings throughout the year to review Letter of Intent, Application Letter details and revisions, and move the application dates up earlier in the process.

Adjournment

2:58pm meeting finished.

Review Criteria

The FCSS Advisory Board will review each application and score using the following criteria and a 50 point scoring system.

Applicant Name: AHS - Opening Minds Through ArtRequest: \$4,200.00

Instructions for scoring:

Enter score from 0 – 5 in appropriate box (blue shaded area). The total points will automatically be calculated according to the weight for each criteria.

Approval Criteria:		Funding Amount Criteria:	
Score 0 - 25	not approved	Score 35 - 45	as determined by the committee
Score 26 - 34	requires more info	Score 46 - 50	full amount requested
Score 35 - 50	approved		

1. Program/ Project Objectives: (Weight 10)

The project's goals are either unclear or inappropriate, and there is a lack of specified objectives.	The project has well-defined goals. However, it presents objectives that are questionable, weak, or lack specificity and measurable criteria.	The project goals are well-formulated and sufficient. However, the outcomes, while aligned with the program/project, could be strengthened.	Project goals present exceptional detail and are highly organized. Outcomes are clearly measured and defined to allow for program/project success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

2. Program/ Project Plan (Weight 15)

Proposal steps are either not provided or deemed inappropriate. Person(s) responsible for various tasks are either unspecified or unclear. The timeframe for completing steps is not well-established and may be unfeasible. Additionally, risk mitigation is either absent or unclear.	Proposed steps appear misguided and/or could benefit significantly from improvement. Person(s) responsible for completing tasks are somewhat appropriate but could be improved. The proposed timeframe for completing steps is provided but could be significantly improved. While risk mitigation measures are presented, there is room for improvement.	Proposed steps are adequate. Person(s) responsible for completing them are suitable for the proposed effort. The timeframe for completing the steps is perceived as well-founded and highly achievable. Risk mitigation measures are considered adequate.	Proposed steps are refined and meticulously planned. Person(s) responsible for completing the steps are well-suited for the effort; The assessment of the time required for completing tasks is accurate, and there is confidence in the applicant's ability to deliver on the planned work. Risk mitigation is exceptionally clear and detailed.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

3. Community Connection (Weight 5)

Relevant community impact/ partners are either not engaged or not identified in the proposal.	Relevant community impact/ partners appear to be absent or lacking involvement.	Relevant community impact/ partners are identified and their intentions are clearly stated.	Relevant community impact/ partners have been identified and will enhance the project's success, bringing diverse expertise, resources, and committed support. A letter of support is provided, clearly outlining the partner's role.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

4. Program/ Project Evaluation (Weight 10)

Evaluation measures and methods are either absent or unclear. The effort lacks clarity regarding what success would entail.	Evaluation measures and methods are presented but could benefit from enhancement or improvement. Elements of success are not well defined.	Evaluation measures and methods are satisfactory as presented, and the elements of success are clearly identified.	Evaluation measures and methods are well-considered and thoughtful; the applicant team demonstrates a clear understanding of how they envision success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

5. Project Budget (Weight 5)

The budget is inadequately constructed or lacks essential details.	The budget is marginally constructed and somewhat connected to the program/ project.	The budget aligns well with program/ project scope is appropriate to the work	The budget is meticulously crafted, listing all details and aligning perfectly with the program/project plan.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

6. Overall Project (Weight 5):

The program/project is insufficiently outlined, lacking essential details, and there would be limited community support for its implementation.	The program/project is partially described, but insufficient detail is provided to gauge its impact, or the anticipated impact is considered low.	The program/project is well-described, offering accurate details and showcasing effective community collaboration.	The program/project is highly developed, featuring specific outcomes that demonstrate a robust and well-defined initiative. It is well-structured, set to achieve significant, measurable results through careful planning and commitment to specific objectives.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

Approval Criteria:	
Score 0 - 25	not approved
Score 26 - 34	requires more info
Score 35 - 50	approved

Funding Amount Criteria:	
Score 26 - 45	as determined by the committee
Score 46 - 50	full amount requested

Total Overall Score: 0

Approval Status	Not Approved
Funding Amount	\$0

Additional Comments/Feedback

Program/ Project Plan:

Although the committee thought this would be a valuable program for the request can not come from AHS, therefore there was no scoring this application.

Program/ Project Evaluation:

Recommendations:

Not approved based on the eligibility requirements of the FCSS Act and the Calgary United Way MOU.

Review Criteria

The FCSS Advisory Board will review each application and score using the following criteria and a 50 point scoring system.

Applicant Name: **Healthy Interagency - Senior Resour** Request: **\$5,115.00**

Instructions for scoring:

Enter score from 0 – 5 in appropriate box (blue shaded area). The total points will automatically be calculated according to the weight for each criteria.

Approval Criteria:		Funding Amount Criteria:	
Score 0 - 25	not approved	Score 35 - 45	as determined by the committee
Score 26 - 34	requires more info	Score 46 - 50	full amount requested
Score 35 - 50	approved		

1. Program/ Project Objectives: (Weight 10)

The project's goals are either unclear or inappropriate, and there is a lack of specified objectives.	The project has well-defined goals. However, it presents objectives that are questionable, weak, or lack specificity and measurable criteria.	The project goals are well-formulated and sufficient. However, the outcomes, while aligned with the program/project, could be strengthened.	Project goals present exceptional detail and are highly organized. Outcomes are clearly measured and defined to allow for program/project success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	4	0
Total Score			8

2. Program/ Project Plan (Weight 15)

Proposal steps are either not provided or deemed inappropriate. Person(s) responsible for various tasks are either unspecified or unclear. The timeframe for completing steps is not well-established and may be unfeasible. Additionally, risk mitigation is either absent or unclear.	Proposed steps appear misguided and/or could benefit significantly from improvement. Person(s) responsible for completing tasks are somewhat appropriate but could be improved. The proposed timeframe for completing steps is provided but could be significantly improved. While risk mitigation measures are presented, there is room for improvement.	Proposed steps are adequate. Person(s) responsible for completing them are suitable for the proposed effort. The timeframe for completing the steps is perceived as well-founded and highly achievable. Risk mitigation measures are considered adequate.	Proposed steps are refined and meticulously planned. Person(s) responsible for completing the steps are well-suited for the effort; The assessment of the time required for completing tasks is accurate, and there is confidence in the applicant's ability to deliver on the planned work. Risk mitigation is exceptionally clear and detailed.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	4	0
Total Score			12

3. Community Connection (Weight 5)

Relevant community impact/ partners are either not engaged or not identified in the proposal.	Relevant community impact/ partners appear to be absent or lacking involvement.	Relevant community impact/ partners are identified and their intentions are clearly stated.	Relevant community impact/ partners have been identified and will enhance the project's success, bringing diverse expertise, resources, and committed support. A letter of support is provided, clearly outlining the partner's role.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	4	0
Total Score			4

4. Program/ Project Evaluation (Weight 10)

Evaluation measures and methods are either absent or unclear. The effort lacks clarity regarding what success would entail.	Evaluation measures and methods are presented but could benefit from enhancement or improvement. Elements of success are not well defined.	Evaluation measures and methods are satisfactory as presented, and the elements of success are clearly identified.	Evaluation measures and methods are well-considered and thoughtful; the applicant team demonstrates a clear understanding of how they envision success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	3	0
Total Score			6

5. Project Budget (Weight 5)

The budget is inadequately constructed or lacks essential details.	The budget is marginally constructed and somewhat connected to the program/ project.	The budget aligns well with program/ project scope is appropriate to the work	The budget is meticulously crafted, listing all details and aligning perfectly with the program/project plan.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	2	0	0
Total Score			2

6. Overall Project (Weight 5):

The program/project is insufficiently outlined, lacking essential details, and there would be limited community support for its implementation.	The program/project is partially described, but insufficient detail is provided to gauge its impact, or the anticipated impact is considered low.	The program/project is well-described, offering accurate details and showcasing effective community collaboration.	The program/project is highly developed, featuring specific outcomes that demonstrate a robust and well-defined initiative. It is well-structured, set to achieve significant, measurable results through careful planning and commitment to specific objectives.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	4	0
Total Score			4

Approval Criteria:	
Score 0 - 25	not approved
Score 26 - 34	requires more info
Score 35 - 50	approved

Funding Amount Criteria:	
Score 26 - 45	as determined by the committee
Score 46 - 50	full amount requested

Total Overall Score: 36

Approval Status	Approved
Funding Amount	\$2,540

Additional Comments/Feedback

Program/ Project Plan:

Project represents a valuable resource for our local senior population along with other Social Service community agencies to refer back to.

Program/ Project Evaluation:

Recommendations:

The committee's recommendation is to proceed with funding and to have the Health Interagency seek additional funding from other sources.

Review Criteria

The FCSS Advisory Board will review each application and score using the following criteria and a 50 point scoring system.

Applicant Name: **GHSD - Counseling Program** Request: **\$25,000.00**

Instructions for scoring:

Enter score from 0 – 5 in appropriate box (blue shaded area). The total points will automatically be calculated according to the weight for each criteria.

Approval Criteria:		Funding Amount Criteria:	
Score 0 - 25	not approved	Score 35 - 45	as determined by the committee
Score 26 - 34	requires more info	Score 46 - 50	full amount requested
Score 35 - 50	approved		

1. Program/ Project Objectives: (Weight 10)

The project's goals are either unclear or inappropriate, and there is a lack of specified objectives.	The project has well-defined goals. However, it presents objectives that are questionable, weak, or lack specificity and measurable criteria.	The project goals are well-formulated and sufficient. However, the outcomes, while aligned with the program/project, could be strengthened.	Project goals present exceptional detail and are highly organized. Outcomes are clearly measured and defined to allow for program/project success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	3	0
Total Score			6

2. Program/ Project Plan (Weight 15)

Proposal steps are either not provided or deemed inappropriate. Person(s) responsible for various tasks are either unspecified or unclear. The timeframe for completing steps is not well-established and may be unfeasible. Additionally, risk mitigation is either absent or unclear.	Proposed steps appear misguided and/or could benefit significantly from improvement. Person(s) responsible for completing tasks are somewhat appropriate but could be improved. The proposed timeframe for completing steps is provided but could be significantly improved. While risk mitigation measures are presented, there is room for improvement.	Proposed steps are adequate. Person(s) responsible for completing them are suitable for the proposed effort. The timeframe for completing the steps is perceived as well-founded and highly achievable. Risk mitigation measures are considered adequate.	Proposed steps are refined and meticulously planned. Person(s) responsible for completing the steps are well-suited for the effort; The assessment of the time required for completing tasks is accurate, and there is confidence in the applicant's ability to deliver on the planned work. Risk mitigation is exceptionally clear and detailed.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	3.5	0
Total Score			10.5

3. Community Connection (Weight 5)

Relevant community impact/ partners are either not engaged or not identified in the proposal.	Relevant community impact/ partners appear to be absent or lacking involvement.	Relevant community impact/ partners are identified and their intentions are clearly stated.	Relevant community impact/ partners have been identified and will enhance the project's success, bringing diverse expertise, resources, and committed support. A letter of support is provided, clearly outlining the partner's role.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	4	0
Total Score			4

4. Program/ Project Evaluation (Weight 10)

Evaluation measures and methods are either absent or unclear. The effort lacks clarity regarding what success would entail.	Evaluation measures and methods are presented but could benefit from enhancement or improvement. Elements of success are not well defined.	Evaluation measures and methods are satisfactory as presented, and the elements of success are clearly identified.	Evaluation measures and methods are well-considered and thoughtful; the applicant team demonstrates a clear understanding of how they envision success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	4	0
Total Score			8

5. Project Budget (Weight 5)

The budget is inadequately constructed or lacks essential details.	The budget is marginally constructed and somewhat connected to the program/ project.	The budget aligns well with program/ project scope is appropriate to the work	The budget is meticulously crafted, listing all details and aligning perfectly with the program/project plan.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	3	0
Total Score			3

6. Overall Project (Weight 5):

The program/project is insufficiently outlined, lacking essential details, and there would be limited community support for its implementation.	The program/project is partially described, but insufficient detail is provided to gauge its impact, or the anticipated impact is considered low.	The program/project is well-described, offering accurate details and showcasing effective community collaboration.	The program/project is highly developed, featuring specific outcomes that demonstrate a robust and well-defined initiative. It is well-structured, set to achieve significant, measurable results through careful planning and commitment to specific objectives.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	3	0
Total Score			3

Approval Criteria:	
Score 0 - 25	not approved
Score 26 - 34	requires more info
Score 35 - 50	approved

Funding Amount Criteria:	
Score 26 - 45	as determined by the committee
Score 46 - 50	full amount requested

Total Overall Score: 34.5

Approval Status	Approved
Funding Amount	\$15,000

Additional Comments/Feedback

Program/ Project Plan:

The program has a long history within the school's division and outcomes align to the FCSS Act.

Program/ Project Evaluation:

Recommendations:

The committee has the opinion that although the school's program is a benefit to the students with a history of support, in the future the overall schools operating school's operating budget should absorb this program.

Approved for funding for \$15,000.00 based on what was available in the remaining FCSS/United Way funds.

Review Criteria

The FCSS Advisory Board will review each application and score using the following criteria and a 50 point scoring system.

Applicant Name: True North - Community Early Interv Request: \$14,000.00

Instructions for scoring:

Enter score from 0 – 5 in appropriate box (blue shaded area). The total points will automatically be calculated according to the weight for each criteria.

Approval Criteria:		Funding Amount Criteria:	
Score 0 - 25	not approved	Score 35 - 45	as determined by the committee
Score 26 - 34	requires more info	Score 46 - 50	full amount requested
Score 35 - 50	approved		

1. Program/ Project Objectives: (Weight 10)

The project's goals are either unclear or inappropriate, and there is a lack of specified objectives.	The project has well-defined goals. However, it presents objectives that are questionable, weak, or lack specificity and measurable criteria.	The project goals are well-formulated and sufficient. However, the outcomes, while aligned with the program/project, could be strengthened.	Project goals present exceptional detail and are highly organized. Outcomes are clearly measured and defined to allow for program/project success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	3	0
Total Score			6

2. Program/ Project Plan (Weight 15)

Proposal steps are either not provided or deemed inappropriate. Person(s) responsible for various tasks are either unspecified or unclear. The timeframe for completing steps is not well-established and may be unfeasible. Additionally, risk mitigation is either absent or unclear.	Proposed steps appear misguided and/or could benefit significantly from improvement. Person(s) responsible for completing tasks are somewhat appropriate but could be improved. The proposed timeframe for completing steps is provided but could be significantly improved. While risk mitigation measures are presented, there is room for improvement.	Proposed steps are adequate. Person(s) responsible for completing them are suitable for the proposed effort. The timeframe for completing the steps is perceived as well-founded and highly achievable. Risk mitigation measures are considered adequate.	Proposed steps are refined and meticulously planned. Person(s) responsible for completing the steps are well-suited for the effort; The assessment of the time required for completing tasks is accurate, and there is confidence in the applicant's ability to deliver on the planned work. Risk mitigation is exceptionally clear and detailed.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	3	0
Total Score			9

3. Community Connection (Weight 5)

Relevant community impact/ partners are either not engaged or not identified in the proposal.	Relevant community impact/ partners appear to be absent or lacking involvement.	Relevant community impact/ partners are identified and their intentions are clearly stated.	Relevant community impact/ partners have been identified and will enhance the project's success, bringing diverse expertise, resources, and committed support. A letter of support is provided, clearly outlining the partner's role.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	3	0
Total Score			3

4. Program/ Project Evaluation (Weight 10)

Evaluation measures and methods are either absent or unclear. The effort lacks clarity regarding what success would entail.	Evaluation measures and methods are presented but could benefit from enhancement or improvement. Elements of success are not well defined.	Evaluation measures and methods are satisfactory as presented, and the elements of success are clearly identified.	Evaluation measures and methods are well-considered and thoughtful; the applicant team demonstrates a clear understanding of how they envision success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	3	0
Total Score			6

5. Project Budget (Weight 5)

The budget is inadequately constructed or lacks essential details.	The budget is marginally constructed and somewhat connected to the program/ project.	The budget aligns well with program/ project scope is appropriate to the work	The budget is meticulously crafted, listing all details and aligning perfectly with the program/project plan.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	1.5	0	0
Total Score			1.5

6. Overall Project (Weight 5):

The program/project is insufficiently outlined, lacking essential details, and there would be limited community support for its implementation.	The program/project is partially described, but insufficient detail is provided to gauge its impact, or the anticipated impact is considered low.	The program/project is well-described, offering accurate details and showcasing effective community collaboration.	The program/project is highly developed, featuring specific outcomes that demonstrate a robust and well-defined initiative. It is well-structured, set to achieve significant, measurable results through careful planning and commitment to specific objectives.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	4	0
Total Score			4

Approval Criteria:	
Score 0 - 25	not approved
Score 26 - 34	requires more info
Score 35 - 50	approved

Funding Amount Criteria:	
Score 26 - 45	as determined by the committee
Score 46 - 50	full amount requested

Total Overall Score: 29.5

Approval Status	Approved
Funding Amount	\$3,500

Additional Comments/Feedback

Program/ Project Plan:

The program project is sound, however the committee would like to see addition details on the participant numbers.

Program/ Project Evaluation:

Budget was weak and True North will be informed on the necessary improvements for the next application if they choose to apply.

Recommendations:

Approved with communications related back to True North regarding a strong outcomes report.
The program project crosses into 2025 and the committee has agreed to fund what will be offered in 2024.

Review Criteria

The FCSS Advisory Board will review each application and score using the following criteria and a 50 point scoring system.

Applicant Name: SAIL - English Language LearningRequest: \$6,500.00

Instructions for scoring:

Enter score from 0 – 5 in appropriate box (blue shaded area). The total points will automatically be calculated according to the weight for each criteria.

Approval Criteria:		Funding Amount Criteria:	
Score 0 - 25	not approved	Score 35 - 45	as determined by the committee
Score 26 - 34	requires more info	Score 46 - 50	full amount requested
Score 35 - 50	approved		

1. Program/ Project Objectives: (Weight 10)

The project's goals are either unclear or inappropriate, and there is a lack of specified objectives.	The project has well-defined goals. However, it presents objectives that are questionable, weak, or lack specificity and measurable criteria.	The project goals are well-formulated and sufficient. However, the outcomes, while aligned with the program/project, could be strengthened.	Project goals present exceptional detail and are highly organized. Outcomes are clearly measured and defined to allow for program/project success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

2. Program/ Project Plan (Weight 15)

Proposal steps are either not provided or deemed inappropriate. Person(s) responsible for various tasks are either unspecified or unclear. The timeframe for completing steps is not well-established and may be unfeasible. Additionally, risk mitigation is either absent or unclear.	Proposed steps appear misguided and/or could benefit significantly from improvement. Person(s) responsible for completing tasks are somewhat appropriate but could be improved. The proposed timeframe for completing steps is provided but could be significantly improved. While risk mitigation measures are presented, there is room for improvement.	Proposed steps are adequate. Person(s) responsible for completing them are suitable for the proposed effort. The timeframe for completing the steps is perceived as well-founded and highly achievable. Risk mitigation measures are considered adequate.	Proposed steps are refined and meticulously planned. Person(s) responsible for completing the steps are well-suited for the effort; The assessment of the time required for completing tasks is accurate, and there is confidence in the applicant's ability to deliver on the planned work. Risk mitigation is exceptionally clear and detailed.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

3. Community Connection (Weight 5)

Relevant community impact/ partners are either not engaged or not identified in the proposal.	Relevant community impact/ partners appear to be absent or lacking involvement.	Relevant community impact/ partners are identified and their intentions are clearly stated.	Relevant community impact/ partners have been identified and will enhance the project's success, bringing diverse expertise, resources, and committed support. A letter of support is provided, clearly outlining the partner's role.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

4. Program/ Project Evaluation (Weight 10)

Evaluation measures and methods are either absent or unclear. The effort lacks clarity regarding what success would entail.	Evaluation measures and methods are presented but could benefit from enhancement or improvement. Elements of success are not well defined.	Evaluation measures and methods are satisfactory as presented, and the elements of success are clearly identified.	Evaluation measures and methods are well-considered and thoughtful; the applicant team demonstrates a clear understanding of how they envision success.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

5. Project Budget (Weight 5)

The budget is inadequately constructed or lacks essential details.	The budget is marginally constructed and somewhat connected to the program/ project.	The budget aligns well with program/ project scope is appropriate to the work	The budget is meticulously crafted, listing all details and aligning perfectly with the program/project plan.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

6. Overall Project (Weight 5):

The program/project is insufficiently outlined, lacking essential details, and there would be limited community support for its implementation.	The program/project is partially described, but insufficient detail is provided to gauge its impact, or the anticipated impact is considered low.	The program/project is well-described, offering accurate details and showcasing effective community collaboration.	The program/project is highly developed, featuring specific outcomes that demonstrate a robust and well-defined initiative. It is well-structured, set to achieve significant, measurable results through careful planning and commitment to specific objectives.
Score (0)	Score (1 - 2)	Score (3 - 4)	Score (5)
0	0	0	0
Total Score			0

Approval Criteria:	
Score 0 - 25	not approved
Score 26 - 34	requires more info
Score 35 - 50	approved

Funding Amount Criteria:	
Score 26 - 45	as determined by the committee
Score 46 - 50	full amount requested

Total Overall Score: 0

Approval Status	Not Approved
Funding Amount	\$0

Additional Comments/Feedback

Program/ Project Plan:

The program is more aligned to Adult tutoring and by the FCSS Act definition is ineligible

Program/ Project Evaluation:

Recommendations:

Not approved based on funding from Advanced Education and being ineligible under the FCSS Act.



Request for Decision

To: Council

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

Date Prepared: August 28, 2024

Meeting Date: September 4, 2024

SUBJECT: Canada Community-Building Fund Memorandum of Agreement

RECOMMENDATION: THAT Council authorizes the Mayor and CAO to sign the attached Canada Community-Building Fund Memorandum of Agreement as presented.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

CCBF funds are a major component of Strathmore's Capital budget. The grant funds are used to fund permissible Town public infrastructure projects and, therefore, enable funding in this area relating to Council's Strategic Plan.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

CCBF grant monies are used to improve the infrastructure investment in Town, in alignment with Council's approved budget, which will have a positive impact on the Town's economic position.

SOCIAL SUSTAINABILITY:

CCBF grant monies are used to improve the infrastructure investment in Town, which have a positive impact on the Town's ability to provide social services to residents.

ENVIRONMENTAL SUSTAINABILITY:

CCBF grant eligibility often has an environmental component (i.e. projects that improve the environmental impact of existing infrastructure are prioritized by the program) and, therefore, support with enabling this focus in Council's Strategic Plan.

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

CCBF funds will not be received by the Town until the MOA is signed and returned to the Province.

ORGANIZATIONAL:

Staff time was utilized to prepare this report and any associated action items following the decision of Council. The CCBF funding enable's the Town's projects as approved in the budget.

OPERATIONAL:

CCBF grant monies received are used to fund permissible Town projects as approved in the budget.

FINANCIAL:

CCBF funds are a major component of Strathmore's budget. The grant funds are used to fund permissible projects constructed by the Town. CCBF funding will not get released to the Town until the MOA is signed and returned to the Government of Alberta.

POLICY:

N/A

IMPLEMENTATION:

Once the MOA is signed, Administration will provide the signed document to the Government of Alberta, per Minister McIver's instructions.

BACKGROUND:

The federal Canada Community-Building Fund (CCBF) provides predictable, long-term, stable funding for Canadian municipalities to help build and revitalize public infrastructure. The Government of Alberta administers the CCBF to Alberta municipalities on behalf of the

Government of Canada. The CCBF provides Capital funding to municipalities to fund infrastructure development and renewal.

The MOA will govern the funding under the program. The agreement is to be signed by up to two individuals duly authorized by Council to sign agreements under Section 213(4) of the *Municipal Government Act*. Payment of the CCBC allocation cannot be released until the MOAs are signed, returned, and other payment conditions are met.

KEY ISSUE(S)/CONCEPT(S):

The key issue for Council's consideration is whether it wishes to authorize the Mayor and CAO to sign the agreement as presented.

DESIRED OUTCOMES:

The desired outcome is for Council to authorize the Mayor and CAO to sign the agreement as presented.

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

Council can refer this matter to a Committee of the Whole for further consideration.

ATTACHMENTS:

[Attachment I - CCBF Memorandum of Agreement Town of Strathmore](#)

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

Approved
- 30 Aug
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 30 Aug
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Aug
2024

CANADA COMMUNITY-BUILDING FUND

MEMORANDUM OF AGREEMENT

BETWEEN:

HIS MAJESTY IN RIGHT OF ALBERTA, as
represented by the Minister of Municipal Affairs
(hereinafter called the “**Minister**”)

AND

THE TOWN OF STRATHMORE in the Province of Alberta
(hereinafter called the “**Local Government**”)

(Collectively, the “**Parties**”, and each a “**Party**”)

WHEREAS the Government of Canada, as represented by the Minister of Housing, Infrastructure and Communities (“**Canada**”) and the Minister, have, under a separate Administrative Agreement, agreed to administer the Canada Community-Building Fund (“**CCBF**”) program for Local Governments in Alberta to help communities build and revitalize their public infrastructure; and

WHEREAS Canada and the Minister wish to help communities build and revitalize their public infrastructure that supports national objectives of productivity and economic growth, a clean environment and strong communities; and

WHEREAS under the *Ministerial Grants Regulation*, Alta Reg 215/2022 the Minister is authorized to make grants and enter into agreements with respect to any matters relating to the payment of grants.

NOW THEREFORE in consideration of the mutual terms and conditions hereinafter specified,
THE PARTIES AGREE AS FOLLOWS:

A. Definitions

1. In this Agreement,

- (a) “**Administrative Agreement**” means the Administrative Agreement on the Canada Community-Building Fund effective as of April 1, 2024, between Canada and the Minister, as may be amended from time to time.
- (b) “**Agreement**” means this funding agreement between the Parties, which may, from time to time, be amended by the Parties.
- (c) “**Application**” has the meaning ascribed to such term in the Program Guidelines.
- (d) “**Canada Community-Building Fund**” (**CCBF**) means the program established under section 161 of the *Keeping Canada's Economy and Jobs Growing Act*, S.C. 2011, c. 24 as amended by section 233 of the *Economic Action Plan 2013 Act*, No. 1, S.C. 2013, c. 33, as the Gas Tax Fund and renamed the Canada Community-Building Fund in section 199 of *Budget Implementation Act, 2021*, No. 1.

- (e) **“CCBF Funding”** means all CCBF funding received by the Minister from Canada as well as any funding received by the Minister from Canada under the Previous Agreements.
- (f) **“Contract”** means an agreement between the Local Government and a Third Party whereby the latter agrees to supply a product or service to an Eligible Project in return for financial consideration.
- (g) **“Credit Items”** has the meaning ascribed to such term in the Program Guidelines.
- (h) **“Eligible Expenditures”** means those expenditures described as eligible in the Program Guidelines.
- (i) **“Eligible Projects”** means projects as described in the Program Guidelines.
- (j) **“Funding”** means funds made available by the Minister to the Local Government under this Agreement, to be used solely for Eligible Expenditures, and includes any earned interest on the said funds that may be realized by the Local Government as a result of holding or investing any or all of the funds, as well as any Unspent Funds and Credit Items held by a Local Government.
- (k) **“Housing Needs Assessment”** means a report informed by data and research describing the current and future housing needs of a Local Government or community according to guidance provided by Canada.
- (l) **“Previous Agreements”** means any agreements between Canada and the Minister for the purposes of administering the Gas Tax Fund or CCBF, including but not limited to the 2005-2015 New Deal for Cities and Communities, the 2009-2013 Federal Gas Tax Fund, and the 2014-2024 Federal Gas Tax Fund.
- (m) **“Program Guidelines”** means, unless the context requires otherwise, the *Canada Community-Building Fund Program Guidelines* or such other guidelines or directions applicable to the CCBF program as prescribed or determined by the Minister and as may be amended from time to time.
- (n) **“Third Party”** means any person or legal entity, other than Canada, the Government of Alberta or a Local Government, who participates in the implementation of an Eligible Project by means of a Contract.
- (o) **“Unspent Funds”** means GTF Funding (as defined in the former Gas Tax Fund Memorandum of Agreement between the Minister and the Local Government dated effective as of April 1, 2014) that has not been reported as spent by the Local Government as of December 31, 2023.

B. Funding

2. The Minister agrees to provide Funding to the Local Government in accordance with the Administrative Agreement and the Program Guidelines, and subject to the following:
 - (a) the Parties will execute this Agreement and the Local Government will return an executed Agreement to the Minister;
 - (b) the Minister's receipt of an annual Statement of Priorities letter from Canada confirming the CCBF Funding amount for the Province of Alberta;
 - (c) receipt by the Province of CCBF Funding from Canada;
 - (d) Alberta Treasury Board approval of cash-flow and funds;

- (e) submission of sufficient Applications by the Local Government in accordance with the Program Guidelines;
- (f) completion of reporting requirements by the Local Government as outlined in the Program Guidelines;
- (g) adherence to the communication and signage requirements by the Local Government as outlined in the Program Guidelines;
- (h) compliance by the Local Government with any other payment conditions outlined in the Program Guidelines;
- (i) compliance by the Local Government with all requirements and obligations assigned to the Local Government in the Administrative Agreement, including but not limited to the requirements in Annex B, Schedule A of the Administrative Agreement; and
- (j) compliance by the Local Government with all other terms of this Agreement and the Program Guidelines.

C. Local Government Responsibilities

3. The Local Government will:

- (a) Provide the Minister with an Application for each Eligible Project to be initiated under the CCBF;
- (b) Provide the Minister with annual financial statements;
- (c) Provide the Minister with the required financial and outcome reporting documentation in accordance with the Program Guidelines;
- (d) If the Local Government has a population of 30,000 or more as specified in the Program Guidelines, provide the Minister with a Housing Needs Assessment prepared in accordance with the guidance documents provided by Canada;
- (e) If the Local Government has a population of 30,000 or more as specified in the Program Guidelines, provide the Minister with project-level data on housing requirements in accordance with the Program Guidelines;
- (f) Be responsible for the completion of each Eligible Project in accordance with the Program Guidelines;
- (g) Comply with all program reporting, communications, and housing outcomes requirements as outlined in the Program Guidelines;
- (h) Continue to develop and implement asset management strategies and plans for the assets under their control and make use of these plans to inform community infrastructure decision-making;
- (i) Invest, in a distinct account, the Funding if received in advance of paying Eligible Expenditures;
- (j) With respect to Contracts, award and manage all Contracts in accordance with the Program Guidelines;
- (k) Invest into Eligible Projects, any revenue that is generated from the sale, lease, encumbrance or other disposal of an asset resulting from an Eligible Project where such disposal takes place within five (5) years of the date of completion of the Eligible Project;

- (l) Allow the Minister reasonable and timely access to all of its documentation, records and accounts and those of their respective agents or Third Parties related to the use of the Funding, and all other relevant information and documentation requested by the Minister or Canada via the Minister or its designated representatives for the purposes of audit, evaluation, and ensuring compliance with the Administrative Agreement;
- (m) Keep proper and accurate accounts and records in respect of all Eligible Projects for at least six (6) years after completion of the Eligible Project and, upon reasonable notice, make them available to the Minister. Keep proper and accurate accounts and records relevant to the CCBF program for a period of at least six (6) years after the termination of the Administrative Agreement;
- (n) Comply with all requirements and obligations assigned to the Local Government in the Administrative Agreement, including but not limited to the requirements in Annex B, Schedule A of the Administrative Agreement; and
- (o) Provide any other information requested by the Minister in relation to this Agreement or the Funding,

and where the Program Guidelines prescribe a format for any of the requirements set out above, consistent with such format requirements.

4. The Local Government agrees to:
 - (a) accept the Funding provided under this Agreement subject to; and
 - (b) comply with,
 all criteria, items, terms and conditions contained in the Program Guidelines.
5. The Local Government agrees that it may not use the Funding, or claim any other compensation, for its costs, expenses, inconvenience, or time expended, in relation to the administration of the Funding or the administration of this Agreement.
6. The Local Government acknowledges that the Funding provided under this Agreement is not a commitment to fund all potential Eligible Project costs. The Local Government is responsible for ensuring suitable financing is in place for each Eligible Project.
7. The Local Government agrees to allow the Minister or persons authorized by the Minister access to each Eligible Project site upon request.

D. Termination of Agreement

8. The Minister may terminate this Agreement by notifying the Local Government in writing on two (2) years notice. Upon termination under this Clause 8, or upon expiry of this Agreement under Clause 19:
 - (a) the Local Government may use any unexpended portion of the Funding which prior to termination or expiry was formally committed to the Local Government in accordance with the Program Guidelines, regardless of whether such Funding has yet been paid to the Local Government, and
 - (b) all provisions of this Agreement will continue to apply to the Funding in (a), as though the Agreement had not terminated or expired,

until the date(s) that the applicable time limit(s) to use the Funding as outlined in the Program Guidelines have expired, or until such earlier date as may be determined by the

Minister. Thereafter, any portion of the Funding in (a) which remains unexpended shall be returned to the Minister within thirty (30) days following the Local Government's submission of final reporting documents in accordance with the Program Guidelines.

E. Debt to the Crown

9. If the Local Government owes an amount to the Crown in right of Alberta, the Minister may deduct from the Funding all or a portion of the amount owing.

F. Repayment of Funding

10. If the Local Government does not meet all its obligations under this Agreement, or uses the Funding for any unauthorized purpose, the Minister will notify the Local Government of such breach in writing and the Local Government must remedy such breach within a reasonable time in the Minister's sole discretion as so stated in the notice. If, in the opinion of the Minister, the Local Government does not remedy the breach, the Minister may require the Local Government to repay all or part of the Funding, or such lesser amount as the Minister may determine, to the Minister, or the Minister may deduct from the Local Government's future Funding all or a portion of the amount owing.

G. Local Government Indemnity and Insurance

11. The Local Government will not, at any time, hold the Government of Canada, its officers, servants, employees or agents responsible for any claims or losses of any kind that they, Third Parties or any other person or entity may suffer in relation to any matter related to the Funding or an Eligible Project and that they will, at all times, compensate the Government of Canada, its officers, servants, employees and agents for any claims or losses of any kind that any of them may suffer in relation to any matter related to the Funding or an Eligible Project.
12. The Local Government will indemnify and hold harmless the Minister and their employees and agents against and from any third party claims, demands, actions or costs (including legal costs on a solicitor-client basis) for which the Local Government is legally responsible in relation to the subject matter of this Agreement, including those arising out of negligence or willful acts by the Local Government or its employees, officers, contractors or agents.
13. The Local Government will ensure that it maintains suitable insurance coverage including but not limited to liability insurance with appropriate terms and limits for any Eligible Project and, when applicable, property insurance on an "all risk" basis covering the Eligible Project for replacement cost.

H. Independent Status

14. The Local Government is an independent legal entity and nothing in this Agreement is to be construed as creating a relationship of employment, agency or partnership between the Minister, Canada, or any affiliated government department and the Local Government. Neither Party will allege or assert for any purpose that this Agreement constitutes or creates a relationship of employment, partnership, agency or joint venture.
15. Any persons engaged by the Local Government to provide goods and services in carrying out this Agreement are employees, agents or contractors of the Local Government and not of the Minister, Canada, or any affiliated government department.

I. Conflicts

16. The Local Government will not enter into any other agreement, the requirements of which will conflict with the requirements of this Agreement, or that will or may result in its interest in any other agreement and this Agreement being in conflict.
17. The Local Government will ensure that the Local Government and its officers, employees and agents:
 - (a) conduct their duties related to this Agreement with impartiality and will, if they exercise inspection or other discretionary authority over others in the course of those duties, disqualify themselves from dealing with anyone with whom a relationship between them could bring their impartiality to question;
 - (b) not accept any commission, discount, allowance, payment, gift, or other benefit that is connected, directly or indirectly, with the performance of their duties related to this Agreement, that causes, or would appear to cause, a conflict of interest; and
 - (c) have no financial interest in the business of a third party that causes, or would appear to cause, a conflict of interest in connection with the performance of their duties related to this Agreement,and the Local Government will promptly disclose to the Minister any such conflict of interest or apparent conflict of interest arising under this clause.

J. Freedom of Information and Protection of Privacy

18. The Local Government acknowledges that this Agreement may be subject to disclosure pursuant to the *Freedom of Information and Protection of Privacy Act* (Alberta) ("**FOIP**"). The Local Government further acknowledges that FOIP applies to information obtained, related, generated, collected or provided to the Minister under this Agreement and that any information in the custody or under the control of the Minister may be disclosed.

K. General Provisions

19. This Agreement will come into effect April 1, 2024, and will be in effect until March 31, 2034, unless terminated in accordance with this Agreement.
20. The Parties may amend this Agreement only by mutual written agreement signed by the Parties. Notwithstanding the foregoing, the Minister may, upon thirty (30) days written notice to the Local Government, unilaterally amend this Agreement when the Minister considers it necessary to comply with any amendments to the Administrative Agreement.
21. This Agreement is the entire agreement between the Minister and the Local Government with respect to the Funding. There are no other agreements, representations, warranties, terms, conditions, or commitments except as expressed in this Agreement.
22. Notwithstanding any other provisions of this Agreement, those clauses of this Agreement which by their nature continue after the conclusion or termination of this Agreement will continue after such conclusion or termination, including without limitation clauses:
 - (a) Local Government Responsibilities – Clauses 3 to 7;
 - (b) Termination of Agreement – Clause 8;
 - (c) Repayment of Funding – Clause 10;
 - (d) Local Government Indemnity – Clauses 11 and 12;

- (e) Freedom of Information and Protection of Privacy – Clause 18; and
- (f) Entire Agreement – Clause 21.

23. Any notice, approval, consent or other communication under this Agreement will be deemed to be given to the other Party if it is in writing and personally delivered, sent by prepaid registered mail, couriered or emailed to the addresses as follows:

The Minister:

c/o Director, Grant Program Delivery
Municipal Affairs
15th Floor Commerce Place
10155 - 102 Street
Edmonton AB T5J 4L4
Email: ma.ccbfgrants@gov.ab.ca

Local Government:

Town of Strathmore
1 Parklane Drive, P.O. Box 2280
Strathmore, AB T1P 1K2
Attention: Chief Administrative Officer
Email: kevin.scoble@strathmore.ca

Either Party may change its contact information by giving written notice to the other in the above manner.

24. This Agreement does not replace, supersede, or alter the terms of any other existing funding agreement between the Minister and the Local Government. Notwithstanding the foregoing, upon execution of this Agreement the Funding will be subject to the terms and conditions of this Agreement and will no longer be governed by the terms and conditions of the former Gas Tax Fund Memorandum of Agreement between the Minister and the Local Government dated effective as of April 1, 2014.
25. Nothing in this Agreement in any way relieves the Local Government from strict compliance with any other provincial legislation or regulation, or otherwise impacts the interpretation or application of the *Ministerial Grants Regulation*, Alta Reg 215/2022, as amended from time to time.
26. The rights, remedies, and privileges of the Minister under this Agreement are cumulative and any one or more may be exercised.
27. If any portion of this Agreement is deemed to be illegal or invalid, then that portion of the Agreement will be deemed to have been severed from the remainder of the Agreement and the remainder of the Agreement will be enforceable.
28. This Agreement is binding upon the Parties and their successors.
29. This Agreement will be governed by and construed in accordance with the laws of the Province of Alberta and the Parties submit to the jurisdiction of the courts of Alberta for the interpretation and enforcement of this Agreement.

30. The Local Government represents and warrants to the Minister that the execution of the Agreement has been duly and validly authorized by the Local Government in accordance with all applicable laws.
31. The Local Government will not assign, either directly or indirectly, this Agreement or any right of the Local Government under this Agreement.
32. A waiver of any breach of a term or condition of this Agreement will not bind the Party giving it unless it is in writing. A waiver which is binding will not affect the rights of the Party giving it with respect to any other or any future breach.
33. Time is of the essence in this Agreement.

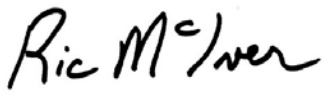
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34. Communication of execution of this Agreement e-mailed in PDF format will constitute good delivery.

The Parties have therefore executed this Agreement, each by its duly authorized representative(s), on the respective dates shown below.

HIS MAJESTY IN RIGHT OF ALBERTA, as
represented by the Minister of Municipal Affairs

Signed by the
Minister of Municipal Affairs
of the Province of Alberta

Per: 
Name: Ric McIver
Title: Minister of Municipal Affairs
Date: August 26, 2024

LOCAL GOVERNMENT

Signed by a duly
authorized representative
of the Local Government

Per: _____
Name of Local Government:

Name of signatory:

Title:

Date:

Signed by a duly
authorized representative
of the Local Government

Per: _____
Name of Local Government:

Name of signatory:

Title:

Date:



Request for Decision

To: Council

Staff Contact: Chuck Procter, Manager of Development Services

Date Prepared: August 25, 2024

Meeting Date: September 4, 2024

SUBJECT: Intermunicipal Development Plan Bylaw No. 24-15 - Schedule Public Hearing

RECOMMENDATION: THAT Council direct Administration to schedule a Public Hearing for Bylaw No. 24-15 on October 2, 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 Intermunicipal Development Plan (IDP) demonstrates Council's commitment to synergistic partnerships by enshrining in policy the Town's and Wheatland County's interdependent interests in community development decision-making. The IDP supports the Town in leveraging its relationship with Wheatland County to attract and support future investment, and to create a sustainable community for its citizens.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The IDP promotes orderly and contiguous development of residential and non-residential land which supports economic sustainability through logical extension of existing services and the opportunity to create a more balanced tax base.

SOCIAL SUSTAINABILITY:

The IDP supports avoidance of land use conflict, restricts expansion or development of new confined feeding operations and manure storage facilities within the plan area, and supports transitional buffering between different land uses to mitigate interface conflicts.

ENVIRONMENTAL SUSTAINABILITY:

Policy in the IDP supports protecting the environment and reducing the impacts of development on natural areas, especially near sensitive areas such as watercourses and slopes.

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.

The Municipal Government Act (MGA) requires that all municipalities that are not members of a growth region and that have common boundaries must adopt an intermunicipal development plan. Since the Town is no longer a member of the Calgary Metropolitan Region Board, the Minister of Municipal affairs directed the Town and the Wheatland County to adopt an IDP.

Adoption of this IDP will meet the requirement to adopt an IDP in accordance with the MGA and by the revised December 31, 2024, deadline as set by the Minister of Municipal Affairs.

ORGANIZATIONAL:

The IDP is a statutory policy document to which all departments of the Town of Strathmore must adhere insofar as their work relates to or impacts intermunicipal interests and land use decision-making.

The departments most directly affected by the adoption of the IDP are Infrastructure, Operations and Development Services, Strategic and Administrative Services, and Community & Protective Services.

OPERATIONAL:

The IDP presents an additional policy level that must be considered in decision-making processes. Decisions regarding land use will be required to align with the policies of the IDP, as will certain intermunicipal decisions that deal with economic development, agriculture, social wellbeing, and economics. Additional time may be required for application review processes that require circulation to Wheatland County pursuant to the IDP policies.

FINANCIAL:

The Town's 2024 Operating and Capital Budget 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. As the IDP is now complete, resources required to implement the IDP are not anticipated to impact the existing budget. However, consideration should be given to ongoing annual budget allowance for IDP implementation activities as determined in collaboration with the Intermunicipal Collaboration Committee (ICC).

Should a dispute arise related to the implementation or interpretation of the IDP, the IDP's dispute resolution process detailed in subsection 3-6 (page 17 of the document) would be initiated and associated costs would be borne by the parties accordingly.

POLICY:

In accordance with the MGA, all statutory plans must be consistent with one another. The IDP is the highest order statutory plan under Part 17 of the MGA and all subordinate statutory plans must be consistent with it, including the Municipal Development Plan and all Area Structure Plans.

Development Services will assess existing policy documents to confirm compliance with the IDP and to identify any necessary amendments to existing statutory plans to make them consistent with the IDP. Moreover, the Municipal Development Plan (MDP) review project currently underway will ensure the direction of the IDP is captured by the new MDP.

Typically, the Town schedules public hearings after first reading; however, Administration is recommending that Council schedule a public hearing prior to first reading to be consistent with Wheatland County. This approach is in alignment with the Town's procedure bylaw

12.1 Council shall hold public Hearings in accordance with the Municipal Government Act.

12.2 Where Council is required to hold a Public Hearing on a proposed bylaw or resolution, the Public Hearing must be held before second reading of the bylaw or before Council votes on the resolution.

and the MGA:

216.4(1) When this or another enactment requires council to hold a public hearing on a proposed bylaw or resolution, the public hearing must be held, unless another enactment specifies otherwise,

- a) before second reading of the bylaw, or*
- b) before council votes on the resolution.*

IMPLEMENTATION:

Implementation of the IDP is undertaken primarily through the planning and development application processes and through decision-making at the administrative and corporate levels.

Inclusion of IDP policy direction in subordinate plans, such as the updated MDP, also helps implement the IDP. All the Town's master planning documents (e.g., infrastructure master plans, parks and open spaces master plans, etc.) should reflect and be consistent with the direction of the IDP for more effective implementation of its policies.

BACKGROUND:

The Town withdrew its membership from the Calgary Metropolitan Region Board (CMRB). Consequently, section 631(1) of the MGA was triggered, requiring the Town to develop an IDP with Wheatland County, which also withdrew its membership from the CMRB.

The Town and County jointly retained a planning consulting firm, ISL Engineering and Land Services Ltd., to undertake the preparation of an IDP in collaboration with Town and County Administrations.

The IDP Project included 6 phases, including two for public engagement. Affected landowners, agencies and the public were notified and informed about the project through various means, including letters by regular mail, email notifications, newspaper and social media posts, in-person open houses and via the Town and County websites. No objections to the project were received.

The draft IDP was circulated internally to the Town and to the County, including the respective Councils, and feedback received was incorporated into a revised draft IDP as appropriate. The revised draft IDP was circulated to agencies and made available to affected landowners and the public for review and comment. The draft IDP was revised a final time to reflect feedback received.

The final draft IDP will be adopted by bylaw by both the Town and the County via separate bylaw adoption processes and public hearings.

KEY ISSUE(S)/CONCEPT(S):

The IDP document is broken into three main sections: Plan Area, Plan Policies and Implementation.

Plan Area

The Plan Area is found on page 2 of the IDP document and is the result of technical analyses, discussion and negotiation between the Town and the County.

The Plan Area was broken into three main land use categories or designations: Urban Referral Area, Future Business Area and Predominantly Agricultural Area.

Policy Area

Each designation or 'area' identified on the Plan Area map on page 2 of the IDP has specific policies associated with it in Section Two.

In addition to policies for the Plan Area designations, there are policies for General Land Use, Transportation, Infrastructure, and Social and Economic topics.

Implementation

The Implementation policy section is further broken into General Implementation, Applications, Intermunicipal Referral Process, Intermunicipal Collaboration Committee, Intermunicipal Collaboration Framework, and Dispute Resolution.

DESIRED OUTCOMES:

For Council direct Administration to schedule a Public Hearing for Bylaw No. 24-15 on October 2, 2024, at 6:00 p.m. in Council Chambers.

COMMUNICATIONS:

The project team undertook various communication and engagement activities with two primary goals:

1. Ensure key interested parties and community members understand the purpose of the project and how the IDP would impact the community.
2. Build awareness and encourage participation in the engagement processes for the project.

The first round of engagement included sharing the purpose of the IDP and findings of technical background studies with the public at an in-person information session.

The second round of engagement presented the draft IDP document at a second in-person information session.

In addition to the in-person information sessions, the Town issued newspaper notifications, direct email and letter solicitations to agencies and affected landowners to participate, published social media posts and maintained the project website with up-to-date information as part of the overall communication plan.

In accordance with the MGA, Staff will advertise the public hearing 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:

Council may provide further direction to Administration.

ATTACHMENTS:

[Attachment I: Town of Strathmore & Wheatland County IDP Bylaw No. 24-15](#)

Chuck Procter, Manager of Development Services	Approved - 27 Aug 2024
Jamie Dugdale, Director of Infrastructure, Operations, and Development Services	Approved - 27 Aug 2024
Veronica Anderson, Legislative Services Officer	Approved - 29 Aug 2024
Johnathan Strathtdee, Manager of Legislative Services	Approved - 29 Aug 2024
Kevin Scoble, Chief Administrative Officer	Approved - 30 Aug 2024

BYLAW NO. 24-15
OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO ADOPT THE TOWN OF STRATHMORE AND WHEATLAND COUNTY INTERMUNICIPAL DEVELOPMENT PLAN IN ACCORDANCE WITH THE *MUNICIPAL GOVERNMENT ACT*, REVISED STATUTES OF ALBERTA 2000, CHAPTER M-26, AS AMENDED.

WHEREAS Section 631 of the *Municipal Government Act* states that two or more council of municipalities that have common boundaries must, by each passing a bylaw in accordance with Part 17 or in accordance with section 12 and 692, adopt an intermunicipal development plan to include those areas of land lying within the boundaries of the municipalities as they consider necessary;

AND WHEREAS the Councils of the Town of Strathmore and Wheatland County agree that it is to their mutual benefit to establish joint planning policies, and this negotiation and agreement reflects a continuing cooperative approach between the two municipalities;

AND WHEREAS all parties required to be included in the Plan preparation have been properly notified in accordance with Section 636 of the *Municipal Government Act*;

AND WHEREAS the municipality must prepare a corresponding bylaw and provide for its **consideration** at a public hearing;

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. This Bylaw may **be cited as the "Town of Strathmore and Wheatland County Intermunicipal Development Plan Bylaw"**.
2. The Town of Strathmore and Wheatland County Intermunicipal Development Plan will provide a framework for future development for lands described therein.
3. The Town of Strathmore and Wheatland County Intermunicipal Development Plan attached hereto as **Schedule 'A'** of this Bylaw is hereby adopted.
4. This Bylaw shall come into full force and effect upon third and final reading thereof.

READ A FIRST TIME this _____ day of _____, 2024

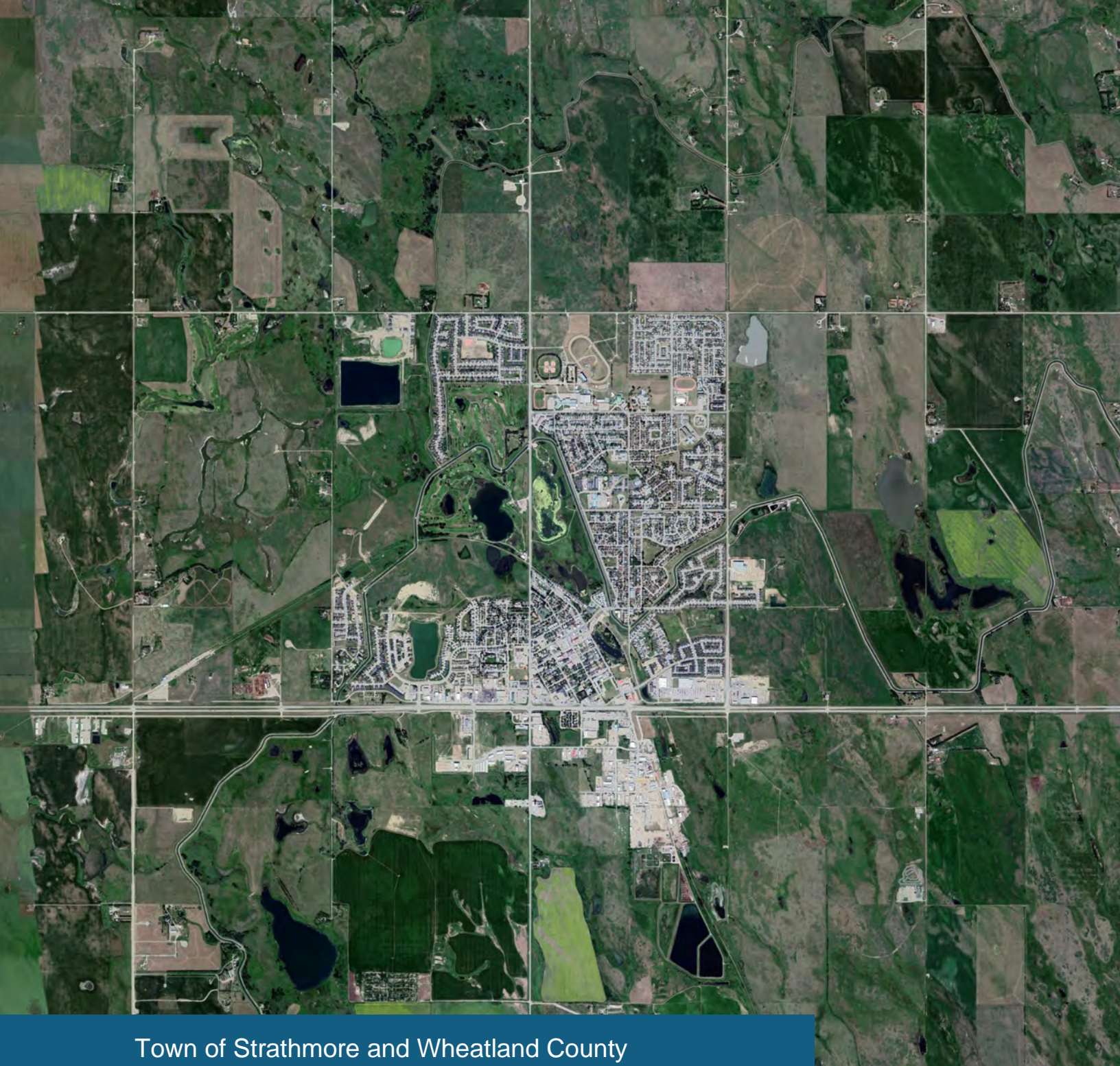
PUBLIC HEARING HELD this _____ day of _____, 2024

READ A SECOND TIME this _____ day of _____, 2024

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

MAYOR

CHIEF ADMINISTRATIVE OFFICER



**Town of Strathmore and Wheatland County
Intermunicipal Development Plan**



Draft Plan
Current as of August 1, 2024

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This Intermunicipal Development Plan (IDP) was prepared with support from Registered Professional Planners (RPPs) from ISL Engineering and Land Services Ltd. (ISL) in cooperation with RPPs from the Town of Strathmore and Wheatland County. Collectively we would like to thank residents for their input and feedback during the planning process, and community leaders in both municipalities for their guidance as the plan took shape.



1

SECTION ONE

Plan Area

This section introduces the reader to the Intermunicipal Development Plan and the current conditions within the plan area.

1-1 PURPOSE

The purpose of this Intermunicipal Development Plan (IDP) is to facilitate and sustain long term strategic growth and to identify joint development opportunities in the Rural-Urban Fringe (RUF) between the Town of Strathmore and Wheatland County (the “municipalities”).

Both municipalities agree that mutually beneficial policies and procedures are the preferred means of addressing intermunicipal growth opportunities within the plan area (see [Figure 1](#)).

This IDP has been developed in accordance with the requirements of the Municipal Government Act (MGA or the Act) and outlines a coordinated and cooperative framework for managing the use and development of lands in proximity to the municipalities’ shared boundary.

1-2 ENABLING LEGISLATION

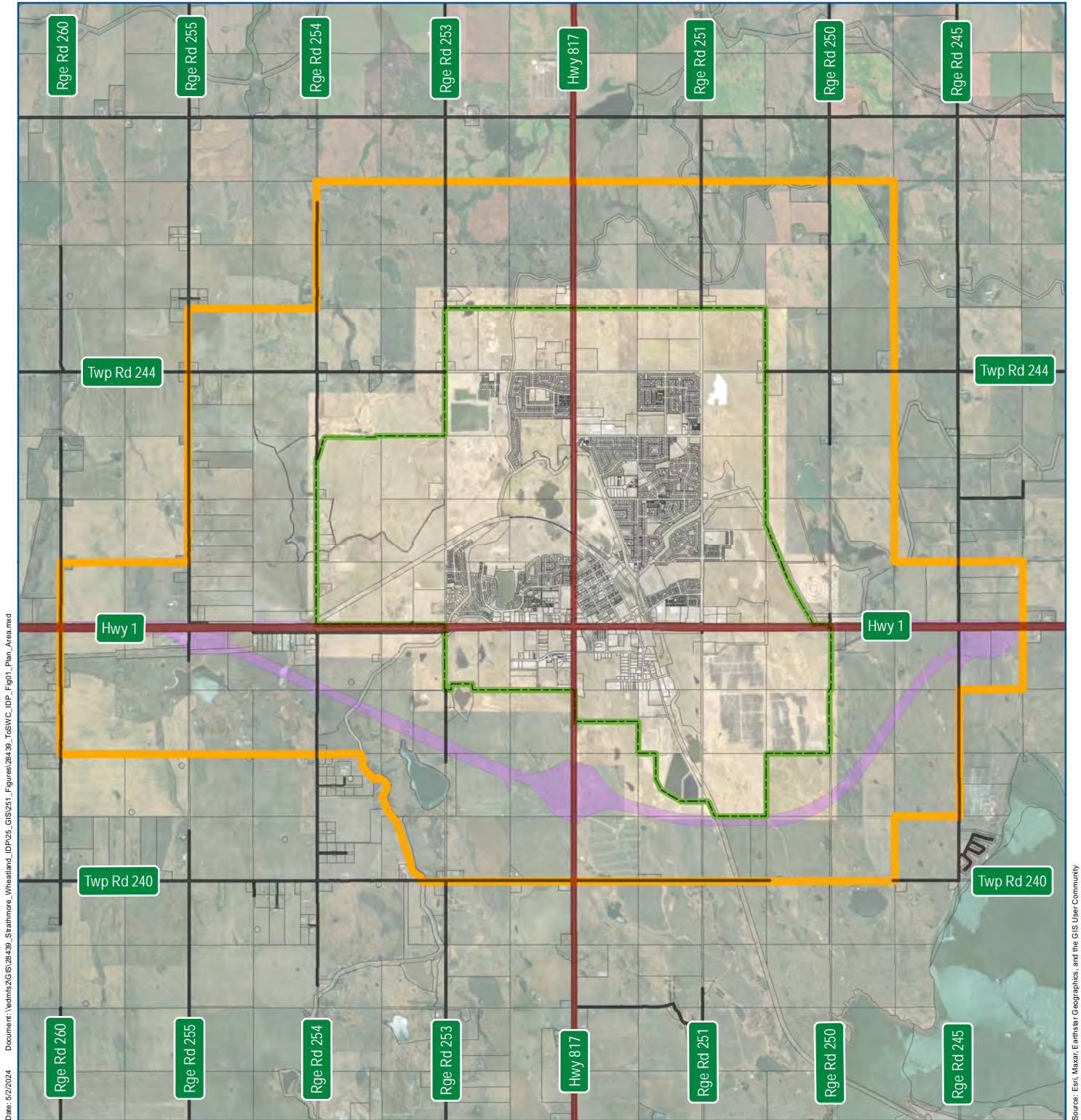
This IDP has been prepared in accordance with Section 631(8) of the MGA, which states that an IDP:

(a) must address

- (i) the future land use within the area,*
 - (ii) the manner of and the proposals for future development in the area,*
 - (iii) the provision of transportation systems for the area, either generally or specifically,*
 - (iv) the co-ordination of intermunicipal programs relating to the physical, social and economic development of the area,*
 - (v) environmental matters within the area, either generally or specifically, and*
 - (vi) any other matter related to the physical, social or economic development of the area that the councils consider necessary,*
- and*

(b) must include

- (i) a procedure to be used to resolve or attempt to resolve any conflict between the municipalities that have adopted the plan,*
- (ii) a procedure to be used, by one or more municipalities, to amend or repeal the plan, and*
- (iii) provisions relating to the administration of the plan.*



Date: 5/2/2024 Document: \\edms\GIS\2016\2439_Srathmore_Wheatland_IDP\25_GIS\251_Figures\2439_TsWC_IDP_Fig01_Plan_Area.mxd

Source: Esri, Maxar, Earthstar Geographics, and the GIS User Community



Municipal Boundary

IDP Area

Highway

Collector Roadway

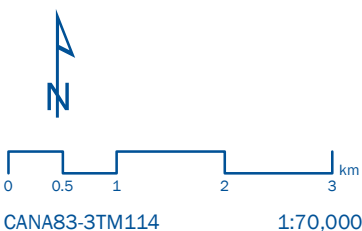
Local Roadway

Future Bypass



TOWN OF STRATHMORE
& WHEATLAND COUNTY
INTERMUNICIPAL
DEVELOPMENT PLAN

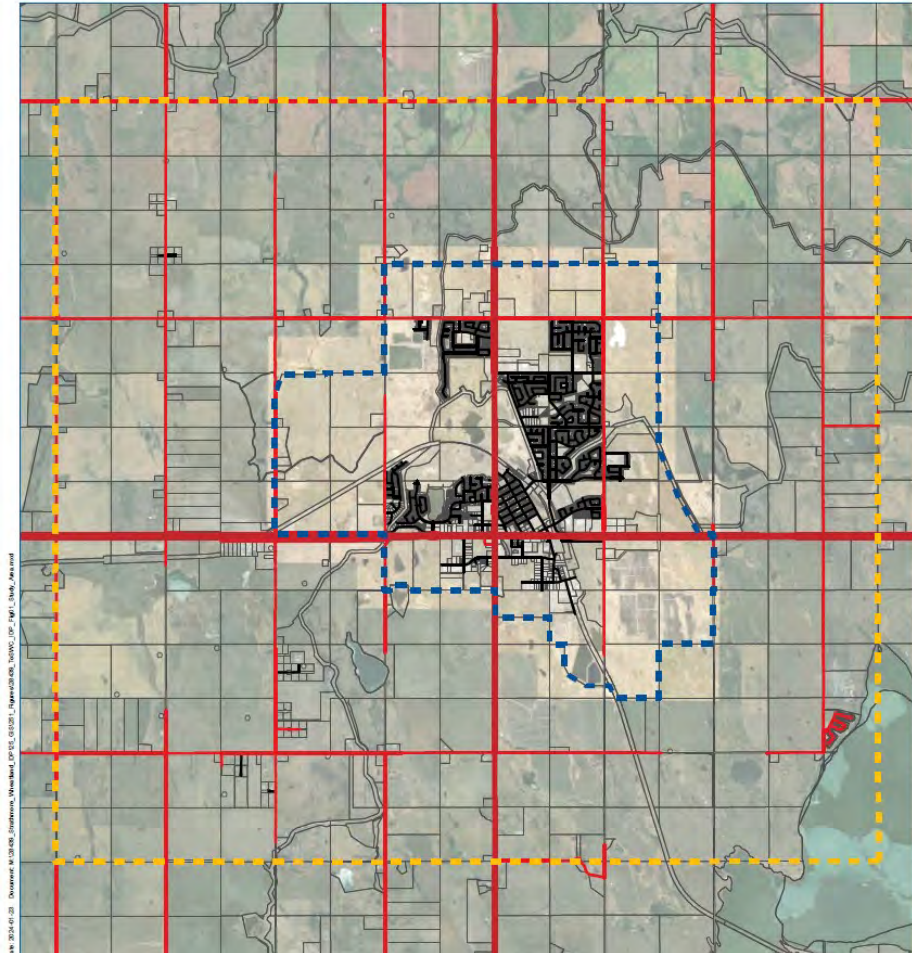
FIGURE 1: PLAN AREA



1-3 PLAN AREA CONTEXT

To determine the plan area, an initial study area was established by the Town of Strathmore and Wheatland County Intermunicipal Collaboration Committee (ICC), as shown in **Figure 2**. Analysis of various factors, such as environmental features, the transportation network, and servicing availability, allowed the project team to refine the study area boundary into the final Plan Area established within the IDP.

Figure 2 – Initial IDP Study Area



Environmental Overview

Numerous wetlands are located throughout the Study Area, within both municipalities. Two locations containing historical resources can also be found on the western-most boundary of the Study Area. While the environmental factors present potential constraints to development, such constraints can be accounted for through each municipalities' respective development processes. The IDP provides further policy direction regarding environmental matters, as required by the MGA.

Transportation Overview

Arguably the most significant opportunity and constraint within the Study Area is the potential Highway 1 bypass to the south of the Town of Strathmore. Alberta Transportation and Economic Corridors (TEC) have prepared functional plans for a bypass, which would see the highway and interchange network reconfigured, with many existing at-grade Highway 1 intersections closed. Access to these roads is proposed from one of the planned interchanges via a service road network. While the timing of

construction of the bypass is unknown, its construction is not required in the 2049 network horizon as outlined in the Town's Transportation Master Plan (TMP) – at least 25 years out.

Servicing Overview

For the purposes of the IDP, the servicing overview provides context regarding current and potential intermunicipal infrastructure initiatives that may inform IDP policy:

- Strathmore's combined water supply – between water licenses and supply from the City of Calgary through the East Calgary Regional Water Line (ECRWL) – is sufficient to supply over 70,000 people. The current ECRWL allocation to the Town is 201 L/s, and the County has 85 L/s of allocated potable water supply that is currently not in use. In the future, Wheatland County could construct regional piped services separately or negotiate access to the ECRWL via the Town's network.
- Future improvements to the Town's sanitary system provide an opportunity to size the system for regional service provision.
- Strathmore's stormwater currently runs to the Western Irrigation District (WID) and eventually Eagle Lake. The Cooperative Stormwater Management Initiative (CSMI) is a partnership between the Town of Strathmore, Rocky View County, The City of Calgary, and the WID that is currently developing and constructing a regional stormwater management system. Wheatland County is not a member of the CSMI. The Town will need to continue to explore ways to develop stormwater management services as it grows to meet the regulatory requirements of the CSMI.

1-4 POPULATION ANALYSIS

A population analysis was conducted in late 2023 as part of the IDP planning process to provide an understanding of how fast both municipalities are growing. Low, medium, and high growth rates were prepared for both the Town and County based on observed growth from 1971 to 2021:

Table 1 – Municipal Growth Rates

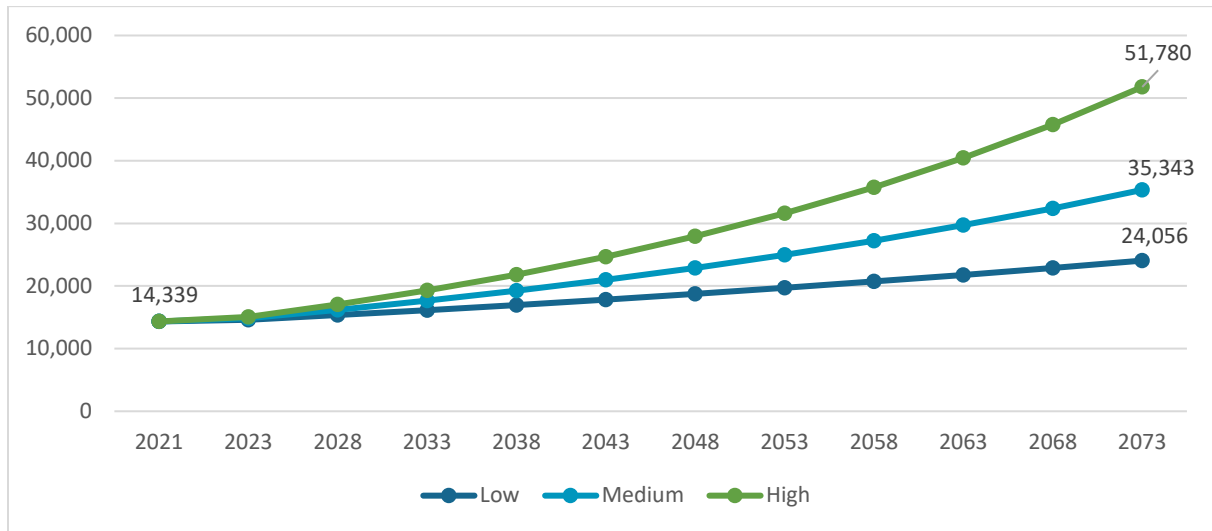
	Town of Strathmore	Wheatland County
High Growth Rate	2.5%	1.1%
Medium Growth Rate	1.8%	0.8%
Low Growth Rate	0.9%	0.5%

Projections were prepared for both municipalities using these rates (see [Figures 4 and 5](#)). In sum, both municipalities are experiencing low-steady growth:

- Population growth in Strathmore (14,339 in 2021) is stable and a medium growth scenario of 1.8% has the population more than doubling to 35,343 over the next 50 years (to 2074).
- Population growth in Wheatland (8,738 in 2021) is relatively flat, and a medium growth scenario of 0.8% has the population growing to 13,224 over the next 50 years (to 2074).

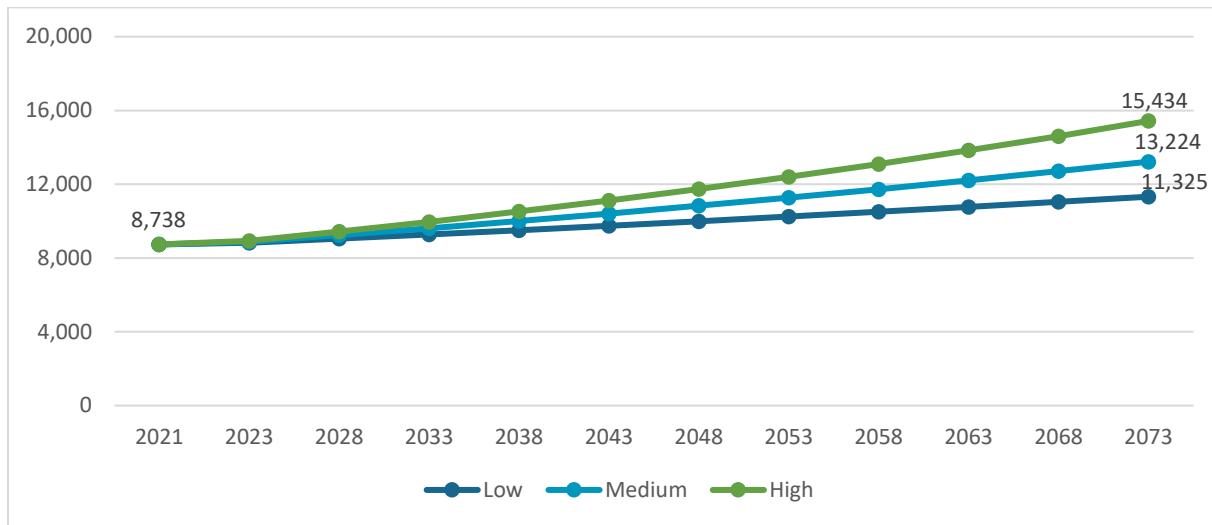
While there are approximately 569 residents in the County's portion of the Study Area, projections were prepared using census data for the County as a whole.

Figure 3 – Town of Strathmore Population Projections per Growth Scenario in 5-year Intervals (2021-2073)



- Assuming a **high growth** scenario, the Town will have a population of approximately 51,780 by 2073.
- Assuming a **medium growth** scenario, the Town will have a population of approximately 35,343 by 2073.
- Assuming a **low growth** scenario, the Town will have a population of approximately 24,056 by 2073.

Figure 4 – Wheatland County Population Projections per Growth Scenario in 5-year Intervals (2021-2073)



- Assuming a **high growth** scenario, the County will have a population of approximately 15,434 by 2073.
- Assuming a **medium growth** scenario, the County will have a population of approximately 13,224 by 2073.
- Assuming a **low growth** scenario, the County will have a population of approximately 11,325 by 2073.

1-5 CURRENT LAND USE ANALYSIS

A land use analysis was prepared to better understand what type of development has occurred to-date, and to identify the remaining developable land within the Study Area.

Table 2 – Breakdown of Absorbed Land Inventory

Land Use	Strathmore		Wheatland		Total	
	Area (ha)	Percent	Area (ha)	Percent	Area (ha)	Percent
Gross Area	2,676.2	100.0%	10,545.5	100.0%	13,221.7	100.0%
Rural Residential	6.7	0.2%	164.0	1.6%	170.7	1.3%
Urban Residential	264.9	9.9%	—	—	264.9	2.0%
Commercial	82.0	3.1%	0.8	0.0%	82.8	0.6%
Industrial	59.1	2.2%	49.7	0.5%	108.8	0.8%
Institutional	75.8	2.8%	—	—	75.8	0.6%
Total Net Developable Core Land Uses	488.5	18.3%	214.5	2.0%	703.0	5.3%
Parks and Open Space	105.8	4.0%	8.8	0.1%	114.7	0.9%
Utilities	307.8	11.5%	215.9	2.0%	523.7	4.0%
Circulation	248.6	9.3%	322.9	3.1%	571.5	4.3%
Total Net Developable Overhead Land Uses	662.3	24.7%	547.6	5.2%	1,209.9	9.2%
Gross Absorbed Land Supply	1,150.8	43.0%	762.1	7.2%	1,912.9	14.5%
Gross Unabsorbed Land Supply	1,525.4	57.0%	9,783.4*	92.8%	11,308.8	85.5%

The land use analysis demonstrated that both municipalities have land within their respective jurisdictions available for future development:

- The gross developable area within Strathmore is 1,525.4 ha.
- The gross developable area within Wheatland's portion of the Study Area is 9,783.4 ha.

Tables 3 and 4 outline the unabsorbed lands in each municipality.

Table 3 – Town of Strathmore Unabsorbed Land Inventory

Land Use	Gross Area (ha)	Percent	Net Area (ha)	Percent
Unabsorbed Land	1,525.4	100.0%	1,010.9	66.3%
Urban Residential	1,137.6	74.6%	739.4	48.5%
Mixed Residential/Commercial	3.6	0.2%	2.5	0.2%
Commercial	191.8	12.6%	134.2	8.8%
Industrial	179.3	11.8%	125.5	8.2%
Institutional	13.2	0.9%	9.3	0.6%
Estimated Developable Overheads	—	—	514.5	33.7%

Table 4 – Wheatland County Unabsorbed Land Inventory

Land Use	Gross Area (ha)	Percent	Net Area (ha)	Percent
Unabsorbed Land	9,783.4	100.0%	9,556.7	97.7%
Agricultural	9,029.7	92.3%	9,029.7	92.3%
Rural Residential	203.8	2.1%	142.7	1.5%
Urban Residential	11.5	0.1%	7.5	0.1%
Industrial	528.5	5.4%	370.0	3.8%
Institutional	9.7	0.1%	6.8	0.1%
Estimated Developable Overheads	—	—	226.7	2.3%

1-6 AREA STRUCTURE PLANS CURRENTLY IN EFFECT

Within Town there are six Area Structure Plans (ASP) that are adjacent to the municipal boundary:

- **Edgefield ASP (consolidated to 2015).** A 131.8 ha development with 53.1 ha of residential development, 30.0 ha of commercial development, and a school site.
- **Grandview Gardens ASP (2012).** A 63.1 ha residential development with 1,227 proposed mobile home park units and 181 assisted living units, planned to an anticipated 2,425 population.
- **Lakewood Meadows ASP (consolidated to 2021).** A 63.1 ha residential development with a commercial/high-density residential node.
- **North Hill Heights ASP (2012).** A 57.6 ha residential development with a 1.36 ha commercial site and 4.0 ha high density residential node.
- **The Prairies ASP (2011).** A 159.5 ha residential development. The northern portion (app. 64.7 ha), covering the first eight phases is outlined in the ASP.
- **Wildflower Ranch ASP (2010, updated to 2017).** A 98.7 ha residential development centred on an urban village, planned to an anticipated 5,600 population.

Within the County there are three ASPs in the plan area that are adjacent to the municipal boundary:

- **Eagle Lake ASP (2009, updated 2014).** A 1,210 ha ASP located southeast of Strathmore, adjacent to Eagle Lake. The ASP aims to develop a year-round recreation-based settlement at Eagle Lake, focusing on enhancing recreational land use and development. The majority of the remaining plan area is intended to stay as general agricultural land. Only a portion of the ASP is in the plan area.
- **Thiessen ASP (2007).** A 15.56 light-industrial development that aligns with the expected development in the West Hwy 1 ASP area.
- **West Highway 1 ASP (2006).** A 2,512 ha ASP located west of Strathmore, along Highway 1, extending west to the County's boundary with Rocky View County. The intended land uses for the ASP area are light to medium industrial uses and compatible commercial uses. Only a portion of the ASP is in the plan area.

1-7 IDP PLANNING PROCESS

The IDP preparation process consisted of six phases as shown below:



- **Phase 1: Project Kick-off.** Occurred from September to October 2023. This initial phase of the project focused on building an understanding of the interface or Rural-Urban Fringe between the Town and County and identifying the Study Area (from which the Plan Area was created).
- **Phase 2: Technical Studies.** Occurred from October to December 2023. In this phase, technical analysis of the IDP study area was undertaken in order to have informed discussions regarding opportunities and constraints within the Study Area.
- **Phase 3: Public Feedback.** Occurred from December 2023 to January 2024. This phase included public engagement regarding the findings from earlier work in order to better understand community insight of the Study Area.
- **Phase 4: Drafting the IDP.** February to May 2024. During this phase the Plan Area was identified (see [Figure 1](#)), policies were drafted and a preliminary Future Development Scenario (see [Figure 5](#)), was prepared.
- **Phase 5: Public Feedback.** Occurred from May to June 2024. This phase included sharing the Draft IDP with residents and gathering feedback on plan policies as well as circulating the plan to referral agencies for formal review.
- **Phase 6: Refine and Adopt the IDP.** Refinements have been made to plan policies to reflect Phase 5 feedback and separate Public Hearings are anticipated in October 2024.

2

SECTION TWO

Plan Policies

This section outlines the future growth scenario and policies for the development of the plan area.

2-1 GUIDING COMMITMENTS

The following commitments were identified through an ongoing conversation with the standing Intermunicipal Collaboration Committee, the respective Administration and Council's of both municipalities, and feedback from plan area landowners and the general public:

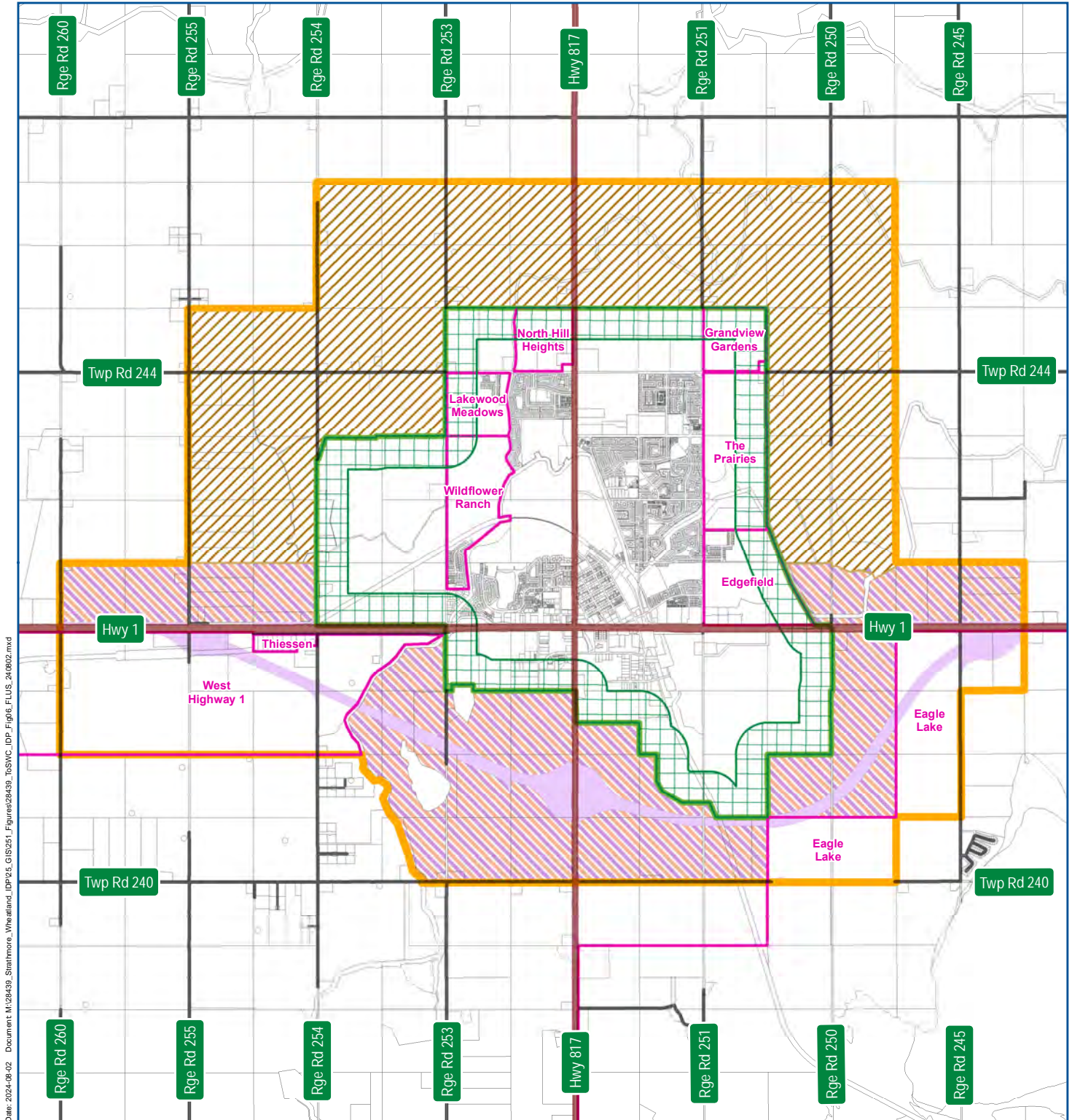
1. **Commitment to the Region** – the municipalities will cooperate to advance regional interests and opportunities while remaining mindful of each municipality's unique vision and mandate.
2. **Commitment to Each Other** – the municipalities commit to working cooperatively for their mutual benefit through effective and ongoing collaboration, coordination, and communication.
3. **Commitment to Responsible Development** – the municipalities will strive for consistent execution and enforcement of responsible development practices within the plan area.

2-2 FUTURE DEVELOPMENT SCENARIO

As identified in the Current Land Supply Analysis (see [Section 1-5](#)), both municipalities have access to land in their respective jurisdictions for future development. As such, the Future Development Scenario (see [Figure 5](#)), focuses on identifying areas of mutual benefit in which there are opportunities for future commercial or industrial development, referred to generally as "Future Business Area."

All other lands in the Plan Area are considered "Predominantly Agricultural Lands" as identified in [Figure 5](#). Certain development proposals in this area will be referred to the Town for comment.







An "Urban Referral Area" has also been identified and certain developments in this area, namely development not within an existing plan, will be referred to the County for comment.







Date: 2024-08-02 Document: M:\20439_Strathmore_Wheatland_IDP\25_GIS\251_Figures\20439_TSSVC_IDP_Fig5_FULUS_240802.mxd



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CAN83-3TM114 1:70,000

-  Municipal Boundary
-  Area Structure Plan
-  IDP Area
-  Urban Referral Area
-  Future Business Area
-  Predominantly Agricultural Area

-  Highway
-  Collector Roadway
-  Local Roadway
-  Future Bypass



**TOWN OF STRATHMORE
& WHEATLAND COUNTY
INTERMUNICIPAL
DEVELOPMENT PLAN
FIGURE 5: FUTURE
DEVELOPMENT SCENARIO**

2-3 GENERAL LAND USE POLICY

Growth in the plan area is inevitable and must be accommodated strategically. Establishing appropriate land use policies will ensure logical and efficient transition between the municipalities over time. The goal of the policies herein is to provide direction in land use planning in accordance with the Future Development Scenario (see [Figure 5](#)).

The following policies apply to the entire plan area:

Policy 2.3.1	Existing agricultural operations in the County shall be allowed to continue unencumbered in the plan area in alignment with the provisions of the County's MDP and LUB.
Policy 2.3.2	The development of new or expansion of existing Confined Feeding Operations (CFOs) or stand-alone manure storage facilities within the plan area is not supported.
Policy 2.3.3	Gravel extraction shall not be allowed within the plan area.
Policy 2.3.4	All statutory plans and plan amendments, as well as future land use, subdivision, and development in the plan area, shall comply with the policies of this IDP.
Policy 2.3.5	Planning and development applications within the plan area shall be considered in accordance with the Future Development Scenario (see Figure 5) in order to minimize the potential for land use conflicts.
Policy 2.3.6	Where an ASP exists within the plan area, or within the Urban Referral Area identified in Figure 5 , the policies of the applicable ASP shall take precedence over the IDP as it relates to site-specific development decisions.
Policy 2.3.7	Proposed residential developments should implement effective transitional buffering from non-residential land uses in order to mitigate potential interface conflicts.
Policy 2.3.8	Environmental impacts shall be minimized where development occurs near environmentally sensitive areas such as slopes and watercourses.

2-4 FUTURE BUSINESS AREA LAND USE POLICY

Lands generally suitable for future commercial and industrial development have been identified as Future Business Areas in the Future Development Scenario (see [Figure 5](#)). The IDP recognizes that the successful integration of commercial and industrial land uses requires some degree of land use separation and the mitigation of potential impacts to the environment and other land uses.

The following policies apply to the lands identified as Future Business Area in the plan area:

Policy 2.4.1	Future commercial and industrial development on lands not within the Town's Municipal Boundary, shall be directed to those areas identified as Future Business Area in the Future Development Scenario (see Figure 5).
Policy 2.4.2	Future residential development is discouraged from locating in those areas identified as Future Business Area in the Future Development Scenario (see Figure 5).

Policy 2.4.3 Commercial and Industrial development proposed within the Future Business Area designation shall align with statutory plan requirements, and address compatibility with existing and future surrounding land uses, environmental impacts, and transportation and infrastructure requirements.

2-5 PREDOMINANTLY AGRICULTURAL LANDS POLICY

Much of the plan area consists of agricultural lands that are expected to remain predominantly agricultural. The following policies apply to the Predominantly Agricultural Lands identified in **Figure 5**:

Policy 2.5.1 All development proposed within the Predominantly Agricultural Lands (see **Figure 5**) shall align with statutory plan requirements, and address compatibility with existing and future surrounding land uses, environmental impacts, and transportation and infrastructure requirements.

Policy 2.5.2 Notwithstanding Policy 2.4.1, single-lot commercial and industrial development may be approved within the Predominantly Agricultural Lands (see **Figure 5**) provided that the following criteria are met:

- a) The site is located along, or near, a major transportation route such as a provincial highway,
- b) The development is compatible with adjacent land uses,
- c) The development requires minimal on-site municipal services, improvements and public amenities, and
- d) On-site water and sewage disposal capacity is demonstrated as being available to the Development Authority's satisfaction.

2-6 TRANSPORTATION POLICY

The transportation network within the plan area has been developed to accommodate traffic volumes in an efficient, safe and effective manner. The proposed Highway 1 Bypass has been identified in **Figure 5**; however, the timing of this network improvement is determined by Alberta Transportation and Economic Corridors (TEC).

The following policies apply to the entire plan area:

Policy 2.6.1 Specific road alignments will be determined through ASPs and functional planning studies.

Policy 2.6.2 Proposed development that involves access to or abuts the proposed Highway 1 Bypass and interchanges in the plan area (shown in **Figure 5**), outside of an approved ASP, will be flagged for circulation to TEC as part of the referral process for additional scrutiny.

Policy 2.6.3 Unless otherwise agreed to, each municipality shall be responsible for the maintenance of transportation infrastructure within their boundaries. Any joint agreements to share maintenance responsibilities between the municipalities shall supersede this policy.

- Policy 2.6.4** This IDP recognizes that the provincial highway system is under the jurisdiction and control of TEC, and that all existing transportation policies and agreements TEC has with either the Town, County and/or both municipalities remain unchanged by the adoption of this document.
- Policy 2.6.5** Road approach standards shall comply with the requirements of the municipality that has jurisdiction over the road.

2-7 INFRASTRUCTURE POLICY

The following policies apply to the development of water, wastewater and stormwater services within the entire plan area:

- Policy 2.7.1** The municipalities may cooperate on any infrastructure or servicing study, or the extension of services, which affects any part of the plan area.
- Policy 2.7.2** The municipalities shall utilize and, where appropriate, develop compatible design standards for infrastructure throughout the plan area.
- Policy 2.7.3** The municipalities shall share relevant, up-to-date information on storm water issues with each other.
- Policy 2.7.4** Unless otherwise agreed to, each municipality shall be responsible for the maintenance of infrastructure within their boundaries. Any joint agreements to share maintenance responsibilities between the municipalities shall supersede this policy.
- Policy 2.7.5** Land required for future utility rights-of-way that has been identified through the mutual agreement of the municipalities or in subsequent studies shall be protected during the subdivision and development processes.
- Policy 2.7.6** Requests by private developers for municipal services from the adjacent municipality shall be directed to the Planning Department of said municipality.

2-8 SOCIAL AND ECONOMIC POLICY

The following policies apply to the entire plan area, and speak to the broader intermunicipal relationship:

- Policy 2.8.1** The municipalities are encouraged to prepare Joint Area Structure Plans in the future to the mutual economic benefit of both parties.
- Policy 2.8.2** The municipalities shall continue to deliver shared services, as appropriate.
- Policy 2.8.3** The municipalities may cooperate on any social, recreational, or economic development activities, or other matters of mutual benefit, which affect any part of the plan area.
- Policy 2.8.4** The municipalities may explore and implement methods of providing future services in an efficient and cost-effective manner.

SECTION THREE

Implementation

3

This section outlines the framework for enacting Intermunicipal Development Plan policies and administering the plan.

3-1 GENERAL IMPLEMENTATION POLICY

As required by the MGA, the IDP must include provisions relating to its administration as well as a procedure to be used by one or more of the municipalities to amend or repeal the plan. While the IDP is intended to be a long-range planning document, regular monitoring, review, and periodic amendments may be required for it to remain current with changing trends, technologies, and growth within the plan area.

Policy 3.1.1	In adopting the IDP, it is recognized that each municipality's jurisdiction is limited to lands within their respective corporate boundaries.
Policy 3.1.2	The municipalities shall undertake reviews of the IDP, when required, with major reviews occurring at least every ten years from the date of adoption.
Policy 3.1.3	An amendment to the IDP may be initiated at the request of either Council.
Policy 3.1.4	An amendment to the IDP may be recommended to either Council by the ICC.
Policy 3.1.5	Amendments to the IDP shall be jointly adopted by the municipalities by Bylaw in accordance with the MGA.
Policy 3.1.6	Repeal of the IDP may be initiated by either municipality if it is to be replaced by a new IDP that is agreeable to both municipalities, or jointly rescinded if both municipalities agree that an IDP is no longer required, in alignment with the MGA.

3-2 APPLICATIONS

Planning and development applications and amendments are to be processed and decided upon by the respective approving authority of the municipality in which the application is made. Any applications for urban expansion will align with the MGA.

- Policy 3.2.1** The adoption of, or amendments to, a statutory plan (IDP, MDP, ASP, ARP) or LUB shall be processed and decided upon by the Council of the municipality in which the plan or bylaw is located and circulated in alignment with the MGA.
- Policy 3.2.2** Subdivision and development permit applications are to be processed and decided on by the Approving Authority of the municipality to which the application pertains.
- Policy 3.2.3** The municipalities will adhere to Division 6 of the MGA as it relates to any application for annexation and the process it entails.

3-3 INTERMUNICIPAL REFERRAL PROCESS

Referral of planning applications and amendments is essential to maintaining open communication on an ongoing basis. The municipalities will continue the reciprocal referral of planning proposals, in accordance with the IDP.

- Policy 3.3.1** Referrals on new or amended ASPs or Conceptual Schemes within the:
 - a) Future Business Area,
 - b) Predominantly Agricultural Lands, or
 - c) Urban Referral Area,
 as identified in [Figure 5](#), shall be made to the adjacent municipality.
- Policy 3.3.2** Referrals for land use redesignation, subdivision, or discretionary development approvals are:
 - a) Required when the development is proposed in the Future Business Area Predominantly Agricultural Lands, or Urban Referral Area, as identified in [Figure 5](#), and outside of the boundary of an ASP, and
 - b) Not required when the development is proposed inside the boundary of an adopted ASP and the proposal fully complies with the policies of the ASP.
- Policy 3.3.3** Notwithstanding Policy 3.3.2, land use redesignation, subdivision, or discretionary development approvals for single-lot commercial and industrial development in the Predominantly Agricultural Lands shall be referred to the Town.
- Policy 3.3.4** Referrals shall be sent by email to the respective Planning Departments of each municipality, with additional information conveyed by email as needed.
- Policy 3.3.5** Referrals shall be responded to within 30 days.
- Policy 3.3.6** If either municipality does not reply within – or request an extension to – the 30-day period, it will be assumed that the responding municipality has no comment or objection to the referred planning or development proposal.
- Policy 3.3.7** The municipalities shall continue to provide contact information for landowner circulation in cases where the subject land abuts a municipal boundary.

3-4 INTERMUNICIPAL COLLABORATION COMMITTEE

The following policies apply to the Intermunicipal Collaboration Committee (ICC).

Policy 3.4.1 The ICC Terms of Reference jointly prepared and agreed to by the municipalities shall be the prevailing document for the composition and duties of the committee, as amended from time to time.

3-5 INTERMUNICIPAL COLLABORATION FRAMEWORK

Pursuant to the MGA, the municipalities will endeavour to prepare an Intermunicipal Collaboration Framework (ICF).

Policy 3.5.1 The municipalities shall endeavor to prepare an ICF.

Policy 3.5.2 The municipalities acknowledge that services, amenities and infrastructure provided by each other serves ratepayers beyond the plan area.

Policy 3.5.3 The municipalities may establish a cost sharing policy for any service, amenity and infrastructure where mutual benefit exists.

3-6 DISPUTE RESOLUTION

Both municipalities agree it is important to avoid disputes by following the policies and provisions of the IDP. Should any disagreements regarding the interpretation and application of the provisions within the IDP arise, the municipalities shall seek a timely resolution in a manner which is respectful of each Municipality's interests and concerns using the steps as identified.

In the event the dispute resolution process is initiated, the municipality having authority over the matter shall not provide any further approval until the dispute has been resolved or the mediation process has concluded.

Policy 3.6.1 A dispute may be triggered in the following circumstances:

- a) Lack of agreement on an IDP amendment, or
- b) An unresolved objection to the proposed adoption or amendment of a statutory plan or LUB that is believed to be inconsistent with the IDP.

Policy 3.6.2 The dispute resolution process does not apply to matters that fall under the jurisdiction of either municipality's respective Subdivision Development and Appeal Boards (SDABs) or the Land and Property Rights Tribunal (LPRT), nor does it allow a municipality to appeal a subdivision or development approval.

The municipalities agree the resolution steps identified below shall be completed within **ninety (90)** calendar days from the date on which the disagreement is identified. The process is designed to maximize opportunities for discussion and review with the goal of resolving any disagreements early in the approval process through the following **six (6) stages**:

Step 1 – Administrative Review and Discussion

Should the Town of Strathmore or Wheatland County identify any issue related to proposed plans, bylaws or amendments that may result in a serious disagreement between them, every attempt will be made to discuss the issues at the administrative level with the intent of arriving at a mutually agreeable solution.

Step 2 – CAO Review Prior to Escalating to the ICC

The Chief Administrative Officers (CAOs) from the Town and County shall attempt to resolve the issue(s).

Step 3 – Intermunicipal Collaboration Committee (within 60 days on which the disagreement is identified)

In the event administrative review and discussion are unable to resolve a disagreement, the Intermunicipal Collaboration Committee shall attempt to resolve the disagreement. Each municipality, through its Administration, must ensure the facts of the issue have been fully investigated and clarified. Administrative meetings may occur at this point to discuss possible solutions.

Step 4 – Municipal Councils (within 30 days from the meeting of the ICC)

Should the Intermunicipal Collaboration Committee be unable to resolve the disagreement, they shall request a joint meeting of the Councils of the municipalities who will attempt to resolve the disagreement.

Step 5 – Alberta Municipal Affairs Mediation

Should the Councils be unable to resolve the disagreement, either municipality may request Alberta Municipal Affairs to commence a mediation process under the Department's guidance.

Step 6 – Appeal to the LPRT

If the disagreement cannot be resolved by mediation, then:

- Any municipality may appeal to the LPRT under the provisions of Section 690 of the Act if the disagreement pertains to a statutory plan, a land use bylaw or any amendment of either, or
- The results of the mediation report will be binding on each Municipality if no relief under the LPRT is found.



Request for Decision

To: Council

Staff Contact: Donna McCallum, Operations Manager

Date Prepared: August 22, 2024

Meeting Date: September 4, 2024

SUBJECT: Cemetery Bylaw No. 24-21

RECOMMENDATION: THAT Council give First reading to Bylaw 24-21, being the Cemetery Bylaw.

THAT Council give Second reading to Bylaw 24-21, being the Cemetery Bylaw.

THAT Council give unanimous consent to give Third and Final reading to Bylaw 24-21, being the Cemetery Bylaw.

THAT Council give Third reading to Bylaw 24-21, being the Cemetery Bylaw.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The proposed bylaw (24-21) will enable staff to maintain the cemetery effectively and continue to plan and manage long-term growth.

SOCIAL SUSTAINABILITY:

The cemetery has a historical connection to the community as it provides insight into our past. An updated cemetery bylaw will allow staff to provide an improved, focused, and efficient service that supports a respectful experience.

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

The proposed bylaw (24-21) will provide clear direction for clients, visitors, contractors, and administrators of the cemetery. It provides oversight on conduct, work within the cemetery, the ability to recover costs, and guidance for record keeping in accordance with the Cemeteries Act. The proposed bylaw aligns the Town with industry best practices. Aligning with industry best practices simplifies the Town processes as the industry has established effective ways to maximize time, improve quality of work and productivity plus ensures the safety and well being of everyone. Industry standards are generally accepted and known; this means that anyone who has any interactions with our cemetery can anticipate expectations regarding interments, work and conduct to be like other cemeteries in our region. Implementing the proposed bylaw will require work upfront to manage existing grave decorations, however, once stabilized, these tasks should moderate to a normal workflow that can be absorbed into the current administrative and operational day to day activities. The proposed bylaw will enable staff to preserve the safety and dignity of the cemetery.

The proposed bylaw provides flexibility with placement of grave decorations not normally allowed in most cemeteries. It includes recommendations regarding quality, placement, and securement of these decorations. The proposed bylaw is flexible, and may impact administrative and operational staff and could have an affect on service levels in other areas. The suggested amendments to the proposed bylaw (24-21) will have a consequential impact on administrative and operational staff. Administration have attempted to strike a balance that considers the needs of cemetery users as well as the need to provide a safe, respectful cemetery that is financially sustainable in the long term.

BACKGROUND:

The Cemetery Master Plan provided an analysis on operations, demand and need, financial sustainability and benchmarks for products, services, and prices. It contains a comprehensive summary that offered short term and long-term goals on how the Town could strive to achieve an exceptional, financially sustainable cemetery service. To support many of these goals, one of the recommendations of the Master Plan was to update the Cemetery Bylaw. In October 2023, Administration presented information regarding the cemetery as well as a proposed cemetery bylaw (23-31). During these meetings there were meaningful discussions on many improvements that are needed in the bylaw to ensure a clear understanding of all conduct and operations within the cemetery. On November 1st, 2023, Administration returned with an amended version of the proposed bylaw (23-31) and were seeking third reading. Administration had also received feedback from citizens and people who had loved ones

interred in the cemetery who were looking for more flexibility in the bylaw with regards to placement of grave decorations.

Based on this feedback staff offered an optional bylaw for Council to consider. This optional bylaw allowed some grave decorations not normally allowed in most cemeteries, but does have recommendations regarding quality, placement, and securement of these decorations. This version allows ground crews to still maintain the cemetery with an ability to work around the decorations without damaging them.

On March 6th a Notice of Motion was brought forward with a request for Administration to prepare a bylaw with amendments to the optional bylaw. A version of the bylaw (24-12) was provided to Council at the Committee of the Whole meeting on May 8th, 2024. This bylaw is a compromise that met the majority of the requirements of provincial legislation in addition to improving clarity around operations. Subsequently to the committee of the whole meeting, staff took input from Council and updated the draft of 24-12 and had a full legal review done.

Attachment I is a "clean" version of the proposed Cemetery Bylaw. It has been given bylaw **No. 24-21**. This version includes all requested amendments from the May 8 Committee of the Whole Meeting. This proposed version also takes into account recommendations of legal counsel. The proposed bylaw includes edits to improve clarity, along with associated minor administrative changes such as punctuation and formatting. Schedule A to the bylaw was also amended to be consistent with the bylaw itself, and to reference specific sections. In addition, the Strathmore Fees Bylaw will be updated to ensure alignment through the budget process.

Attachment II is the version of the Cemetery Bylaw that only includes the changes requested during the May 8, 2024 Committee of the Whole Meeting. It does not include the additional feedback from Legal Counsel. It retains bylaw **No. 24-12** from the COTW meeting.

Attachment III is the redlined version of legal counsel's feedback, for reference.

KEY ISSUE(S)/CONCEPT(S):

The current cemetery bylaw is outdated (Bylaw 14-16). Definitions and interment methods have changed and require updating. The Town has not been financially sustainable with its cemetery operations, and they need to be aligned with the Cemeteries Act and Regulations to ensure staff are managing records and disputes of ownership appropriately. Maintenance and upkeep have been challenging due to many grave decorations impeding maintenance and have caused liability issues with regards to safety in the cemetery.

DESIRED OUTCOMES:

Administration have proposed a clear, concise bylaw that provides guidance for all who visit, work in, or wish to be interred in our cemetery. This proposed bylaw (24-21) will enable administrators of the cemetery to provide an improved, focused, and efficient valuable service

that supports a respectful experience. The proposed bylaw will empower administration to work towards a fiscally responsible cemetery.

COMMUNICATIONS:

Administration will communicate with any people affected with any changes and provide appropriate time for people to process the changes requested.

ALTERNATIVE ACTIONS/MOTIONS:

Council may choose to proceed with Bylaw No. 24-12, which only includes changes requested during the May 8, 2024 Committee of the Whole Meeting.

ATTACHMENTS:

[Attachment I: Cemetery Bylaw No. 24-21 Final Clean](#)

[Attachment II: Cemetery Bylaw No. 24-12 - May 8 Committee of the Whole Feedback](#)

[Attachment III: Cemetery Bylaw No. 24-21 \(24-12 with Redlined Additional Legal Review\)](#)

Donna McCallum, Operations Manager

Approved
- 30 Aug
2024

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

Approved
- 30 Aug
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 30 Aug
2024

**BYLAW NO. 24-21
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:

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) "Affixed" means securely attach or fasten something to something else;
- 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 footing of concrete, marble, granite, stone, or other approved material that supports a monument;
- d) "Burial permit" means a burial permit issued under the *Vital Statistics Act*, Alberta;

- e) "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;
- 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;
- 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 the day of birth up to six years of age inclusive;
- j) "Columbarium" means a structure containing niches that is designed for storing the ashes of dead human bodies that have been cremated;
- 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) "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 or foot of a burial plot set level into the ground;
- p) "Foundation" means a concrete slab of specific proportion that is flush

with the ground and supports the base and the monument;

- q) "Grave decoration" means anything that is placed 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;
- t) "Interment" means the burial or placement of dead human remains, or cremated human remains, in a burial plot, double depth plot, cremation plot or niche;
- 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, stone, or other approved material 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 maximum 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) "Peace Officer" means any member of the Royal Canadian Mounted Police, a Peace Officer, a Community Peace Officer and a Bylaw Enforcement Officer of the Town;
- y) "Plot" means a burial plot, double depth plot, cremation plot, or niche as defined in this bylaw;
- 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) "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

- 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 or their delegate shall have charge and be responsible over all matters concerning the organization, operation, and management of the cemetery in accordance with the *Cemeteries Act* (Alberta) and the Regulations under that Act, 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 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.
- 5.5 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.
- 5.6 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.
- 5.7 In the case of dispute of ownership of plots, 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.
- 5.8 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.
- 5.9 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.

5.10 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.

5.11 Authorized representatives shall keep their records up to date with the Town as required by the Cemetery Coordinator.

5.12 The Cemetery Coordinator in accordance with the Town of Strathmore Memorial Bench/Tree Purchasing Policy – 7603, will have charge and be responsible for the approval of benches, trees and planters placed in the cemetery.

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) 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.

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 three (3) business days 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 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 a 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 to ensure safe access to the plot. The Town will not be responsible for providing shoring.
- 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. Monuments installed without an approved permit will be removed and placed in storage. The Town is not responsible for damage that may occur to unpermitted monuments during the removal process. The Town will make reasonable efforts to provide written notice to the authorized representative of the removal of the unpermitted monument. The authorized representative will be provided 30 days to contact the Town to complete the permit. If no contact is made the Town will dispose of the monument.
- 8.2. Any monument company must contact the Cemetery Coordinator a minimum of three (3) business days prior to the date and time a monument is to be installed. Foundation and base installation are the responsibility of the monument company. Where there is a ribbon present, just the base installation is the responsibility of the monument company.
- 8.3. Repairs and replacements of foundations and bases are the responsibility of the authorized representative.
- 8.4. Full Size Burial Plot
 - a) Monuments sitting on a full-size burial plot shall 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. In special circumstances, the Cemetery Coordinator, at their discretion, can approve alternate sizes. Where there is a ribbon or foundation present, all monuments including a base will be placed upon the foundation or the 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.

8.5. Cremation Plots

- a) Flat grave markers must be flush with the ground and not impede other plots, landscaping, maintenance, or other cemetery work.
- b) All foundations, 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.

8.6. Installations of monuments, flat grave markers, bases or foundation 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.

8.7. 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, base or foundation including but not limited to, damage through acts of vandalism, natural erosion, or damage caused by third parties.

8.8. 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 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.

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

8.10. Ownership of gravestones, flat grave markers, and monuments belong to the authorized representative.

8.11. No burial plot, double depth plot or cremation plot shall be covered by a full or partial grave cover.

8.12. Existing plots that do not meet current grave cover, monument, or flat grave marker specifications will be grandfathered; however, if any of the grandfathered items require repairs or removal, 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. The Town reserves the right to remove any items that impede maintenance operations, cemetery work or pose a safety hazard to visitors, authorized representatives, or staff without prior notice.
- 9.5. The Town is not responsible for lost, stolen or damaged items.
- 9.6. No person shall drive a vehicle in the cemetery off of cemetery roads. Vehicles in the cemetery shall keep to the roads provided except Town cemetery employees or those under the direction of the Town in the performance of their work. Vehicles shall maintain a speed of 15km per hour or less.
- 9.7. The Town will be responsible for clearing the cemetery roads of snow. Every effort will be made to minimize windrows on plots. This will be avoided when possible.
- 9.8. 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. This will be avoided when possible.
- 9.9. The Town will not be responsible for clearing snow for visitation of individual plots.
- 9.10. To facilitate cemetery operations, the Town may drive or walk on plots. This will be avoided when possible.
- 9.11. To facilitate cemetery operations, 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.

- 9.12. 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.
- 9.13. The Town is responsible for the repair and replacement of ribbons for monuments.
- 9.14. 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 up to one week 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. 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.
- 11.5. Pre-purchase of a burial plot is not permitted in the Field of Honour.
- 11.6. 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.
- 11.7. 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.
- 11.8. The right to use any plot 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; 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. VISITATION

- 12.1. The public may visit the cemetery in accordance with Parks and Pathways Bylaw No. 14-07.
- 12.2. Vehicles shall be driven with care and shall be restricted to the roads provided. Vehicles should drive no faster than 15 km per hour.
- 12.3. The owner of a moving vehicle shall be responsible for any damage done by such vehicle within the boundaries of the cemetery.
- 12.4. 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.
- 12.5. Live flowers will be left in affixed vases until desiccated.
- 12.6. 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.
- 12.7. The authorized representative is responsible for the appearance and upkeep of memorial tributes and grave decorations.
- 12.8. 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 receive approval from the Cemetery Coordinator and be within the parameters of the burial plot as defined in this bylaw and must not overhang the ribbon or encroach into adjacent plots.
- 12.9. Grave decorations such as, but not limited to, statues, crosses, plaques, 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 and discarded.
- 12.10. Any grave decorations that were permanently affixed, that are no longer properly affixed, become detached, are broken, or cause a safety hazard will be removed and discarded.

- 12.11. 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 cause a safety hazard will be removed and discarded.
- 12.12. Seasonal decorations shall be allowed to be placed one week prior to a holiday but cannot impede maintenance, cemetery work or be a safety hazard. Seasonal decorations that are still in place one week from the conclusion of the holiday will be removed and discarded.
- 12.13. 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, or candles. Benches may be arranged through the Memorial Bench program as outlined in 5.14.
- 12.14. No person shall bury an animal in the cemetery.
- 12.15. No person shall bring an animal into the cemetery except where the animal remains within a vehicle.
- 12.16. Section 12.15 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 their use.
- 12.17. No person shall destroy, deface, damage, or write upon any monument, flat grave marker or other structure or object in the cemetery.
- 12.18. Persons within the cemetery shall avoid walking upon or across plots except cemetery staff in the performance of their work.
- 12.19. 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.
- 12.20. 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. Memorial trees and planters can be arranged through the Memorial Bench/Tree Purchasing Policy – 7603 as outlined in 5.14.
- 12.21. No person shall cultivate any plot.

- 12.22. Persons within the cemetery may care for plots with approval from the Cemetery Coordinator.
- 12.23. 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.
- 12.24. No person shall remove, destroy, prune, or interfere with any trees, shrubs, plants, or flowers in the cemetery.
- 12.25. 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.
- 12.26. The Town of Strathmore reserves the right to remove any memorial tribute or grave decoration that is offensive.

13. OFFENCES AND PENALTIES

- 13.1. A person who contravenes any provision of this Bylaw is guilty of an offence.
- 13.2. Any person that contravenes this Bylaw is liable on Summary Conviction of a fine not less than the minimum amount in Schedule "A".
- 13.3. 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.
- 13.4. 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.
- 13.5. Where a Voluntary Payment Tag is issued pursuant to this Bylaw, the person to whom the Voluntary Payment Tag is issued may, in lieu of being prosecuted for the offence, pay to the Town the penalty specified on the Voluntary Payment Tag.
- 13.6. 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.
- 13.7. 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.

13.7 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.

14. FEES AND RATES

14.1. The cemetery fees will be located in the Strathmore Fees Bylaw.

15. GENERAL

16.1. Bylaw No. 14-16 and all amendments thereto are hereby rescinded.

16. EFFECTIVE DATE

16.1. 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.

READ A SECOND TIME this ____ day of _____, 2024.

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

Mayor

Director of Strategic,
Administrative and Financial Services

**Schedule "A"
Specified Penalties**

Bylaw Section Number	Description of Offence	Specified Penalty
6.13	Scattering cremated remains	\$500
7.2	Unauthorized disinterment of human remains or cremains	\$300
8.1	Erecting a monument or flat grave marker without a permit	\$200
8.6	Installing monuments, flat grave markers, bases or foundation work outside of specified dates and times	\$200
9.6	Drive a vehicle in the cemetery off of the roads provided	\$200
12.13	Erect, construct or place a base, full or partial grave cover, curb, fence, railing, wall, coping, coping stones, trellis or candle in the cemetery.	\$200
12.14	Bury an animal in the cemetery	\$200
12.15	Bring an animal into the cemetery	\$200
12.17	Destroy, mutilate, deface, damage, injure, write upon, or remove any monument, flat grave marker, fence, railing, or other structure placed in the cemetery	\$300
12.21	Cultivate a plot	\$200
12.24	Remove, destroy, prune or interfere with any trees, shrubs, plants or flowers in the cemetery	\$200

BYLAW NO. 24-12

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:

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) "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 footing of concrete, marble, granite, stone or other approved material that supports 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 or foot of a burial plot set level into the ground;

- q) "Foundation" means a concrete slab of specific proportion that is flush with the ground and supports the base and the monument;
- r) "Grave decoration" means anything that is placed for memorial purposes;
- s) "Grave subsidence" means sinking of a grave;
- t) "Holiday" means all general and statutory holidays identified by the Town of Strathmore, the Province of Alberta and/or the Country of Canada;
- u) "Interment" means the burial or placement of dead human remains, or cremated human remains, in a plot;
- v) "Infant" means a person from the day of birth up to one year of age inclusive;
- w) "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;
- x) "Monument" means a structure of granite, marble, stone or other approved material 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 maximum one foot deep (1');
- y) "Niche" means a compartment within a columbarium designed for storing the ashes of human remains that have been cremated;
- z) "Plot" means a burial plot, double depth plot, cremation plot, or niche as defined in this bylaw;
- 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) "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

- 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(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.
- 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.

- 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.
- 5.14 The Cemetery Coordinator in accordance with the Town of Strathmore Memorial Bench/Tree Purchasing Policy – 7603, will have charge and be responsible for the approval of benches, trees and planters placed in the cemetery.

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;
 - 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 to ensure safe access to the plot. The Town will not be responsible for providing shoring.
- 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. Monuments installed without an approved permit will be removed and placed in storage. The Town is not responsible for damage that may occur to unpermitted monuments during the removal process. The Town will make reasonable efforts to provide written notice to the authorized representative of the removal of the unpermitted monument. The authorized representative will be provided 30 days to contact the Town to complete the permit. If no contact is made the Town will dispose of the monument.
- 8.2. 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. Foundation and base installation is the responsibility of the monument company. Where there is a ribbon present, just the base installation is the responsibility of the monument company.

- 8.3. Repairs and replacements of foundations and bases are the responsibility of the authorized representative.

8.4. Full Size Burial Plot

- a) Monuments sitting on a full-size burial plot shall 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. In special circumstances, the Cemetery Coordinator, at their discretion, can approve alternate sizes. Where there is a ribbon or foundation present, all monuments including a base will be placed upon the foundation or the 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.

8.5. Cremation Plots

- a) Flat grave markers must be flush with the ground and not impede other plots, landscaping, maintenance, or other cemetery work.
- b) All foundations, 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.

- 8.6. Installations of monuments, flat grave markers, bases or foundation 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.

- 8.7. 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, base or foundation including but not limited to, damage through acts of vandalism, natural erosion, or damage caused by third parties.

- 8.8. 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 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.
- 8.9. All Monument work is subject to review, inspection, and approval by the Cemetery Coordinator.
- 8.10. Ownership of gravestones, flat grave markers, and monuments belong to the authorized representative.
- 8.11. No burial plot, double depth plot or cremation plot shall be covered by a full or partial grave cover.
- 8.12. Existing plots that do not meet current grave cover, monument, or flat grave marker specifications will be grandfathered; however, if any of the grandfathered items require repairs or removal, 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. The Town reserves the right to remove any items, that impede maintenance

operations, cemetery work or pose a safety hazard to visitors, authorized representatives, or staff without prior notice.

- 9.5. The Town is not responsible for lost, stolen or damaged items.
- 9.6. Vehicles in the cemetery shall keep to the roads provided except Town cemetery employees or those under the direction of the Town in the performance of their work. Vehicles shall maintain a speed of 15km per hour or less.
- 9.7. 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.
- 9.8. 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.
- 9.9. The Town will not be responsible for clearing snow for visitation of individual plots.
- 9.10. To facilitate cemetery operations, the Town may drive or walk on plots. This will be avoided when possible.
- 9.11. 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.
- 9.12. 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.
- 9.13. The Town is responsible for the repair and replacement of ribbons for monuments.
- 9.14. 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 that Strathmore's regular parks are open.
- 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.
- 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.
- 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 receive approval from the Cemetery Coordinator and 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. 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 and discarded.
- 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 removed and discarded.
- 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 will be removed and discarded.
- 13.12. Seasonal decorations shall be allowed to be placed one week prior to a holiday but cannot impede maintenance, cemetery work or be a safety

hazard. Seasonal decorations that are still in place one week from the conclusion of the holiday will be removed and discarded.

- 13.13. 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, or candles. Benches may be arranged through the Memorial Bench program as outlined in 5.14
- 13.14. No person shall bury an animal in the cemetery.
- 13.15. No person shall bring an animal into the cemetery except where the animal remains within a vehicle.
- 13.16. Section 13.15 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.
- 13.17. 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.
- 13.18. Persons within the cemetery shall avoid walking upon or across plots except cemetery staff in the performance of their work.
- 13.19. 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.
- 13.20. 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. Memorial trees and planters can be arranged through the Memorial Bench/Tree Purchasing Policy – 7603 as outlined in 5.14.
- 13.21. No person shall cultivate any plot.

- 13.22. Persons within the cemetery may care for plots with approval from 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 of Strathmore 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 ____ 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

Bylaw No. 24-12
Schedule "A" – Penalties

Section	Description of Offence	Minimum Penalty	Specified Penalty
6	Scattering of cremated remains	\$300	\$500
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	Cultivate	\$150	\$200
13	Interfere with trees, shrubs, flowers, plants, or benches	\$150	\$200

BYLAW NO. 24-21

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:

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)~~a) "Affixed" means securely attach or fasten something to something else;

~~c)~~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;

~~d)~~c) "Base" means a footing of concrete, marble, granite, stone, or other approved material that supports a monument;

e)d) "Burial permit" means a burial permit issued under the *Vital Statistics Act*, Alberta;

f)e) "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)f) "Business days" means Monday to Friday 8:30 a.m. to 4:30 p.m. excluding weekends and holidays;

h)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;

i)h) "Cemetery Coordinator" means the person(s) employed by the Town of Strathmore who is designated to administer and oversee the Strathmore cemetery affairs;

j)i) "Child" means a person from ~~two years~~ the day of ~~age~~ birth up to six years of age inclusive;

j) "Columbarium" means a structure containing niches that is designed for storing the ashes of dead human bodies that have been cremated;

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)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;

n)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;

o)n) "Field of Honour" means an area of the cemetery set aside and reserved

for the interment of veterans;

~~p)q)~~ "Flat grave marker" means a memorial constructed of bronze, marble or granite or other approved material for memorial purposes placed at the head or foot of a burial plot set level into the ground;

~~q)r)~~ "Foundation" means a concrete slab of specific proportion that is flush with the ground and supports the base and the monument;

~~r)s)~~ "Grave decoration" means anything that is placed for memorial purposes;

~~s)t)~~ "Grave subsidence" means sinking of a grave;

~~t)u)~~ "Holiday" means all general and statutory holidays identified by the Town of Strathmore, the Province of Alberta, and/or the Country of Canada;

~~u)v)~~ "Interment" means the burial or placement of dead human remains, or cremated human remains, in a ~~plot~~burial plot, double depth plot, cremation plot or niche;

~~v)w)~~ ~~"Infant" means a person from the day of birth up to one year of age inclusive;~~

~~w)x)~~ "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;

~~x)y)~~ "Monument" means a structure of granite, marble, stone, or other approved material 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 maximum one foot deep (1');

~~y)z)~~ "Niche" means a compartment within a columbarium designed for storing the ashes of human remains that have been cremated;

~~z)a)~~ "Peace Officer" means any member of the Royal Canadian Mounted Police, a Peace Officer, a Community Peace Officer and a Bylaw Enforcement Officer of the Town;

~~a)b)~~ "Plot" means a burial plot, double depth plot, cremation plot, or niche as

defined in this bylaw;

- 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) "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

- 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 ~~(s) or their delegate~~ shall have ~~control charge and be responsible~~ over all matters concerning the organization, operation, and management of the cemetery in accordance with the *Cemeteries Act* (Alberta) and the Regulations under that Act, 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~~5.4 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~~5.5 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.

~~5.8~~5.6 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~~5.7 In the case of dispute of ownership of plots, 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~~5.8 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~~5.9 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~~5.10 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~~5.11 Authorized representatives shall keep their records up to date with the Town: as required by the Cemetery Coordinator.

~~5.14~~5.12 The Cemetery Coordinator in accordance with the Town of Strathmore Memorial Bench/Tree Purchasing Policy – 7603, will have charge and be responsible for the approval of benches, trees and planters placed in the cemetery.

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;~~
 - ~~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~~ three (3) business days 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 a~~ 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 to ensure safe access to the plot. -The Town will not be responsible for providing shoring.
- 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. Monuments installed without an approved permit will be removed and placed in storage. The Town is not responsible for damage that may occur to unpermitted monuments during the removal process. The Town will make reasonable efforts to provide written notice to the authorized representative of the removal of the unpermitted monument. The authorized representative will be provided 30 days to contact the Town to complete the permit. -If no contact is made the Town will dispose of the monument.
- 8.2. Any monument company must contact the Cemetery Coordinator a minimum of three (3) business ~~day~~days prior to the date and time a monument is to be installed. Foundation and base installation ~~is~~are the responsibility of the monument company. Where there is a ribbon present, just the base installation is the responsibility of the monument company.
- 8.3. Repairs and replacements of foundations and bases are the responsibility of the authorized representative.
- 8.4. Full Size Burial Plot
- a) Monuments sitting on a full-size burial plot shall 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. In special circumstances, the Cemetery Coordinator, at their discretion, can approve alternate sizes. Where there is a ribbon or foundation present, all monuments including a base will be placed upon the foundation or the 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.
- 8.5. Cremation Plots
- a) Flat grave markers must be flush with the ground and not impede other plots, landscaping, maintenance, or other cemetery work.
 - b) All foundations, 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.

- 8.6. Installations of monuments, flat grave markers, bases or foundation 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.
- 8.7. 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, base or foundation including but not limited to, damage through acts of vandalism, natural erosion, or damage caused by third parties.
- 8.8. 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 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.
- 8.9. All Monument work is subject to review, inspection, and approval by the Cemetery Coordinator.
- 8.10. Ownership of gravestones, flat grave markers, and monuments belong to the authorized representative.
- 8.11. No burial plot, double depth plot or cremation plot shall be covered by a full or partial grave cover.
- 8.12. Existing plots that do not meet current grave cover, monument, or flat grave marker specifications will be grandfathered; however, if any of the grandfathered items require repairs or removal, 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. The Town reserves the right to remove any items~~7~~ that impede maintenance operations, cemetery work or pose a safety hazard to visitors, authorized representatives, or staff without prior notice.
- 9.5. The Town is not responsible for lost, stolen or damaged items.
- 9.6. No person shall drive a vehicle in the cemetery off of cemetery roads. Vehicles in the cemetery shall keep to the roads provided except Town cemetery employees or those under the direction of the Town in the performance of their work. Vehicles shall maintain a speed of 15km per hour or less.
- 9.7. 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. This will be avoided when possible.~~
- 9.8. 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. This will be avoided when possible.~~
- 9.9. The Town will not be responsible for clearing snow for visitation of individual plots.
- 9.10. To facilitate cemetery operations, the Town may drive or walk on plots. This will be avoided when possible.
- 9.11. To facilitate ~~the opening of a plot~~cemetery operations, 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.
- 9.12. 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.

- 9.13. The Town is responsible for the repair and replacement of ribbons for monuments.
- 9.14. 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~~up to one week 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. 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.

11.5. Pre-purchase of a burial plot is not permitted in the Field of Honour.

11.4.11.6. 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.

11.5.11.7. 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.

11.6.11.8. The right to use any ~~vacant space~~plot 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.~~

~~13.12.~~ 12. VISITATION

~~13.1.~~ 12.1. The public may visit the cemetery ~~at any time that Strathmore's regular parks are open~~ in accordance with Parks and Pathways Bylaw No 14-07.

~~13.2.~~ 12.2. Vehicles shall be driven with care and shall be restricted to the roads provided. Vehicles should drive no faster than 15 km per hour.

~~13.3.~~ 12.3. The owner of a moving vehicle shall be responsible for any damage done by such vehicle within the boundaries of the cemetery.

~~13.4.~~ 12.4. 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.~~ 12.5. Live flowers will be left in affixed vases until desiccated.

~~13.6.~~ 12.6. 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.~~ 12.7. The authorized representative is responsible for the appearance and upkeep of memorial tributes and grave decorations.

~~13.8.~~ 12.8. 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 receive approval from

the Cemetery Coordinator and 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.~~12.9. 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 and discarded.—

~~13.10.~~12.10. Any grave decorations that were permanently affixed, that are no longer properly affixed, become detached, are broken, or cause a safety hazard will be removed and discarded.

~~13.11.~~12.11. 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~~cause a safety hazard will be removed and discarded.

~~13.12.~~12.12. Seasonal decorations shall be allowed to be placed one week prior to a holiday but cannot impede maintenance, cemetery work or be a safety hazard. Seasonal decorations that are still in place one week from the conclusion of the holiday will be removed and discarded.

~~13.13.~~12.13. 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, or candles. Benches may be arranged through the Memorial Bench program as outlined in 5.14.

~~13.14.~~12.14. No person shall bury an animal in the cemetery.

~~13.15.~~12.15. No person shall bring an animal into the cemetery except where the animal remains within a vehicle.

~~13.16.~~12.16. Section ~~13.12.~~12.15 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~~their use.

~~13.17.~~12.17. No person shall, ~~while in the cemetery willfully~~ destroy, ~~mutilate,~~ deface, damage, ~~injure, or~~ 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.~~ object in the cemetery.

~~13.18.~~ 12.18. _____ Persons within the cemetery shall avoid walking upon or across plots except cemetery staff in the performance of their work.

~~13.19.~~ 12.19. _____ 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.~~

~~13.20.~~ 12.20. _____ 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. ~~Memorial trees and planters can be arranged through the Memorial Bench/Tree Purchasing Policy – 7603 as outlined in 5.14.~~

~~13.21.~~ 12.21. _____ No person shall cultivate any plot.

~~13.22.~~ 12.22. _____ Persons within the cemetery may care for plots with approval from the Cemetery Coordinator.

~~13.23.~~ 12.23. _____ 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.~~ 12.24. _____ No person shall remove, destroy, prune, or interfere with any trees, shrubs, plants, or flowers in the cemetery.

~~13.25.~~ 12.25. _____ 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.~~ 12.26. _____ The Town of Strathmore reserves the right to remove any memorial tribute or grave decoration that is offensive.

~~14.13.~~ 12.13. _____ OFFENCES AND PENALTIES

- 13.1. A person who contravenes any provision of this Bylaw is guilty of an offence.
- 13.2. ~~Under no circumstances shall a~~ Any person ~~contravening any provision of that contravenes~~ this Bylaw ~~be subject to~~ is liable on Summary Conviction of a fine not less than the ~~penalty of imprisonment; minimum amount in Schedule "A".~~
- 13.3. 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.-
- 13.4. 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.
- ~~13.5.~~ Where a Voluntary Payment Tag is issued pursuant to this Bylaw, the person to whom the Voluntary Payment Tag is issued may, in lieu of being prosecuted for the offence, pay to the Town the penalty specified on the Voluntary Payment Tag.
- ~~13.5.~~ 13.6. 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.~~
- ~~13.6.~~ 13.7. 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.~~ 13.7 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.

14. FEES AND RATES

14.1. The cemetery fees will be located in the Strathmore Fees Bylaw.

15. GENERAL

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

16. EFFECTIVE DATE

16.1. 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.

READ A SECOND TIME this ____ day of _____, 2024.

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

Mayor

Chief Administrative Officer

~~Bylaw No. 24-12~~

Schedule "A"—
Specified Penalties

	<u>Bylaw Section Number</u>	Description of Offence	<u>Minimum- Penalty</u>	Specified Penalty
	<u>6.13</u>	Scattering of cremated remains	\$300	\$500
7	Unauthorized disinterment of a body	\$250	\$300	
	<u>7.2</u>	Unauthorized disinterment of cremated <u>human</u> remains_ <u>or cremains</u>	\$250	\$300

	8.1	Erecting a monument or flat grave marker without a permit	\$150	\$200
	8.6	Installation of an unapproved monument or flat grave marker Installing monuments, flat grave markers, bases or foundation work outside of specified dates and times	\$150	\$200
8	Unauthorized work in cemetery after hours, weekends, winter	\$150	\$200	
8	Install grave covers	\$150	\$200	
	9.6	Unauthorized vehicles driving Drive a vehicle in the cemetery off of the roads provided	\$150	\$200
	12.13	Erect, construct, <u>or</u> place bases, a base, full or partial grave covers, curbs, fences, railings, walls, copings cover, curb, fence, railing, wall, coping, coping stones, trellises, benches trellis or candle candle in the cemetery.	\$150	\$200
	13 12.14	Bury and an animal in the cemetery	\$150	\$200
	13 12.15	Bring an unauthorized animal into the cemetery	\$150	\$200
	13 12.17	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 12.21	Cultivate <u>a plot</u>	\$150	\$200

13 <u>12.24</u>	Interfere Remove, destroy, prune or interfere with <u>any</u> trees, shrubs, <u>plants or</u> flowers, plants, or benches, <u>in the cemetery</u>	\$150	\$200
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Request for Decision

To: Mayor & Council

Staff Contact: Ethan Wilson, Manager of Infrastructure

Date Prepared: June 27, 2024

Meeting Date: September 4, 2024

SUBJECT: Offsite Levy Bylaw No. 24-17

RECOMMENDATION: THAT Council give First Reading to Bylaw 24-17, being the Offsite Levy Bylaw;

AND THAT Council direct Administration to schedule a Public Hearing for October 2, 2024 at 6:15 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:

Offsite Levies provide necessary funds for projects which are required due to new development. Infrastructure is provided to all residents and funded through utilities charges and taxes while off site levies allow for new development to pay their proportionate share.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

Levies allow for predictable incomes and expenditures to occur, reducing the burden to the town's financial capacity.

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

The current Levy Bylaw, 21-07, is in effect and this is an update to that bylaw.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

Bylaw 24-17 is an update to the existing bylaw, ensuring that funds collected match the anticipated expenditures of the future.

POLICY:

This is an existing Bylaw, which is in alignment with other Town policies and the Municipal Government Act.

IMPLEMENTATION:

This Bylaw 24-17 will be implemented upon third reading and replace the current Bylaw 21-07. Operationally no changes are planned and this bylaw will be implemented with minimal impact.

BACKGROUND:

Offsite Levies are standard for most municipalities in Alberta and it is prudent to continually evaluate and update Levies to ensure they are in alignment with the communities plans. As the most recent Bylaw was passed in 2021 and references a study completed in 2020, the study is nearing its end of relevancy and needs to be updated.

KEY ISSUE(S)/CONCEPT(S):

The rates being proposed in this new bylaw are slightly higher than those in the current bylaw however inflation and timing are the main factors for this. The report is included in the Bylaw as

support for the new costs and consultation with the Development Community supports the tentative plan presented within the report.

DESIRED OUTCOMES:

Updating the Bylaw allows the Town to remain current on it's collections and ensure proper funding is available for future projects.

COMMUNICATIONS:

A developer meeting was held in June with this item being a major topic and the public hearing will allow for further feedback to be provided, if desired.

ALTERNATIVE ACTIONS/MOTIONS:

Council could refer this item to a Committee of the Whole for discussion, if desired.

ATTACHMENTS:

[Attachment I: Offsite Levy Bylaw No. 24-17](#)

[Attachment II: Strathmore OSL Report v1 FINAL](#)

Ethan Wilson, Manager of Infrastructure	Approved - 28 Aug 2024
Jamie Dugdale, Director of Infrastructure, Operations, and Development Services	Approved - 28 Aug 2024
Veronica Anderson, Legislative Services Officer	Approved - 29 Aug 2024
Johnathan Strathdee, Manager of Legislative Services	Approved - 29 Aug 2024
Kevin Scoble, Chief Administrative Officer	Approved - 29 Aug 2024

BYLAW NO. 24-17
THE TOWN OF STRATHMNORE
IN THE PROVINCE OF ALBERTA

A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO IMPOSE OFF-SITE LEVIES IN RESPECT OF LAND OR BUILDINGS THAT ARE TO BE SUBDIVIDED, DEVELOPED, OR ARE TO UNDERGO A CHANGE OF USE OR INTENSITY OF USE

WHEREAS Section 648 of the *Municipal Government Act*, R.S.A 2000 Chapter M-26 and amendments thereto provides that a Municipal Council may pass a bylaw for the imposition and payment of Offsite Levies in respect of land that is to be developed or subdivided;

AND WHEREAS Council deems it necessary and expedient to collect Offsite Levies to pay for the capital cost of infrastructure required to service the growth of the Town;

AND WHEREAS the Town has engaged in consultation with landowners and representatives of the development industry to address and define existing and future infrastructure required for growth of the Town and the allocation of the capital costs of such infrastructure;

AND WHEREAS Council has received the Report, which set out a fair and equitable calculation Offsite Levies in accordance with the *Municipal Government Act* and the regulations enacted thereunder;

AND WHEREAS Council has advertised its intention to consider the enactment of this Bylaw pursuant to the requirements of the *Municipal Government Act*;

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

1. SHORT TITLE

1.1. This Bylaw may be cited as the "Offsite Levy Bylaw"

2. PURPOSE

2.1. This Bylaw is intended to:

- a) Impose and provide for the payment of a levy to be known as an Offsite Levy in respect of Developable Land; and
- b) Authorize agreements to be entered in respect to payment of Offsite Levies to ensure that the developer of each parcel of Developable Land pays a proportionate share of the cost to provide new or expanded

infrastructure required for the area in which the Developable Land is located.

3. DEFINITIONS

3.1. In this Bylaw, unless the context otherwise requires:

- a) **"Bylaw"** means this Offsite Levy Bylaw
- b) **"Chief Administrative Officer"** means the Chief Administrative Officer for the Town, regardless of the specific title that may be conferred on that officer from time to time
- c) **"Town"** means the Town of Strathmore
- d) **"Council"** means the Municipal Council for the Town
- e) **"Developable Land"** means all land contained within the Development Area:
 - i. For which a Development Permit is obtained after the date of enactment of this Bylaw, or;
 - ii. For which Subdivisions approval is obtained after the date of enactment of this Bylaw, excluding all Developed Land; and
 - iii. Excludes all Developed Land
- f) **"Developed Land"** means land that has been subject to Development or a Subdivision prior to the date the Bylaw comes into force, and in respect of which Offsite Levies for the same infrastructure has been paid
- g) **"Development"** means development as defined in the Municipal Government Act
- h) **"Development Agreement"** means development agreement as referred to thin the Municipal Government Act
- i) **"Development Area"** includes the area of land within the municipal boundaries of the Town. For the purpose of imposing Offsite Levies, the Town is divided into eleven (11) geographic areas as shown in Schedule "A" of this Bylaw
- j) **"Lot"** means lot as defined in the Municipal Government Act
- k) **"Municipal Government Act"** means the *Municipal Government Act*, R.S.A 2000 Chapter M-26 and amendments thereto

- l) **"Offsite Infrastructure"** means those components and projects referred to in the Report, in relation to facilities to be paid for in whole or in part by Offsite Levies under the Bylaw
- m) **"Offsite Levies"** means the Offsite Levies imposed pursuant to this Bylaw
- n) **"Report"** means the Town of Strathmore: Offsite Levy Rates Review, April 11, 2024, prepared by Corvus Business Advisors, attached as Schedule "C" to this Bylaw.
- o) **"Subdivision"** means subdivision as defined in the Municipal Government Act.

4. OBJECT OF OFFSITE LEVIES

- 4.1. The object of the Offsite Levy or Levies imposed and collected pursuant to this Bylaw are to pay for all or any part of the capital cost of any or all of the following:
 - a) New or expanded facilities for the storage, transmission, treatment, or supplying of water;
 - b) New or expanded facilities for the treatment, movement, or disposal of sanitary sewage;
 - c) New or expanded storm sewer drainage facilities;
 - d) New or expanded roads required for or impacted by a Subdivision or Development
 - e) New or expanded transportation infrastructure required to connect, or to improve the connection of municipal roads to provincial highways resulting from a subdivision or development; and
 - f) Land required for or in connection with any facilities described within this paragraph

5. IMPOSITION OF LEVY

- 5.1. The Offsite Levies are hereby established and imposed in respect of all Developable Land in Developments Areas (Schedule "A") and included in the Report (Schedule "C")
- 5.2. The amount of the Offsite Levies imposed is calculated in the Report and set out in Schedule "B"

5.3. The Offsite Levies will be assessed on all Developable Land on a per hectare (ha) basis, excluding those portions of Developable Land that are designated pursuant to Subdivision as:

- a) Environmental Reserve;
- b) School Reserve;
- c) Municipal Reserve; or
- d) Arterial Road Right-of-Way

5.4. Unless otherwise agreed, payment of Offsite Levies imposed under this Bylaw is due:

- a) 30% at Signing of Development Agreement
- b) 30% at application for CCC or two (2) years from signing of DA, whichever comes first
- c) Full payment of all outstanding levies at application for FAC or three (3) years from signing of DA, whichever comes first

Nothing in this Section 5.4 shall prevent the CAO or his/her designate from requiring payment in full of Offsite Levies imposed under this Bylaw at the time of signing of a Development Agreement or within such period of time determined to be appropriate by the CAO or his/her designate

6. AUTHORITY OF THE CHIEF ADMINISTRATIVE OFFICER

6.1. The Chief Administrative Officer is delegated the authority to enforce and administer this Bylaw, including, but not limited to the authority to:

- a) Enter into Development Agreements on behalf of the Town with respect to, among other things, the collection of Offsite Levies;
- b) Defer collection of Offsite Levies imposed pursuant to this Bylaw; and
- c) Require security for payment of any deferred levies.

6.2. The Chief Administrative Officer may delegate the authority to enforce and administer this Bylaw.

7. ANNUAL REPORT

7.1. To maintain the requirements of the Municipal Government Act, on or before December 31 of each calendar year, the Chief Administrative Officer, or their designate, shall provide an annual report to Council regarding the Offsite Levies imposed under this bylaw, including:

- a) Offsite Infrastructure constructed during the previous calendar year;

- b) Construction costs of Offsite Infrastructure constructed in the previous calendar year;
- c) Estimated construction costs for Offsite Infrastructure yet to be constructed and an explanation as to any adjustments to the estimates since the previous annual report;
- d) Amount collected in Offsite Levies; and
- e) Specifics of total value of Offsite Levies being held by the Town and yet to be expended on Offsite Infrastructure, interest earned and commitments for future expenditures of such monies

8. ACCOUNTING

- 8.1. All funds collected pursuant to this Bylaw shall be accounted for in a special fund for each category of infrastructure and expended only as permitted under the Municipal Government Act

9. REVIEW

- 9.1. The Town shall review the rates for Offsite Levies annually and, if required, shall amend this Bylaw accordingly to update the rates for Offsite Levies

10. GENERAL

- 10.1. Nothing in this Bylaw precludes the Town from:
 - a) Imposing further or different levies, duly enacted by Bylaw, on any portion of the Developable Lands in respect of which the Town has not collected Offsite Levies;
 - b) Deferring collection of Offsite Levies of any portion of Developable Lands, including requiring security for payment of such deferred levies; or
 - c) Reducing payment of the Offsite Levies required pursuant to this Bylaw, or otherwise providing for credits for other Offsite Infrastructure or oversize Infrastructure constructed by a developer in calculating and/or collecting the Offsite Levies that become payable to this Bylaw
- 10.2. Schedules "A" and "B" to this Bylaw, and specifically, without restricting the generality of the foregoing, the rates for the Offsite Levies set out in the Report, may be updated or amended from time to time by amendment to this Bylaw
- 10.3. The Report (Schedule "C") provides information on the approach and methods used to calculate Offsite Levies in this Bylaw

- 10.4. If any term, clause or condition of the Bylaw or application thereof is found to be invalid or unenforceable, the remainder of this Bylaw or the application of such term, clause or condition shall not be affected and shall remain in force and effect

11. DEFAULT OF PAYMENT

- 11.1. If the registered owner of land fails, neglects, or refuses to pay an Offsite Levy imposed on the land:
- a) Council may cause the levy to be added to the tax roll as a charge against the lands, or on a pro rata basis against each lot within the area in respect of which the Offsite Levies are payable under an Agreement as taxes, and with the same priority as to lien and to payment thereof as in the case of ordinary municipal taxes; or
 - b) The issuance of final Subdivision documents, Development Permits, or Building Permits may be withheld until the owner or purchaser has entered into the Agreement or paid the outstanding levy

12. TRANSITION

- 12.1. This Bylaw applies to:
- a) Any Subdivision where the date of subdivision approval occurs on or after the date this Bylaw comes into force; and
 - b) Any Development where the date of issuance of a development permit occurs on or after the date this Bylaw comes into force
- 12.2. Development Agreements entered into prior to the enactment of this Bylaw shall remain valid and in effect
- 12.3. Any Offsite Levies payable under Development Agreements entered into prior to the enactment of the Bylaw, are confirmed and shall continue to be payable notwithstanding the repeal of previous Offsite Levy Bylaws pursuant to Section 13.1

13. ENACTMENT

- 13.1. The Bylaw 21-07 and any amendments thereto is hereby repealed
- 13.2. This Bylaw shall come into full force and effect upon third and final reading

READ a first time this _____ day of _____, 2024.

READ a second time this _____ day of _____, 2024.

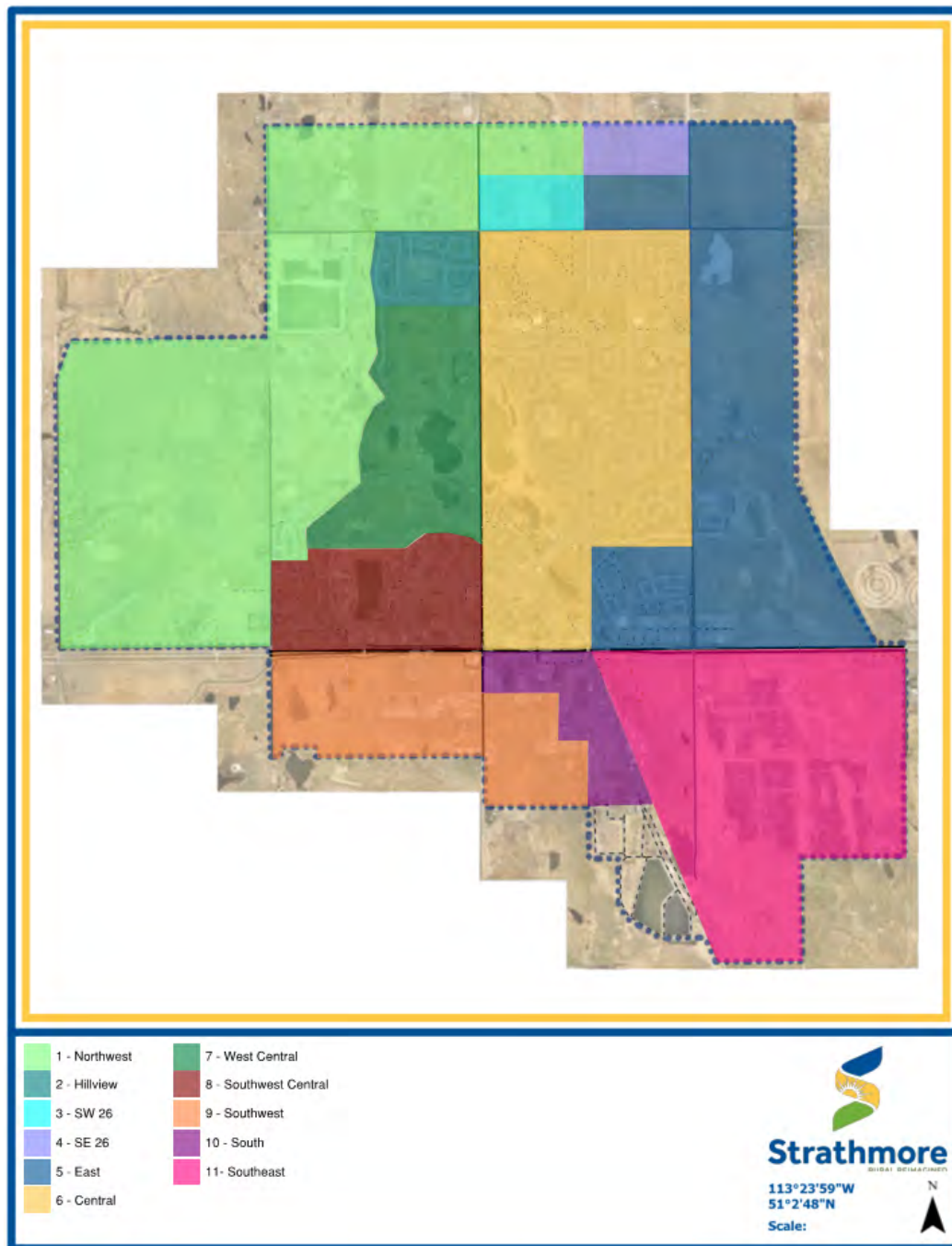
READ a third and final time this _____ day of _____, 2024.

Mayor

Director of Strategic, Administrative
and Financial Services

SCHEDULE "A"

GEOGRAPHIC AREA MAP – DEVELOPABLE LANDS



SCHEDULE "B"

OFFSITE LEVY RATES BY AREA (PER HECTARE)

AREA	Transportation	Water	Sanitary	Stormwater	TOTAL
1	\$71,354	\$42,645	\$58,393	\$2,507	\$174,900
2	\$71,354	\$42,645	\$7,204	\$18,134	\$139,337
3	\$71,330	\$44,267	\$19,721	\$28,986	\$165,305
4	\$71,330	\$44,267	\$24,400	\$5,050	\$146,047
5	\$71,354	\$42,645	\$24,400	\$33,899	\$172,297
6	\$71,354	\$42,645	\$7,204	\$26,443	\$147,646
7	\$71,354	\$42,645	\$7,204	\$26,443	\$147,646
8	\$71,354	\$42,645	\$-	\$26,443	\$140,443
9	\$71,354	\$42,645	\$9,418	\$26,443	\$149,861
10	\$71,354	\$42,645	\$3,819	\$26,443	\$144,262
11	\$71,330	\$44,267	\$324	\$36,441	\$153,363

SCHEDULE "C"

TOWN OF STRATHMORE: OFFSITE LEVY RATES REVIEW
APRIL 11, 2024
CORVUS BUSINESS ADVISORS

(Document Attached)



Town of Strathmore: Offsite Levy Rates Review

April 11th, 2024

Prepared by:

Greg Weiss, President
CORVUS Business Advisors
9670 – 95 Avenue
Edmonton, AB T6C 2A4
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www.corvusbusinessadvisors.com

This document has been prepared by CORVUS Business Advisors for the sole purpose and exclusive use of the Town of Strathmore.



April 11th, 2024

Town of Strathmore
Box 2280, 1 Parklane Dr.
Strathmore AB
T1P 1K2

RE: Town of Strathmore: Offsite Levy Rates Review

Enclosed is our report in support of the Strathmore's offsite levy rate update. If you have any questions do not hesitate to contact me.

Sincerely,

A handwritten signature in dark ink, appearing to read "Greg Weiss", followed by a long horizontal line.

Greg Weiss
President

1 DOCUMENT INFORMATION

Revision Date	Description
April 11 th , 2024	Final

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3 INTRODUCTION

3.1 Overview

Bylaw 21-07, established by the Town of Strathmore ("the Town") in 2021, defines offsite levy charges for transportation, water, sanitary, and stormwater offsite infrastructure. The Town wishes to update this bylaw, amending offsite infrastructure included in the bylaw in alignment with the Town's recent actual expenditures, receipts, latest capital/master plans, and ensuring updated costs and development forecasts are reflected fairly and equitably in new rates, thereby ensuring a financially sustainable community.

This report outlines the methodology and information used in establishing updated transportation, water, sanitary, and stormwater offsite levy rates for the Town.

3.2 Scope and Approach

The Town has various infrastructure capital/master plans, and these plans have been used by Town staff as a start point for developing key information for this offsite levy review. Town staff reviewed existing plans and verified offsite projects for roads, water, sanitary, and drainage infrastructure¹. The Town's review also included verification of benefits to existing development, future development, and benefiting areas.

Support provided by CORVUS Business Advisors ("CORVUS") included:

- Development and implementation of the offsite levy model—configuration, priming, and data loading.
- Incorporation of area measurements and land development forecasts (provided by Town staff).
- Incorporation of infrastructure costs and allocation percentages for existing development, new development, and other parties (provided by Town staff).
- Determination of reserve opening balances (historical reconciliation details provided by Town staff).
- Determination of roads, water, sanitary, and drainage levy rates.
- Preparation of the offsite levy report
- Presentation of results.

Offsite levy rates are forecast using a rolling 25-year review period. During this review, a cut-off date of December 31st, 2023 was established in alignment with the Town's most recent year-end. Accordingly, the review period stems from **2024 to 2048**. Project expenditures, receipts etc. were gathered as "actuals" from the Town's financial records up to the cut-off date. Beyond the cut-off date, all financial details are estimates. When the Town completes

¹ It was not within CORVUS' scope of work to review the Town's capital/master plans. Plans were reviewed and refined by Town staff and their engineering advisors.

its next rate update, information from January 1st, 2024 up to the new cut-off date will be converted from estimates to actuals, and the rolling 25-year review period will move further out.

3.3 Methodology

Rates are calculated using as an advanced cost-over-area approach, with “base” rates adjusted to ensure forecast levy account balances reach zero at the end of the 25-year review period. A detailed description of the calculation is included in Appendix H.

4 KEY FINDINGS

The following provides a summary of key findings pertaining to the updating of the Town’s offsite levy rates:

Offsite Infrastructure Costs. Offsite infrastructure costs to be included in the offsite levy bylaw total approximately **\$299.83 million**. An overview of offsite infrastructure costs and maps is provided in Appendices B1 (Transportation), C1 (Water), D1 (Sanitary), and E1 (Stormwater); and a definition of each offsite infrastructure type is provided in Appendix F.

Before determining how infrastructure costs will be allocated to parties that benefit (e.g., existing/residual development, future development, other municipalities etc.), financing provided by way of special ear-marked grants and other contributions are deducted from offsite infrastructure costs. For this review, the Town identified approximately **\$0.23 million** in ear-marked grants and contributions. An overview of ear-marked grants and contributions and resulting net costs is provided in Appendices B2, C2, D2, and E2.

The share of costs which benefits existing/residual development (the Town’s share) is **\$32.09 million**; and the share of costs which benefits other stakeholders (e.g., neighbouring municipalities) is **\$0.00**.

The share of costs which benefits future development totals approximately **\$267.51 million (\$98.77 million + \$168.74 million)** and is based on the allocations shown in Appendices B4, C4, D4, and E4. However, **\$98.77 million** of the cost which benefits future development is deemed beyond the 25-year review period (called “financial oversizing”). Financial oversizing is a pro-rated amount based on the anticipated year of construction (i.e., construction staging) which is provided in Appendices B3, C3, D3, and E3.

Of the **\$267.51 million** in total offsite infrastructure costs which benefits future development, the portion that is deemed within the 25-year review period and included in rates today (the offsite levy share) is approximately **\$168.74 million**, as shown in the table below. A summary of offsite infrastructure net cost “flow-thru” is provided in Appendices B6, C6, D6, and E6.

Summary of Infrastructure Costs & Allocations

Infrastructure	Special Grants & Contributions	Muni Share of Costs	Other Stakeholders' Share of Costs	Developer Cost Beyond 25 Yrs (Financial Oversizing)	Developer Costs (In Rates)	Total Costs
Transportation	\$ 230,915	\$ 17,808,257	\$ -	\$ 25,986,569	\$ 45,246,458	\$ 89,272,200
Water	\$ -	\$ 12,501,472	\$ -	\$ 46,438,853	\$ 66,176,417	\$ 125,116,741
Sanitary	\$ -	\$ 1,776,196	\$ -	\$ 22,932,412	\$ 39,975,620	\$ 64,684,228
Stormwater	\$ -	\$ -	\$ -	\$ 3,407,254	\$ 17,345,222	\$ 20,752,476
Total	\$ 230,915	\$ 32,085,924	\$ -	\$ 98,765,088	\$ 168,743,717	\$ 299,825,645

Offsite Levy Collections. Before allocating infrastructure costs to benefitting lands, offsite levy costs must be reduced by the total levies collected to date. Up to **December 31st, 2023**, the Town collected approximately **\$6.02 million** in offsite levies as summarized in the table below. Details associated with levy collections are shown in Appendices B5, C5, D5, and E5.

Summary of Levies Collected to Date

Levies Collected To Date	
Transportation	\$ 633,052
Water	\$ 2,274,813
Sanitary	\$ 1,399,870
Stormwater	\$ 1,716,491
Total	\$ 6,024,226

Offsite Levy Areas and Forecast Development. To facilitate the allocation of infrastructure costs to those lands that benefit from the infrastructure, the Town is parsed into 11 offsite levy areas. The area boundaries, numbering schema, and area measurements are described in Appendix A along with an offsite levy map. An overview of offsite infrastructure allocations to each benefitting area is provided in Appendices B7, C7, D7, and E7.

To calculate offsite levy rates, it is necessary to forecast the amount of land that will develop during the 25-year review period. Land development forms the denominator of the rate calculation. A larger denominator reduces rates but could potentially result in under-collection thereby placing an increased burden on taxpayers. A smaller denominator increases rates but could potentially result in over-collection thereby placing an increased burden on future development. Accordingly, land development forecasts need to be: (a) reasonable and reflect current planning assumptions including the current pace of development in the community, and (b) updated regularly.

For this review, the Town is forecasting development of approximately **793 ha.** during the 25-year review period (the land development forecast is shown in Appendix A). This is a reduction since the last update. A decrease in land development puts upward pressure on rates, all other things being equal.

Offsite Levy Reserves. The Town is currently managing offsite levy receipts and

withdrawals via four accounts (i.e., one account for each infrastructure type), and this in alignment with MGA requirements. The reason the MGA stipulates the requirement for separate accounts is because offsite levies can only be used to construct the type of infrastructure for which they were collected (e.g., water levies can only be used to construct water offsite infrastructure, not sanitary infrastructure etc.).

Interest. Offsite levy account balances (both actual and forecast) are impacted by interest. Actual reserve inflows and forecast reserve balances that are in a positive/surplus position earn interest (as required by the MGA). Actual reserve outflows and forecast reserve balances that are in a negative/deficit position are charged interest (forecast balances that are negative indicate the requirement for front-ending). An overview of account adjustments is discussed further below, and interest rates and forecast balances over the 25-year review period are shown in Appendices B9, C9, D9, and E9.

Front-ending Approach. Front-ending is an extremely important concept that underpins rigorous management of offsite levies. Front-ending represents monies owed by future development to the front-ending party (municipality or developer) for past construction undertaken on behalf of future development—i.e., a front-ending party will often pay for its share of an offsite infrastructure project in addition to that portion of the project which benefits future development when offsite levy reserve balances are insufficient.

There are 2 alternatives for repaying front-ending debts to claimants: (1) the First-In First-Out (FIFO) approach, and (2) the Average Outstanding Claim (AOC) approach. The FIFO approach can create: (a) stagnation of development, and (b) increased pressure on the municipality (i.e., taxpayers) to front-end. Accordingly, it is recommended that the Town establish an offsite levy policy framework that includes an AOC approach for repayment of front-ending.

Under the AOC approach, claimants share distributions based on their proportionate share of outstanding claims. For example, Developer A fronts a \$1 million piece of infrastructure in 2016. The Town front-ends a \$0.5 million piece of infrastructure in 2017. And Developer B is contemplating front-ending a \$0.5 million piece of infrastructure in the future. Using the AOC approach, offsite levy collections are shared between Developer A (66.6% of distributions) and the Town (33.3% of distributions) until fully repaid². If Developer B chooses to front-end in the future, then future claim reimbursements would be shared amongst Developer A (50% of distributions) and the Town (25% of distributions) and Developer B (25% of distributions) until repaid³. This approach is preferred, as it ensures regular positive cash flow to all claimants, and therefore no disincentive to future front-ending.

It is our understanding that (with the exception of water project #22 which is discussed in Section 6) all offsite projects constructed prior to 2021 whose portion of cost was allocated

² $\$1,000,000 / (\$1,000,000 + \$500,000) = 66.6\%$. $\$500,000 / (\$1,000,000 + \$500,000) = 33.3\%$.

³ $\$1,000,000 / (\$1,000,000 + \$500,000 + \$500,000) = 50\%$. $\$500,000 / (\$1,000,000 + \$500,000 + \$500,000) = 25\%$.

to development, were financed via the offsite levy accounts. As such, there was no Town front-ending prior to 2021 and all offsite levy accounts maintained a surplus balance at end-2020.

Offsite Levy Account Balances. At end-2023, the Town is showing a balance of \$335,109 in the transportation account. However, after adjustments the balance in the transportation account should be amended to reflect a surplus of approximately **\$377,710** at end 2023. A complete reconciliation of the transportation account balance is provided in Appendix B8.

At end-2023, the Town is showing a balance of \$1,300,469 in the water account. However, after adjustments the balance in the water account should be amended to a surplus of approximately **\$1,163,577** at end 2023. A complete reconciliation of the water account balance is provided in Appendix C8.

At end-2023, the Town is showing a balance of \$1,114,633 in the sanitary account. However, after adjustments the balance in the sanitary account should be amended to a surplus of approximately **\$1,185,328** at end 2023. A complete reconciliation of the sanitary account balance is provided in Appendix D8.

At end-2023, the Town is showing a balance of \$1,757,639 in the stormwater account. However, after adjustments the balance in the stormwater account should be amended to a surplus of approximately **\$1,777,403** at end 2023. A complete reconciliation of the sanitary account balance is provided in Appendix E8.

5 RATE UPDATES

For future development to pay for its current share of the **\$299.83 million** offsite infrastructure costs contained in the Town's capital plans, rates are approximately **\$165,342** per net hectare on a weighted average basis, as shown in the tables below. A comparison of rates to other municipalities is shown in Appendix G.

The primary reason for the increase in rates is the decrease in forecast land development, and the increase in interest rates.

Offsite Levy Rates (Per Net Hectare): High, Low, & Averages⁴

	Transportation	Water	Sanitary	Stormwater	Total
High	\$ 72,330	\$ 44,267	\$ 58,393	\$ 36,441	\$ 174,900
Low	\$ 71,354	\$ 42,645	\$ -	\$ 2,507	\$ 139,337
Weighted Average	\$ 71,491	\$ 42,874	\$ 30,656	\$ 20,322	\$ 165,342

Summary of Offsite Levy Rates by Area (Per Net Hectare)

Area #	Transportation	Water	Sanitary	Stormwater	Total
1.0	\$ 71,354	\$ 42,645	\$ 58,393	\$ 2,507	\$ 174,900
2.0	\$ 71,354	\$ 42,645	\$ 7,204	\$ 18,134	\$ 139,337
3.0	\$ 72,330	\$ 44,267	\$ 19,721	\$ 28,986	\$ 165,305
4.0	\$ 72,330	\$ 44,267	\$ 24,400	\$ 5,050	\$ 146,047
5.0	\$ 71,354	\$ 42,645	\$ 24,400	\$ 33,899	\$ 172,297
6.0	\$ 71,354	\$ 42,645	\$ 7,204	\$ 26,443	\$ 147,646
7.0	\$ 71,354	\$ 42,645	\$ 7,204	\$ 26,443	\$ 147,646
8.0	\$ 71,354	\$ 42,645	\$ -	\$ 26,443	\$ 140,443
9.0	\$ 71,354	\$ 42,645	\$ 9,418	\$ 26,443	\$ 149,861
10.0	\$ 71,354	\$ 42,645	\$ 3,819	\$ 26,443	\$ 144,262
11.0	\$ 72,330	\$ 44,267	\$ 324	\$ 36,441	\$ 153,363

⁴ Highs, Lows, and Averages are shown for information purposes only. Developers pay the actual rate applicable to their specific development area.

6 RECOMMENDATIONS

In addition to implementing the offsite levy rates outlined in *Section 5*, CORVUS recommends the following:

1. Amend the Town account records and balances to align with the account balances in the offsite levy model and described in Appendices B8, C8, D8, and E8; and in so doing, withdraw excess funds (if any) to pay down front-ending claims, or top-up account shortfalls as required.
2. Establish a formal and regular communication and documentation process between the Finance, Planning, and Engineering departments to enable the accurate documentation of offsite levy expenditures and front-ending details.
3. Ensure withdrawals from offsite levy accounts are limited to only that portion of project cost for which future development is responsible (i.e., Project Cost X Developer Share %).
4. During the reconciliation of future account balances, ensure the interest earning and charge rates that underpin the offsite levy bylaw for that specific time period are used to determine reserve interest impacts.
5. It is our understanding that water project #22 was front-ended by a local developer, and the Town has an agreement in place to repay the front-ended amount over several years. However, it is also our understanding that front-ending repayments to date have from an account other than the offsite levy account. As this project benefits development 100%, the Town's repayments to date should be reimbursed from the water offsite levy account, and future front-ending repayments should be made directly from the water offsite levy account.
6. Changes to the MGA in 2017 enable municipalities to charge offsite levies for recreation, fire, police, library, and interchange facilities. Town Administration and Council should consider whether it wishes to adopt such levies in the future and, if so, begin developing the necessary supporting documentation that will be needed to support such levies. Support documentation requirements for these new levies are outlined in Section 648 of the *Municipal Government Act* and *Regulation AR 187/2017*.

7 ACKNOWLEDGEMENTS

CORVUS Business Advisors would like to thank all Town of Strathmore staff from Engineering, Planning, and Finance who supported the work of this review.

8 DISCLAIMER

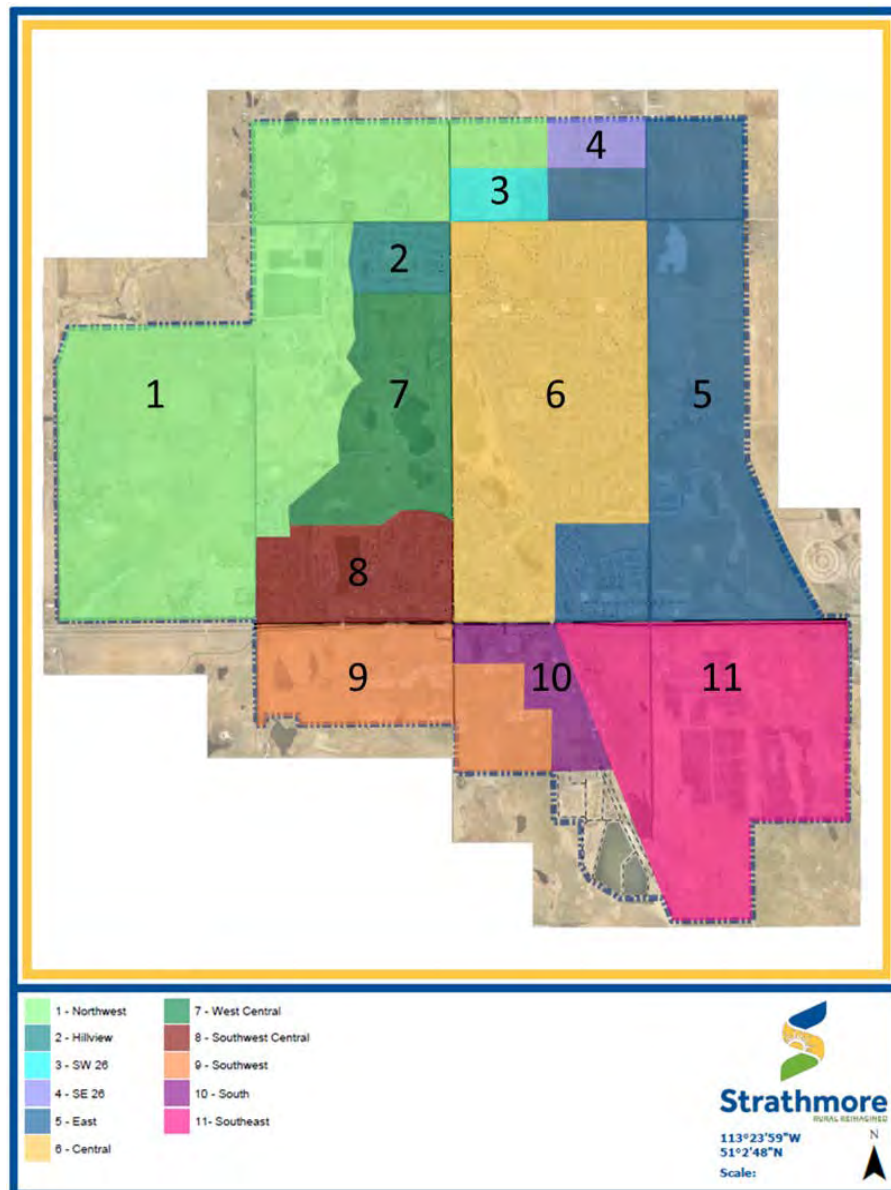
CORVUS Business Advisor has relied upon The Town of Strathmore and its advisors to provide all of the data and information used to construct the offsite levy model and create the rates, such as planning data and assumptions, development forecasts and assumptions, infrastructure costs and costs estimates, allocations to benefitting parties, allocation to benefitting areas, and other assumptions etc. As such, CORVUS Business Advisors makes no guarantee as to the accuracy of the input data and information provided by these groups or the results that stem from this data and information.

Offsite levy rates are not intended to stay static; they are based upon assumptions and the best available information of the day. Planning assumptions, cost estimates etc. can change each year. Accordingly, the Municipal Government Act requires that offsite levy rates be updated with the most available information on a regular basis (usually annually). When information changes, it will be reflected in a future update, and rates adjusted accordingly.

APPENDIX A: OFFSITE LEVY AREAS AND LAND STAGING

During this review, the Town's offsite levy area were amended and organized into **11** offsite levy areas, as shown in the map below to, In so doing: (1) offsite levy area boundaries align with infrastructure benefiting basin described in the Town's master plans, and (2) the amended areas ensure coverage of all Town lands—this is a leading practice and ensures any undeveloped land or redeveloped lands that have not paid levies previously are included in the bylaw. All offsite levy infrastructure costs are allocated to one or more areas.

Offsite Levy Areas



Total net development area at end 2023, the amount of land available for development in all offsite levy areas, was approximately **1,340 ha**. In calculating net development area, allowances have been made for environmental reserves, municipal reserves, and arterial road right of way and other deductions. From 2023 onward, this calculation will remain static, and the Town's model will automatically deduct lands that are developed from the bank of available lands.

Offsite Levy Net Development Area^{5,6}

Area Ref. #	Development Area Location	Gross Area (ha.)	Environmental Reserves (ha.)	Sub-total	Municipal Reserves	Arterial Right of Way and Other Deductions (ha.)	Net Development Area (ha.)
1.5	Northwest	692.40	15.00	677.40	67.74	12.80	596.86
2.5	Hillview	-	-	-	-	-	-
3.5	SW 26	32.40	-	32.40	3.24	-	29.16
4.5	SE 26	32.40	-	32.40	3.24	-	29.16
5.5	East	390.20	18.10	372.10	37.21	13.10	321.79
6.5	Central	15.00	-	15.00	1.50	-	13.50
7.5	West Central	58.10	-	58.10	5.81	4.00	48.29
8.5	Southwest Central	6.80	-	6.80	0.68	-	6.12
9.5	Southwest	147.90	11.10	136.80	13.68	3.40	119.72
10.5	South	5.00	-	5.00	0.50	-	4.50
11.5	Southeast	240.20	37.50	202.70	20.27	11.40	171.03
		1,620.40	81.70	1,538.70	153.87	44.70	1,340.13

Summary of Offsite Levy Net Development Area

Description	ha.
Gross Development Area	1,620.40
Less Environment Reserve	81.70
Less Municipal Reserve	153.87
Less ROW Allowance	44.70
Net Development Area	1,340.13

*Note: 1 Hectare (ha.) = ~2.47 Acres

Net development area definitions will be applied in determining offsite levy obligations of developers on application for subdivision or development within The Town of Strathmore. Net development area is defined as follows:

- Gross Area – The area of lands to be developed in hectares that have not previously paid an offsite levy.
 - Less: Any environmental reserves contained within the development area Including environmental reserves and environmental easements.
 - Less: A 10% allowance for Municipal Reserves.
 - Less: The measurement of arterial road right of way that bisects the development lands.

⁵ Area measurements were provided by Town staff.

⁶ The Town's offsite levy model allows for 5 different land types. All lands are included in the fifth designation, hence the area reference of ".5". This has no bearing on rates.

- Equals: Net Developable Area, which is the area subject to offsite levies.

A rate planning period of 25 years underpins the offsite levy model and rate calculations. Many municipalities use this planning period as it provides a reasonable timeframe to recoup the costs associated with offsite levy infrastructure construction, and it aligns with the timeframes of many municipal capital planning and construction cycles.

Of the **1,140 ha.** of net land available across all offsite levy areas, planners estimate that approximately **793 ha. (59%)** will develop during the next 25-years (the rate planning period) as shown in the tables below.

Summary of Anticipated Development during the 25 Year Rate Planning Period

Developed In Next 25 Years	793.04	59.2%
Developed Beyond 25 Years	547.09	40.8%
Net Development Area	1,340.13	

Anticipated Development during the 25 Year Rate Planning Period

Area Ref. #	Development Area Location	Area Developed in Next 25 years (Net ha.)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048
1.5	Northwest	299,500	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00
2.5	Hillview	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.5	SW 26	29,160	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5.83	5.83	5.83	5.83	5.84	-	-	-	-	-
4.5	SE 26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.5	East	189,800	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	12.00	12.00	12.00	12.00	12.00
6.5	Central	13,500	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7.5	West Central	48,290	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8.5	Southwest Central	6,120	1.53	1.53	1.53	1.53	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9.5	Southwest	119,670	6.57	6.57	6.57	6.57	6.57	6.57	4.90	4.90	4.90	4.90	4.90	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.75
10.5	South	4,500	0.90	0.90	0.90	0.90	0.90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11.5	Southeast	82,500	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
		793.04	34.72	34.72	34.72	34.72	33.19	32.29	30.62	30.62	30.62	30.62	23.69	22.79	22.79	22.79	22.79	35.32	35.32	35.32	35.32	35.33	35.00	35.00	35.00	35.00	34.75

APPENDIX B: TRANSPORTATION

B1. Transportation Offsite Infrastructure

To support future growth, transportation offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) future debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$89.25 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Transportation Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Cost
1	Wildflower Road - Phase 1	\$ -	\$ -	\$ 2,537,500	\$ 2,537,500
2	Wildflower Road - Phase 2	\$ -	\$ -	\$ 7,032,500	\$ 7,032,500
3	Wildflower Road - Phase 3	\$ -	\$ -	\$ 4,845,000	\$ 4,845,000
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ -	\$ -	\$ 137,274	\$ 137,274
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ -	\$ -	\$ 8,990,000	\$ 8,990,000
6	Wheatland Trail Twinning	\$ -	\$ -	\$ 3,114,377	\$ 3,114,377
7	Highway 1/Wildflower Road Signalization	\$ -	\$ -	\$ 1,160,000	\$ 1,160,000
8	Wheatland Trail & Westcreek Access	\$ -	\$ -	\$ 1,139,695	\$ 1,139,695
9	TWP Road 244 & Lakewood Circle Intersection	\$ -	\$ -	\$ 766,940	\$ 766,940
10	TWP Road 244 & Wheatland Trail Intersection	\$ -	\$ -	\$ 362,500	\$ 362,500
11	Highway 1 Signal Timing	\$ -	\$ -	\$ 54,994	\$ 54,994
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ -	\$ -	\$ 4,338,752	\$ 4,338,752
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ -	\$ -	\$ 141,413	\$ 141,413
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ -	\$ -	\$ 112,607	\$ 112,607
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ -	\$ -	\$ 1,403,652	\$ 1,403,652
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ -	\$ -	\$ 12,414,609	\$ 12,414,609
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ -	\$ -	\$ 8,276,436	\$ 8,276,436
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ -	\$ -	\$ 3,310,563	\$ 3,310,563
19	Brent Boulevard Upgrade	\$ -	\$ -	\$ 1,704,790	\$ 1,704,790
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ -	\$ -	\$ 3,310,563	\$ 3,310,563
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ -	\$ -	\$ 7,862,586	\$ 7,862,586
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ -	\$ -	\$ 6,207,305	\$ 6,207,305
23	Westcreek Wildflower Arterial Bridge	\$ -	\$ -	\$ 3,475,615	\$ 3,475,615
24	Westmount Road Extension (South of Highway 1)	\$ -	\$ -	\$ 2,482,922	\$ 2,482,922
25	Strathford Boulevard & Township Road 244 Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
26	George Freeman Trail & Township Road 244 Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
27	Wheatland Trail & Hillview Drive Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
28	Wheatland Trail & Brent Boulevard Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
29	George Freeman Trail & Brent Boulevard Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
30	George Freeman Trail & Centennial Drive Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
31	Wheatland Trail & Westmount Drive Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
32	Wheatland Trail & 2 Avenue Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
33	Centre Street & Archie Klaiber Trail Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 593,265	\$ -	\$ -	\$ 593,265
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 593,265	\$ -	\$ 88,678,935	\$ 89,272,200

*Past expenditures include past financing expenditures (interest) if any.

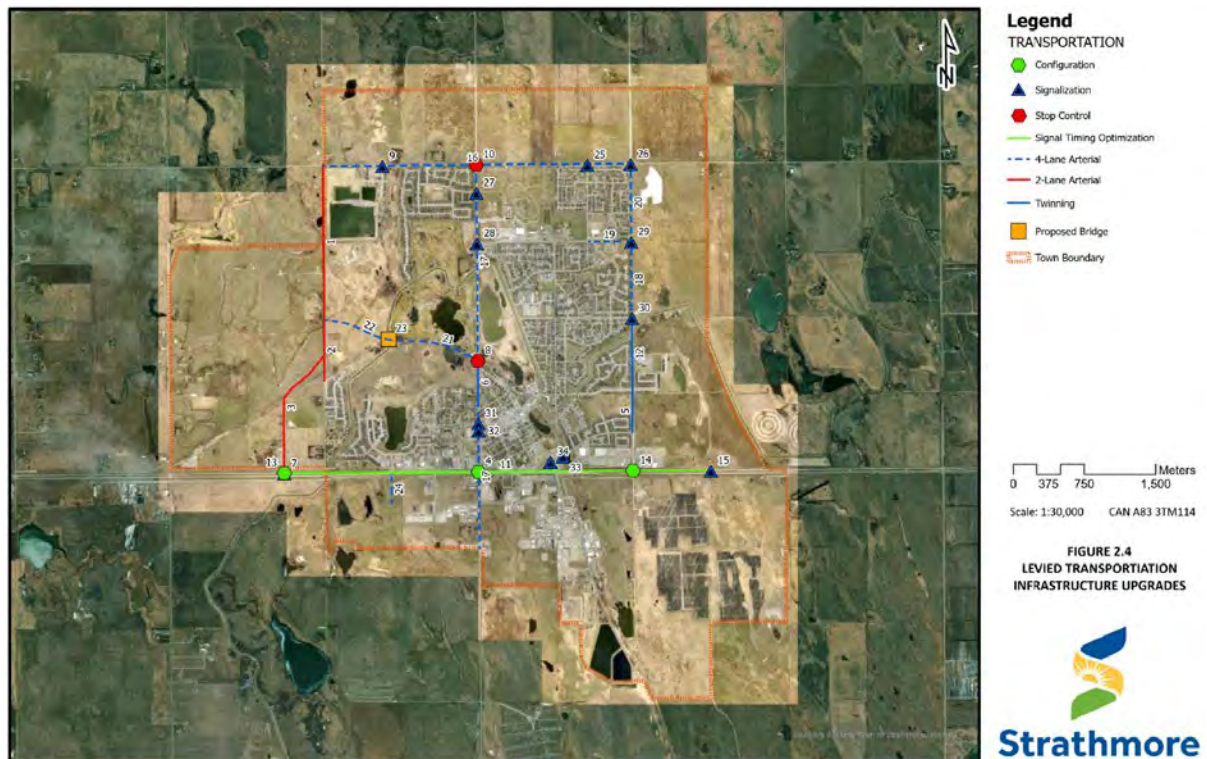
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section B5*).

*****Offsite infrastructure definitions are described in Appendix F.



B2. Transportation Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/will receive **\$0.23 million** in special ear-marked grants or contributions for transportation offsite levy infrastructure as shown in the table below (note, if the Town receives other ear-marked grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$89.04 million**.

Special Grants and Contributions for Transportation Offsite Infrastructure

Item	Project Description	Total Project Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Cost
1	Wildflower Road - Phase 1	\$ 2,537,500	\$ -	\$ -	\$ 2,537,500
2	Wildflower Road - Phase 2	\$ 7,032,500	\$ -	\$ -	\$ 7,032,500
3	Wildflower Road - Phase 3	\$ 4,845,000	\$ -	\$ -	\$ 4,845,000
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 137,274	\$ -	\$ -	\$ 137,274
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 8,990,000	\$ -	\$ -	\$ 8,990,000
6	Wheatland Trail Twinning	\$ 3,114,377	\$ -	\$ -	\$ 3,114,377
7	Highway 1/Wildflower Road Signalization	\$ 1,160,000	\$ -	\$ -	\$ 1,160,000
8	Wheatland Trail & Westcreek Access	\$ 1,139,695	\$ -	\$ -	\$ 1,139,695
9	TWP Road 244 & Lakewood Circle Intersection	\$ 766,940	\$ -	\$ -	\$ 766,940
10	TWP Road 244 & Wheatland Trail Intersection	\$ 362,500	\$ -	\$ -	\$ 362,500
11	Highway 1 Signal Timing	\$ 54,994	\$ -	\$ -	\$ 54,994
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 4,338,752	\$ -	\$ -	\$ 4,338,752
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 141,413	\$ -	\$ -	\$ 141,413
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 112,607	\$ -	\$ -	\$ 112,607
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 1,403,652	\$ -	\$ -	\$ 1,403,652
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 12,414,609	\$ -	\$ -	\$ 12,414,609
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 8,276,436	\$ -	\$ -	\$ 8,276,436
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 3,310,563	\$ -	\$ -	\$ 3,310,563
19	Brent Boulevard Upgrade	\$ 1,704,790	\$ -	\$ -	\$ 1,704,790
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 3,310,563	\$ -	\$ -	\$ 3,310,563
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 7,862,586	\$ -	\$ -	\$ 7,862,586
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 6,207,305	\$ -	\$ -	\$ 6,207,305
23	Westcreek Wildflower Arterial Bridge	\$ 3,475,615	\$ -	\$ -	\$ 3,475,615
24	Westmount Road Extension (South of Highway 1)	\$ 2,482,922	\$ -	\$ -	\$ 2,482,922
25	Strathford Boulevard & Township Road 244 Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
26	George Freeman Trail & Township Road 244 Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
27	Wheatland Trail & Hillview Drive Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
28	Wheatland Trail & Brent Boulevard Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
29	George Freeman Trail & Brent Boulevard Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
30	George Freeman Trail & Centennial Drive Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
31	Wheatland Trail & Westmount Drive Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
32	Wheatland Trail & 2 Avenue Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
33	Centre Street & Archie Klaiber Trail Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 593,265	\$ 230,915	\$ -	\$ 362,350
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 89,272,200	\$ 230,915	\$ -	\$ 89,041,285

B3. Year of Construction

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The Town anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Forecast Year of Construction

Item	Project Description	Construction Start Year
1	Wildflower Road - Phase 1	2027
2	Wildflower Road - Phase 2	2029
3	Wildflower Road - Phase 3	2033
4	Highway 1 & Wheatland Trail Intersection Upgrades	2029
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	2029
6	Wheatland Trail Twinning	2029
7	Highway 1/Wildflower Road Signalization	2036
8	Wheatland Trail & Westcreek Access	2039
9	TWP Road 244 & Lakewood Circle Intersection	2039
10	TWP Road 244 & Wheatland Trail Intersection	2039
11	Highway 1 Signal Timing	2047
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	2047
13	Highway 1 & Wildflower Road Intersection Upgrades	2047
14	Highway 1 & George Freeman Trail Intersection Upgrades	2047
15	Highway 1 & Edgefield Access Intersection Upgrades	2047
16	TWP Road 244 Upgrades (Boundary to Boundary)	2050
17	Wheatland Trail Upgrades (Boundary to Boundary)	2050
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	2050
19	Brent Boulevard Upgrade	2050
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	2050
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	2030
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	2035
23	Westcreek Wildflower Arterial Bridge	2030
24	Westmount Road Extension (South of Highway 1)	2030
25	Strathford Boulevard & Township Road 244 Intersection	2030
26	George Freeman Trail & Township Road 244 Intersection	2030
27	Wheatland Trail & Hillview Drive Intersection	2030
28	Wheatland Trail & Brent Boulevard Intersection	2030
29	George Freeman Trail & Brent Boulevard Intersection	2030
30	George Freeman Trail & Centennial Drive Intersection	2030
31	Wheatland Trail & Westmount Drive Intersection	2030
32	Wheatland Trail & 2 Avenue Intersection	2030
33	Centre Street & Archie Klaiber Trail Intersection	2030
34	Lakeside Blvd & Archie Klaiber Trail Intersection	2023

*Project costs are inflated by 3.0% per annum to the year of construction.

B4. Transportation Offsite Infrastructure Benefiting Parties

The transportation offsite infrastructure listed above will benefit three parties to varying degrees:

1. Town of Strathmore – a portion of the transportation infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
2. Other Stakeholders – other municipalities that benefit from the infrastructure.
3. Future Development:
 - Financial Oversizing – that portion of deemed cost (i.e., levyable transportation infrastructure costs) which benefits future development beyond the 25-year review period.
 - **In Rates – that portion of deemed cost (i.e., levyable transportation infrastructure costs) which benefits future development within the 25-**

year review period.

The table below outlines the allocation of transportation offsite levy infrastructure costs to benefiting parties.

Allocation of Transportation Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Wildflower Road - Phase 1	\$ 2,537,500	20.0%		9.6%	70.4%
2	Wildflower Road - Phase 2	\$ 7,032,500	20.0%		16.0%	64.0%
3	Wildflower Road - Phase 3	\$ 4,845,000	20.0%		28.8%	51.2%
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 137,274	20.0%		16.0%	64.0%
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 8,990,000	20.0%		16.0%	64.0%
6	Wheatland Trail Twinning	\$ 3,114,377	20.0%		16.0%	64.0%
7	Highway 1/Wildflower Road Signalization	\$ 1,160,000	20.0%		38.4%	41.6%
8	Wheatland Trail & Westcreek Access	\$ 1,139,695	20.0%		41.0%	39.0%
9	TWP Road 244 & Lakewood Circle Intersection	\$ 766,940	20.0%		41.0%	39.0%
10	TWP Road 244 & Wheatland Trail Intersection	\$ 362,500	20.0%		41.0%	39.0%
11	Highway 1 Signal Timing	\$ 54,994	20.0%		41.0%	39.0%
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 4,338,752	20.0%		41.0%	39.0%
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 141,413	20.0%		41.0%	39.0%
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 112,607	20.0%		41.0%	39.0%
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 1,403,652	20.0%		41.0%	39.0%
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 12,414,609	20.0%		41.0%	39.0%
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 8,276,436	20.0%		41.0%	39.0%
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 3,310,563	20.0%		41.0%	39.0%
19	Brent Boulevard Upgrade	\$ 1,704,790	20.0%		41.0%	39.0%
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 3,310,563	20.0%		41.0%	39.0%
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 7,862,586	20.0%		19.2%	60.8%
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 6,207,305	20.0%		35.2%	44.8%
23	Westcreek Wildflower Arterial Bridge	\$ 3,475,615	20.0%		19.2%	60.8%
24	Westmount Road Extension (South of Highway 1)	\$ 2,482,922	20.0%		19.2%	60.8%
25	Strathford Boulevard & Township Road 244 Intersection	\$ 342,195	20.0%		19.2%	60.8%
26	George Freeman Trail & Township Road 244 Intersection	\$ 342,195	20.0%		19.2%	60.8%
27	Wheatland Trail & Hillview Drive Intersection	\$ 446,341	20.0%		19.2%	60.8%
28	Wheatland Trail & Brent Boulevard Intersection	\$ 446,341	20.0%		19.2%	60.8%
29	George Freeman Trail & Brent Boulevard Intersection	\$ 342,195	20.0%		19.2%	60.8%
30	George Freeman Trail & Centennial Drive Intersection	\$ 342,195	20.0%		19.2%	60.8%
31	Wheatland Trail & Westmount Drive Intersection	\$ 446,341	20.0%		19.2%	60.8%
32	Wheatland Trail & 2 Avenue Intersection	\$ 446,341	20.0%		19.2%	60.8%
33	Centre Street & Archie Klaiber Trail Intersection	\$ 342,195	20.0%		19.2%	60.8%
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 362,350	20.0%		0.0%	80.0%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 89,041,285				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years' of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

B5. Existing Receipts & Adjusted Levy Cost

Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$45.25 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts

collected from developers (if any) need to be considered in determining the residual/net costs to developers. Town staff have advised that **\$0.63 million** (\$0.52 million + \$0.11 million) in transportation levies have been applied/collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$44.61 million**.

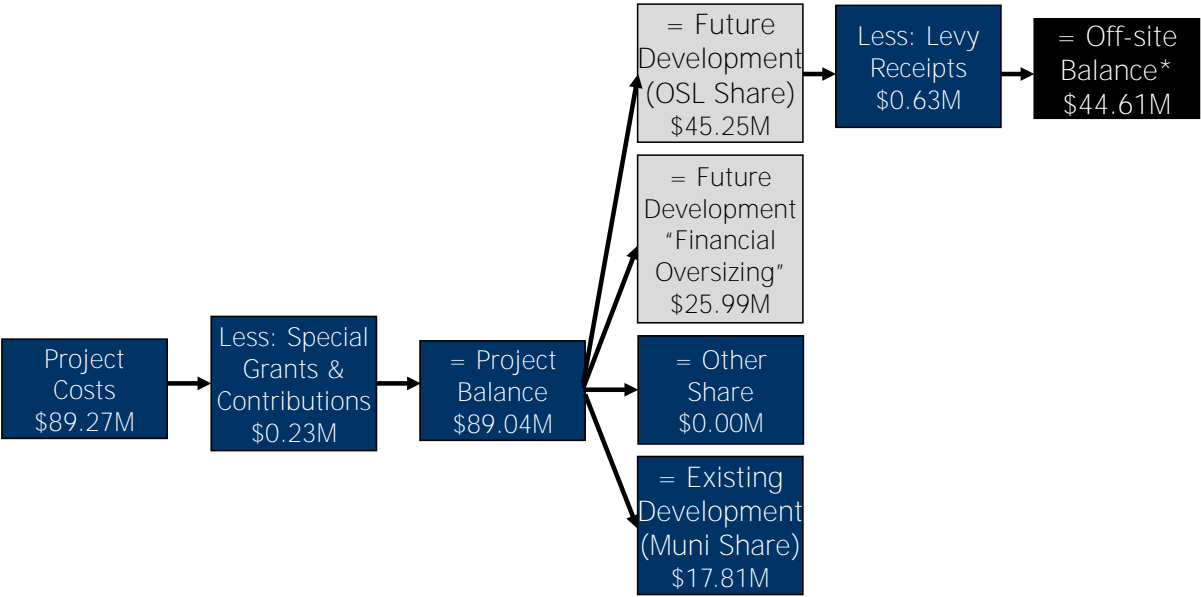
Offsite Levy Funds Applied to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Wildflower Road - Phase 1	\$ 1,786,400	\$ -	\$ -	\$ 1,786,400
2	Wildflower Road - Phase 2	\$ 4,500,800	\$ -	\$ -	\$ 4,500,800
3	Wildflower Road - Phase 3	\$ 2,480,640	\$ -	\$ -	\$ 2,480,640
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 87,855	\$ -	\$ -	\$ 87,855
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 5,753,600	\$ -	\$ -	\$ 5,753,600
6	Wheatland Trail Twinning	\$ 1,993,201	\$ -	\$ -	\$ 1,993,201
7	Highway 1/Wildflower Road Signalization	\$ 482,560	\$ -	\$ -	\$ 482,560
8	Wheatland Trail & Westcreek Access	\$ 444,481	\$ -	\$ -	\$ 444,481
9	TWP Road 244 & Lakewood Circle Intersection	\$ 299,107	\$ -	\$ -	\$ 299,107
10	TWP Road 244 & Wheatland Trail Intersection	\$ 141,375	\$ -	\$ -	\$ 141,375
11	Highway 1 Signal Timing	\$ 21,448	\$ -	\$ -	\$ 21,448
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 1,692,113	\$ -	\$ 8,065	\$ 1,684,048
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 55,151	\$ -	\$ 263	\$ 54,888
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 43,917	\$ -	\$ 209	\$ 43,707
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 547,424	\$ -	\$ 2,609	\$ 544,815
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 4,841,697	\$ -	\$ 23,077	\$ 4,818,621
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 3,227,810	\$ -	\$ 15,385	\$ 3,212,425
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 1,291,120	\$ -	\$ 6,154	\$ 1,284,966
19	Brent Boulevard Upgrade	\$ 664,868	\$ -	\$ 3,169	\$ 661,699
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 1,291,120	\$ -	\$ 6,154	\$ 1,284,966
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 4,780,452	\$ -	\$ 14,615	\$ 4,765,837
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 2,780,873	\$ -	\$ 11,538	\$ 2,769,334
23	Westcreek/Wildflower Arterial Bridge	\$ 2,113,174	\$ -	\$ 6,461	\$ 2,106,713
24	Westmount Road Extension (South of Highway 1)	\$ 1,509,617	\$ -	\$ 4,615	\$ 1,505,001
25	Strathford Boulevard & Township Road 244 Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
26	George Freeman Trail & Township Road 244 Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
27	Wheatland Trail & Hillview Drive Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
28	Wheatland Trail & Brent Boulevard Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
29	George Freeman Trail & Brent Boulevard Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
30	George Freeman Trail & Centennial Drive Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
31	Wheatland Trail & Westmount Drive Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
32	Wheatland Trail & 2 Avenue Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
33	Centre Street & Archie Klaiber Trail Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 289,880	\$ -	\$ 674	\$ 289,206
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 523,565	\$ -	\$ (523,565)
		\$ 45,246,458	\$ 523,565	\$ 109,487	\$ 44,613,406

B6. Summary of Transportation Offsite Levy Cost Flow-through

As shown in the figure below, the total cost for transportation infrastructure that forms the basis of the rate is approximately **\$44.61 million**. The cost allocations to each benefitting party are based on the benefitting percentages shown in previous section. The offsite levy balance (due from developers) is allocated to various benefitting areas (as described in the next section).

Total Transportation Offsite Levy Costs



B7. Transportation Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a "1" below applicable area numbers. Benefiting areas were determined by Town staff. The lands anticipated to develop over the 25-years in each offsite levy benefiting area are used to determine rates.

Transportation Allocations to Benefiting Areas

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Wildflower Road - Phase 1	\$ 1,786,400	1	1	1	1	1	1	1	1	1	1	1
2	Wildflower Road - Phase 2	\$ 4,500,800	1	1	1	1	1	1	1	1	1	1	1
3	Wildflower Road - Phase 3	\$ 2,480,640	1	1	1	1	1	1	1	1	1	1	1
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 87,855	1	1	1	1	1	1	1	1	1	1	1
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 5,753,600	1	1	1	1	1	1	1	1	1	1	1
6	Wheatland Trail Twinning	\$ 1,993,201	1	1	1	1	1	1	1	1	1	1	1
7	Highway 1/Wildflower Road Signalization	\$ 482,560	1	1	1	1	1	1	1	1	1	1	1
8	Wheatland Trail & Westcreek Access	\$ 444,481	1	1	1	1	1	1	1	1	1	1	1
9	TWP Road 244 & Lakewood Circle Intersection	\$ 299,107	1	1	1	1	1	1	1	1	1	1	1
10	TWP Road 244 & Wheatland Trail Intersection	\$ 141,375	1	1	1	1	1	1	1	1	1	1	1
11	Highway 1 Signal Timing	\$ 21,448	1	1	1	1	1	1	1	1	1	1	1
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 1,684,048	1	1	1	1	1	1	1	1	1	1	1
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 54,888	1	1	1	1	1	1	1	1	1	1	1
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 43,707	1	1	1	1	1	1	1	1	1	1	1
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 544,815	1	1	1	1	1	1	1	1	1	1	1
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 4,818,621	1	1	1	1	1	1	1	1	1	1	1
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 3,212,425	1	1	1	1	1	1	1	1	1	1	1
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 1,284,966	1	1	1	1	1	1	1	1	1	1	1
19	Brent Boulevard Upgrade	\$ 661,699	1	1	1	1	1	1	1	1	1	1	1
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 1,284,966	1	1	1	1	1	1	1	1	1	1	1
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 4,765,837	1	1	1	1	1	1	1	1	1	1	1
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 2,769,334	1	1	1	1	1	1	1	1	1	1	1
23	Westcreek Wildflower Arterial Bridge	\$ 2,106,713	1	1	1	1	1	1	1	1	1	1	1
24	Westmount Road Extension (South of Highway 1)	\$ 1,505,001	1	1	1	1	1	1	1	1	1	1	1
25	Strathford Boulevard & Township Road 244 Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
26	George Freeman Trail & Township Road 244 Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
27	Wheatland Trail & Hillview Drive Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
28	Wheatland Trail & Brent Boulevard Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
29	George Freeman Trail & Brent Boulevard Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
30	George Freeman Trail & Centennial Drive Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
31	Wheatland Trail & Westmount Drive Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
32	Wheatland Trail & 2 Avenue Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
33	Centre Street & Archie Klaiber Trail Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 289,206	1	1	1	1	1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (523,565)	1	1			1	1	1	1	1	1	
		\$ 44,613,406											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

B8. Reserve Balance

At December 31st, 2023 Town records showed a balance of \$335,109 in the transportation offsite levy account. However, this was based on an over allocation of costs to developers. The transportation account balance should be amended to reflect a surplus of **\$377,710**.

Transportation Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Unallocated OSL Receipts to December 31, 2020 (Opening Balance)	\$ 523,564.89		\$ 523,564.89
OSL Receipt Allocations 2021-2023	\$ 109,466.90		\$ 633,031.79
Offsite Levy Expenditure Withdrawals 2021-2023		\$ 332,481.14	\$ 300,550.65
Interest Earned/Charged	\$ 34,557.88		\$ 335,108.53
Account Balance per Muni Records December 31, 2023			\$ 335,108.53
OSL Share of Other Expenditures to December 31, 2023		\$ (42,601.14)	\$ 377,709.67
Balance			\$ 377,709.67

*The credit of \$(42,601) in 2023 stems from an overallocation of expenditures for Project #34 whose allocation to developers is 80% (the original account withdrawal in 2023 was based on an allocation of 100%).

B9. Development and Transportation Infrastructure Staging Impacts

Transportation offsite infrastructure will be constructed in staged fashion over the 25-year review period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of transportation infrastructure from time to time—front ending of infrastructure will be required. A front-enders is the party that constructs and pays up front for infrastructure that benefits other parties.

To compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%**⁷ interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a **1.85%**⁸ interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph below highlights activity in the transportation levy reserve over the 25-year review period.⁹

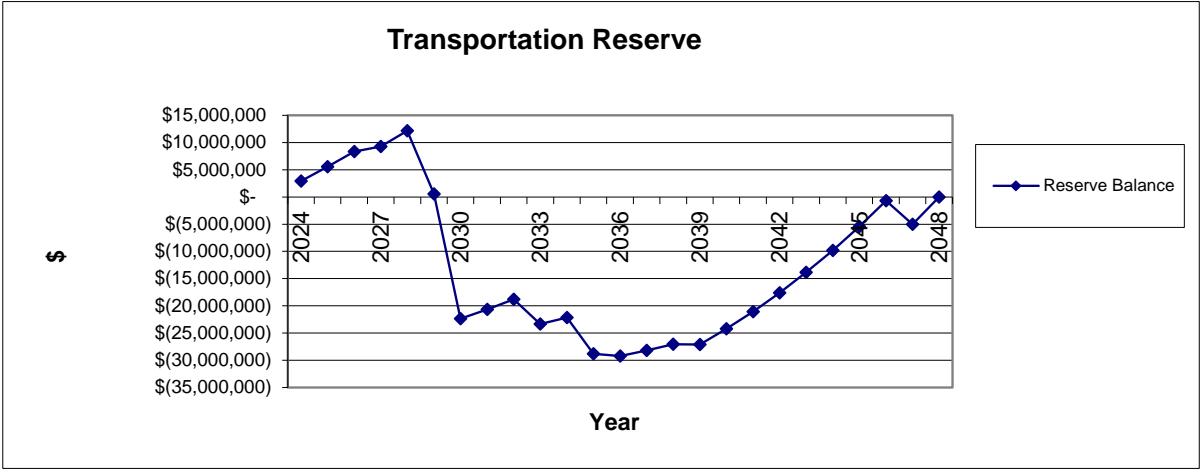
If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).

⁷ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

⁸ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

⁹ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Anticipated Transportation Offsite Levy Reserve Balances



APPENDIX C: WATER

C1. Water Offsite Infrastructure

In order to support future growth, water offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) future debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$125.12 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Water Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Westmount Subdivision Backbone	\$ 1,072,039	\$ -	\$ 2,604,867	\$ 3,676,906
2	5 Avenue Fire Flow Improvements	\$ -	\$ -	\$ 1,031,885	\$ 1,031,885
3	Wildflower Reservoir Upgrades	\$ -	\$ -	\$ 2,320,000	\$ 2,320,000
4	Decommission Brentwood Reservoir	\$ -	\$ -	\$ 159,500	\$ 159,500
5	Upsize Centennial Drive Water Line	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
6	Wildflower Water Line D	\$ -	\$ -	\$ 2,537,500	\$ 2,537,500
7	Wildflower Water Line E	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
8	Wildflower Water Line F	\$ -	\$ -	\$ 76,283	\$ 76,283
9	Wildflower Reservoir Storage	\$ -	\$ -	\$ 26,100,000	\$ 26,100,000
10	Wildflower Reservoir Pumping	\$ -	\$ -	\$ 5,800,000	\$ 5,800,000
11	Heritage Water Line D	\$ -	\$ -	\$ 2,501,250	\$ 2,501,250
12	Prairies Water Line H	\$ -	\$ -	\$ 2,755,000	\$ 2,755,000
13	Prairies Water Line I	\$ -	\$ -	\$ 2,682,500	\$ 2,682,500
14	Prairies Water Line J	\$ -	\$ -	\$ 703,250	\$ 703,250
15	Prairies Water Line K	\$ -	\$ -	\$ 1,595,000	\$ 1,595,000
16	Prairies Water Line L	\$ -	\$ -	\$ 85,550	\$ 85,550
17	East Reservoir Fill Line	\$ -	\$ -	\$ 5,437,500	\$ 5,437,500
18	East Reservoir Fill Line Connection	\$ -	\$ -	\$ 1,568	\$ 1,568
19	East Reservoir Storage	\$ -	\$ -	\$ 43,935,000	\$ 43,935,000
20	East Reservoir Pumping	\$ -	\$ -	\$ 4,205,000	\$ 4,205,000
21	Edgefield Water Line H	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
22	Edgefield Water Line I	\$ 351,300	\$ -	\$ -	\$ 351,300
23	South Strathmore Water Line I	\$ -	\$ -	\$ 2,030,000	\$ 2,030,000
24	South Strathmore Water Line J	\$ -	\$ -	\$ 1,406,500	\$ 1,406,500
25	South Strathmore Water Line K	\$ -	\$ -	\$ 1,413,750	\$ 1,413,750
26	South Strathmore Water Line L	\$ -	\$ -	\$ 3,335,000	\$ 3,335,000
27	West Strathmore Water Line Q	\$ -	\$ -	\$ 3,335,000	\$ 3,335,000
28	West Strathmore Water Line R	\$ -	\$ -	\$ 2,102,500	\$ 2,102,500
29	West Strathmore PRV A	\$ -	\$ -	\$ 159,500	\$ 159,500
30	West Strathmore PRV B	\$ -	\$ -	\$ 159,500	\$ 159,500
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 1,423,339	\$ -	\$ 123,693,402	\$ 125,116,741

*Past expenditures include past financing expenditures (interest) if any.

**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section C5*).

*****Offsite infrastructure definitions are described in Appendix F.



C2. Water Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/will receive approximately **\$0.00** in special ear-marked grants and contributions for water offsite levy infrastructure as shown in the table below (note, if the Town receives other ear-marked grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$125.12 million**.

Special Grants and Contributions for Water Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Estimated Cost
1	Westmount Subdivision Backbone	\$ 3,676,906	\$ -	\$ -	\$ 3,676,906
2	5 Avenue Fire Flow Improvements	\$ 1,031,885	\$ -	\$ -	\$ 1,031,885
3	Wildflower Reservoir Upgrades	\$ 2,320,000	\$ -	\$ -	\$ 2,320,000
4	Decommission Brentwood Reservoir	\$ 159,500	\$ -	\$ -	\$ 159,500
5	Upsize Centennial Drive Water Line	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
6	Wildflower Water Line D	\$ 2,537,500	\$ -	\$ -	\$ 2,537,500
7	Wildflower Water Line E	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
8	Wildflower Water Line F	\$ 76,283	\$ -	\$ -	\$ 76,283
9	Wildflower Reservoir Storage	\$ 26,100,000	\$ -	\$ -	\$ 26,100,000
10	Wildflower Reservoir Pumping	\$ 5,800,000	\$ -	\$ -	\$ 5,800,000
11	Heritage Water Line D	\$ 2,501,250	\$ -	\$ -	\$ 2,501,250
12	Prairies Water Line H	\$ 2,755,000	\$ -	\$ -	\$ 2,755,000
13	Prairies Water Line I	\$ 2,682,500	\$ -	\$ -	\$ 2,682,500
14	Prairies Water Line J	\$ 703,250	\$ -	\$ -	\$ 703,250
15	Prairies Water Line K	\$ 1,595,000	\$ -	\$ -	\$ 1,595,000
16	Prairies Water Line L	\$ 85,550	\$ -	\$ -	\$ 85,550
17	East Reservoir Fill Line	\$ 5,437,500	\$ -	\$ -	\$ 5,437,500
18	East Reservoir Fill Line Connection	\$ 1,568	\$ -	\$ -	\$ 1,568
19	East Reservoir Storage	\$ 43,935,000	\$ -	\$ -	\$ 43,935,000
20	East Reservoir Pumping	\$ 4,205,000	\$ -	\$ -	\$ 4,205,000
21	Edgefield Water Line H	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
22	Edgefield Water Line I	\$ 351,300	\$ -	\$ -	\$ 351,300
23	South Strathmore Water Line I	\$ 2,030,000	\$ -	\$ -	\$ 2,030,000
24	South Strathmore Water Line J	\$ 1,406,500	\$ -	\$ -	\$ 1,406,500
25	South Strathmore Water Line K	\$ 1,413,750	\$ -	\$ -	\$ 1,413,750
26	South Strathmore Water Line L	\$ 3,335,000	\$ -	\$ -	\$ 3,335,000
27	West Strathmore Water Line Q	\$ 3,335,000	\$ -	\$ -	\$ 3,335,000
28	West Strathmore Water Line R	\$ 2,102,500	\$ -	\$ -	\$ 2,102,500
29	West Strathmore PRV A	\$ 159,500	\$ -	\$ -	\$ 159,500
30	West Strathmore PRV B	\$ 159,500	\$ -	\$ -	\$ 159,500
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 125,116,741	\$ -	\$ -	\$ 125,116,741

C3. Year of Construction

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The Town anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Forecast Year of Construction

Item	Project Description	Construction Start Year
1	Westmount Subdivision Backbone	2022
2	5 Avenue Fire Flow Improvements	2031
3	Wildflower Reservoir Upgrades	2024
4	Decommission Brentwood Reservoir	2026
5	Upsize Centennial Drive Water Line	2025
6	Wildflower Water Line D	2030
7	Wildflower Water Line E	2030
8	Wildflower Water Line F	2030
9	Wildflower Reservoir Storage	2060
10	Wildflower Reservoir Pumping	2060
11	Heritage Water Line D	2050
12	Prairies Water Line H	2050
13	Prairies Water Line I	2050
14	Prairies Water Line J	2035
15	Prairies Water Line K	2035
16	Prairies Water Line L	2035
17	East Reservoir Fill Line	2035
18	East Reservoir Fill Line Connection	2035
19	East Reservoir Storage	2040
20	East Reservoir Pumping	2040
21	Edgefield Water Line H	2030
22	Edgefield Water Line I	2019
23	South Strathmore Water Line I	2060
24	South Strathmore Water Line J	2060
25	South Strathmore Water Line K	2060
26	South Strathmore Water Line L	2060
27	West Strathmore Water Line Q	2060
28	West Strathmore Water Line R	2060
29	West Strathmore PRV A	2060
30	West Strathmore PRV B	2060

*Project costs are inflated by 3.0% per annum to the year of construction.

C4. Water Offsite Infrastructure Benefiting Parties

The water offsite infrastructure listed above will benefit three parties to varying degrees:

1. Town of Strathmore – a portion of the water infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
2. Other Stakeholders – other municipalities that benefit from the infrastructure.
3. Future Development:
 - Financial Oversizing – that portion of deemed cost (i.e., levyable water infrastructure costs) which benefits future development beyond the 25-year review period.
 - **In Rates – that portion of deemed cost (i.e., levyable water infrastructure costs) which benefits future development within the 25-year review period.**

The table below outlines the allocation of water offsite levy infrastructure costs to benefiting parties.

Allocation of Water Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Westmount Subdivision Backbone	\$ 3,676,906	20.0%		0.0%	80.0%
2	5 Avenue Fire Flow Improvements	\$ 1,031,885	20.0%		22.4%	57.6%
3	Wildflower Reservoir Upgrades	\$ 2,320,000	20.0%		0.0%	80.0%
4	Decommission Brentwood Reservoir	\$ 159,500	20.0%		6.4%	73.6%
5	Upsize Centennial Drive Water Line	\$ 1,740,000	20.0%		3.2%	76.8%
6	Wildflower Water Line D	\$ 2,537,500	0.0%		24.0%	76.0%
7	Wildflower Water Line E	\$ 1,740,000	0.0%		24.0%	76.0%
8	Wildflower Water Line F	\$ 76,283	0.0%		24.0%	76.0%
9	Wildflower Reservoir Storage	\$ 26,100,000	0.0%		41.0%	59.0%
10	Wildflower Reservoir Pumping	\$ 5,800,000	0.0%		41.0%	59.0%
11	Heritage Water Line D	\$ 2,501,250	0.0%		41.0%	59.0%
12	Prairies Water Line H	\$ 2,755,000	0.0%		41.0%	59.0%
13	Prairies Water Line I	\$ 2,682,500	0.0%		41.0%	59.0%
14	Prairies Water Line J	\$ 703,250	0.0%		41.0%	59.0%
15	Prairies Water Line K	\$ 1,595,000	0.0%		41.0%	59.0%
16	Prairies Water Line L	\$ 85,550	0.0%		41.0%	59.0%
17	East Reservoir Fill Line	\$ 5,437,500	20.0%		35.2%	44.8%
18	East Reservoir Fill Line Connection	\$ 1,568	20.0%		35.2%	44.8%
19	East Reservoir Storage	\$ 43,935,000	20.0%		41.0%	39.0%
20	East Reservoir Pumping	\$ 4,205,000	20.0%		41.0%	39.0%
21	Edgefield Water Line H	\$ 1,740,000	0.0%		24.0%	76.0%
22	Edgefield Water Line I	\$ 351,300	0.0%		0.0%	100.0%
23	South Strathmore Water Line I	\$ 2,030,000	0.0%		41.0%	59.0%
24	South Strathmore Water Line J	\$ 1,406,500	0.0%		41.0%	59.0%
25	South Strathmore Water Line K	\$ 1,413,750	0.0%		41.0%	59.0%
26	South Strathmore Water Line L	\$ 3,335,000	0.0%		41.0%	59.0%
27	West Strathmore Water Line Q	\$ 3,335,000	0.0%		41.0%	59.0%
28	West Strathmore Water Line R	\$ 2,102,500	0.0%		41.0%	59.0%
29	West Strathmore PRV A	\$ 159,500	0.0%		41.0%	59.0%
30	West Strathmore PRV B	\$ 159,500	0.0%		41.0%	59.0%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 125,116,741				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years' of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

C5. Existing Receipts & Adjusted Levy Cost

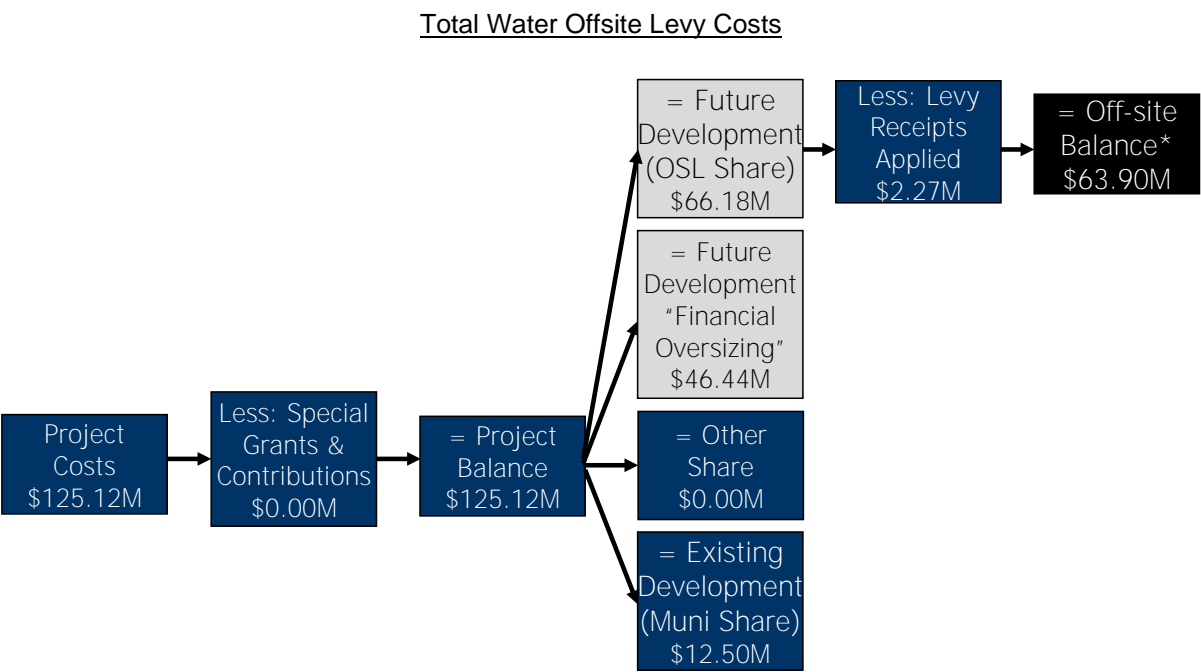
Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$66.18 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. Town staff have advised that approximately **\$2.27 million** (\$2.08 million + \$0.19 million) in water levies have been applied/collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$63.90 million**.

Offsite Levy Funds Applied to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Westmount Subdivision Backbone	\$ 2,941,525	\$ -	\$ 5,144	\$ 2,936,381
2	5 Avenue Fire Flow Improvements	\$ 594,366	\$ -	\$ 1,444	\$ 592,922
3	Wildflower Reservoir Upgrades	\$ 1,856,000	\$ -	\$ 3,246	\$ 1,852,754
4	Decommission Brentwood Reservoir	\$ 117,392	\$ -	\$ 223	\$ 117,169
5	Upsize Centennial Drive Water Line	\$ 1,336,320	\$ -	\$ 2,434	\$ 1,333,886
6	Wildflower Water Line D	\$ 1,928,500	\$ -	\$ 4,438	\$ 1,924,062
7	Wildflower Water Line E	\$ 1,322,400	\$ -	\$ 3,043	\$ 1,319,357
8	Wildflower Water Line F	\$ 57,975	\$ -	\$ 133	\$ 57,841
9	Wildflower Reservoir Storage	\$ 15,399,000	\$ -	\$ 45,643	\$ 15,353,357
10	Wildflower Reservoir Pumping	\$ 3,422,000	\$ -	\$ 10,143	\$ 3,411,857
11	Heritage Water Line D	\$ 1,475,738	\$ -	\$ 4,374	\$ 1,471,363
12	Prairies Water Line H	\$ 1,625,450	\$ -	\$ 4,818	\$ 1,620,632
13	Prairies Water Line I	\$ 1,582,675	\$ -	\$ 4,691	\$ 1,577,984
14	Prairies Water Line J	\$ 414,918	\$ -	\$ 1,230	\$ 413,688
15	Prairies Water Line K	\$ 941,050	\$ -	\$ 2,789	\$ 938,261
16	Prairies Water Line L	\$ 50,475	\$ -	\$ 150	\$ 50,325
17	East Reservoir Fill Line	\$ 2,436,000	\$ -	\$ 7,607	\$ 2,428,393
18	East Reservoir Fill Line Connection	\$ 702	\$ -	\$ 2	\$ 700
19	East Reservoir Storage	\$ 17,134,650	\$ -	\$ 61,466	\$ 17,073,184
20	East Reservoir Pumping	\$ 1,639,950	\$ -	\$ 5,883	\$ 1,634,067
21	Edgefield Water Line H	\$ 1,322,400	\$ -	\$ 3,043	\$ 1,319,357
22	Edgefield Water Line I	\$ 351,300	\$ -	\$ 1,775	\$ 349,525
23	South Strathmore Water Line I	\$ 1,197,700	\$ -	\$ 3,550	\$ 1,194,150
24	South Strathmore Water Line J	\$ 829,835	\$ -	\$ 2,460	\$ 827,375
25	South Strathmore Water Line K	\$ 834,113	\$ -	\$ 2,472	\$ 831,640
26	South Strathmore Water Line L	\$ 1,967,650	\$ -	\$ 5,832	\$ 1,961,818
27	West Strathmore Water Line Q	\$ 1,967,650	\$ -	\$ 5,832	\$ 1,961,818
28	West Strathmore Water Line R	\$ 1,240,475	\$ -	\$ 3,677	\$ 1,236,798
29	West Strathmore PRV A	\$ 94,105	\$ -	\$ 279	\$ 93,826
30	West Strathmore PRV B	\$ 94,105	\$ -	\$ 279	\$ 93,826
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 2,076,714	\$ -	\$ (2,076,714)
		\$ 66,176,417	\$ 2,076,714	\$ 198,099	\$ 63,901,604

C6. Summary of Water Offsite Levy Cost Flow-through

As shown in the figure below, the total cost for water infrastructure that forms the basis of the rate is approximately **\$63.90 million**. The cost allocations to each benefitting party are based on the benefitting percentages shown in previous section. The offsite levy balance (due from developers) is allocated to various benefitting areas (as described in the next section).



C7. Water Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Water Allocations to Benefitting Areas

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Westmount Subdivision Backbone	\$ 2,936,381	1	1	1	1	1	1	1	1	1	1	1
2	5 Avenue Fire Flow Improvements	\$ 592,922	1	1	1	1	1	1	1	1	1	1	1
3	Wildflower Reservoir Upgrades	\$ 1,852,754	1	1	1	1	1	1	1	1	1	1	1
4	Decommission Brentwood Reservoir	\$ 117,169	1	1	1	1	1	1	1	1	1	1	1
5	Upsize Centennial Drive Water Line	\$ 1,333,886	1	1	1	1	1	1	1	1	1	1	1
6	Wildflower Water Line D	\$ 1,924,062	1	1	1	1	1	1	1	1	1	1	1
7	Wildflower Water Line E	\$ 1,319,357	1	1	1	1	1	1	1	1	1	1	1
8	Wildflower Water Line F	\$ 57,841	1	1	1	1	1	1	1	1	1	1	1
9	Wildflower Reservoir Storage	\$ 15,353,357	1	1	1	1	1	1	1	1	1	1	1
10	Wildflower Reservoir Pumping	\$ 3,411,857	1	1	1	1	1	1	1	1	1	1	1
11	Heritage Water Line D	\$ 1,471,363	1	1	1	1	1	1	1	1	1	1	1
12	Prairies Water Line H	\$ 1,620,632	1	1	1	1	1	1	1	1	1	1	1
13	Prairies Water Line I	\$ 1,577,984	1	1	1	1	1	1	1	1	1	1	1
14	Prairies Water Line J	\$ 413,688	1	1	1	1	1	1	1	1	1	1	1
15	Prairies Water Line K	\$ 938,261	1	1	1	1	1	1	1	1	1	1	1
16	Prairies Water Line L	\$ 50,325	1	1	1	1	1	1	1	1	1	1	1
17	East Reservoir Fill Line	\$ 2,428,393	1	1	1	1	1	1	1	1	1	1	1
18	East Reservoir Fill Line Connection	\$ 700	1	1	1	1	1	1	1	1	1	1	1
19	East Reservoir Storage	\$ 17,073,184	1	1	1	1	1	1	1	1	1	1	1
20	East Reservoir Pumping	\$ 1,634,067	1	1	1	1	1	1	1	1	1	1	1
21	Edgefield Water Line H	\$ 1,319,357	1	1	1	1	1	1	1	1	1	1	1
22	Edgefield Water Line I	\$ 349,525	1	1	1	1	1	1	1	1	1	1	1
23	South Strathmore Water Line I	\$ 1,194,150	1	1	1	1	1	1	1	1	1	1	1
24	South Strathmore Water Line J	\$ 827,375	1	1	1	1	1	1	1	1	1	1	1
25	South Strathmore Water Line K	\$ 831,640	1	1	1	1	1	1	1	1	1	1	1
26	South Strathmore Water Line L	\$ 1,961,818	1	1	1	1	1	1	1	1	1	1	1
27	West Strathmore Water Line Q	\$ 1,961,818	1	1	1	1	1	1	1	1	1	1	1
28	West Strathmore Water Line R	\$ 1,236,798	1	1	1	1	1	1	1	1	1	1	1
29	West Strathmore PRV A	\$ 93,826	1	1	1	1	1	1	1	1	1	1	1
30	West Strathmore PRV B	\$ 93,826	1	1	1	1	1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (2,076,714)	1	1			1	1	1	1	1	1	1
		\$ 63,901,604											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

C8. Reserve Balance

At December 31st, 2023 Town records showed a balance of \$1,300,469 in the water offsite levy account. However, this was based on an under allocation of costs to developers. The water account balance should be amended to reflect a surplus of **\$1,163,577**.

Water Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Unallocated OSL Receipts to December 31, 2020 (Opening Balance)	\$ 2,076,714.04		\$ 2,076,714.04
OSL Receipt Allocations 2021-2023	\$ 198,099.06		\$ 2,274,813.10
Offsite Levy Expenditure Withdrawals 2021-2023		\$ 1,072,040.47	\$ 1,202,772.63
Interest Earned/Charged	\$ 97,696.08		\$ 1,300,468.71
Account Balance per Muni Records December 31, 2023			\$ 1,300,468.71
OSL Share of Other Expenditures to December 31, 2023		\$ 136,892.20	\$ 1,163,576.51
Balance			\$ 1,163,576.51

*The credit of \$136,892 in 2023 stems from: (i) an overallocation of expenditures for Project #1 whose allocation to developers is 80% (the original account withdrawals in 2021 and 2022 were based on an allocation of 100%), and (ii) front-ending associated with Project #22.

C9. Development and Water Infrastructure Staging Impacts

Water offsite infrastructure will be constructed in staged fashion over the 25-year review period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of water infrastructure from time to time—front ending of infrastructure will be required. A front-ender is the party that constructs and pays up front for infrastructure that benefits other parties.

To compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%**¹⁰ interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a **1.85%**¹¹ interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph below highlights activity in the water levy reserve over the 25-year review period.¹²

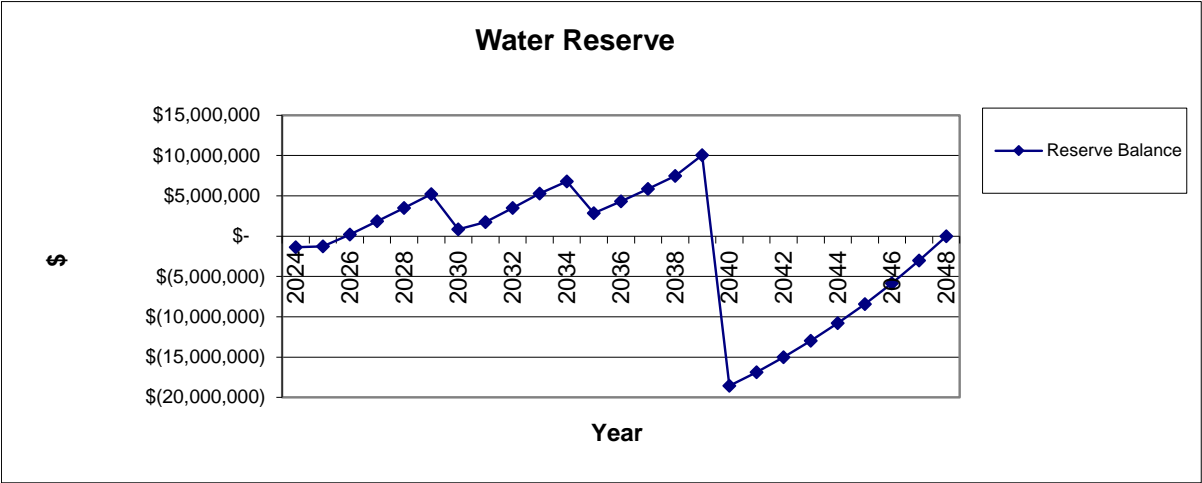
If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).

¹⁰ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

¹¹ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

¹² Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Anticipated Water Offsite Levy Reserve Balances



APPENDIX D: SANITARY

D1. Sanitary Offsite Infrastructure

In order to support future growth, sanitary offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) future debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$64.68 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Sanitary Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 353,474	\$ -	\$ 3,480,000	\$ 3,833,474
2	Central Trunk Sewer Upgrade (Phase 2)	\$ -	\$ -	\$ 916,653	\$ 916,653
3	Central Trunk Sewer Upgrade (Phase 3)	\$ -	\$ -	\$ 1,024,067	\$ 1,024,067
4	Central Trunk Sewer Upgrade (Phase 4)	\$ -	\$ -	\$ 2,465,000	\$ 2,465,000
5	West Trunk	\$ -	\$ -	\$ 1,087,500	\$ 1,087,500
6	Orchard Park Trunk	\$ -	\$ -	\$ 906,250	\$ 906,250
7	Ranch Forcemain Twinning	\$ -	\$ -	\$ 420,500	\$ 420,500
8	Ranch Lift Station Upgrade	\$ -	\$ -	\$ 464,000	\$ 464,000
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ -	\$ -	\$ 1,015,000	\$ 1,015,000
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ -	\$ -	\$ 3,190,000	\$ 3,190,000
11	North Hill Forcemain	\$ -	\$ -	\$ 5,945,000	\$ 5,945,000
12	North Hill Lift Station	\$ -	\$ -	\$ 5,147,500	\$ 5,147,500
13	Prairie's Edge Forcemain	\$ -	\$ -	\$ 6,525,000	\$ 6,525,000
14	Prairie's Edge Lift Station	\$ -	\$ -	\$ 5,147,500	\$ 5,147,500
15	West Strathmore Trunk A	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
16	West Strathmore Trunk B	\$ -	\$ -	\$ 1,957,500	\$ 1,957,500
17	West Strathmore Forcemain	\$ -	\$ -	\$ 8,772,500	\$ 8,772,500
18	West Strathmore Lift Station	\$ -	\$ -	\$ 13,485,000	\$ 13,485,000
19	BTO Effluent Pump Station Upgrade	\$ -	\$ -	\$ 641,784	\$ 641,784
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 353,474	\$ -	\$ 64,330,754	\$ 64,684,228

*Past expenditures include past financing expenditures (interest) if any.

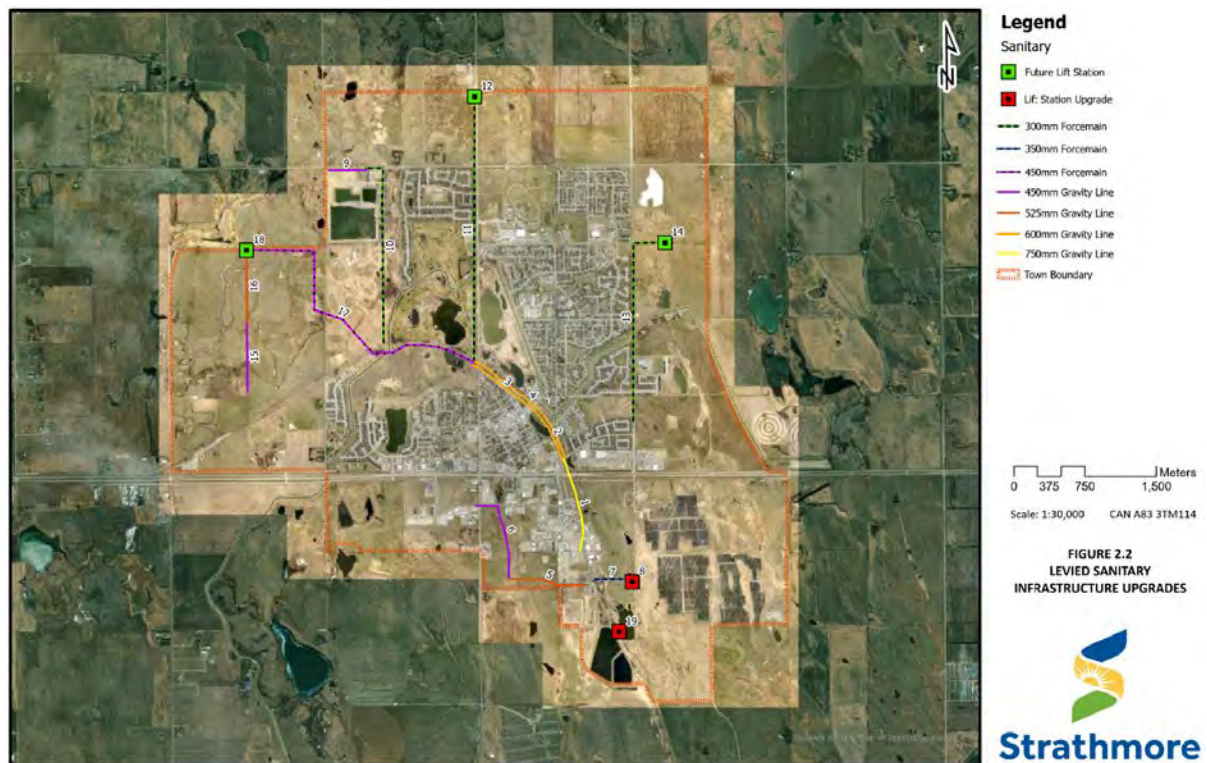
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section D5*).

*****Offsite infrastructure definitions are described in Appendix F.



D2. Sanitary Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/will receive **\$0.00 million** in special ear-marked grants and contributions for sanitary offsite levy infrastructure as shown in the table below (note, if the Town receives additional ear-marked grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$64.68 million**.

Special Grants and Contributions for Sanitary Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Estimated Cost
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,833,474	\$ -	\$ -	\$ 3,833,474
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 916,653	\$ -	\$ -	\$ 916,653
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 1,024,067	\$ -	\$ -	\$ 1,024,067
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 2,465,000	\$ -	\$ -	\$ 2,465,000
5	West Trunk	\$ 1,087,500	\$ -	\$ -	\$ 1,087,500
6	Orchard Park Trunk	\$ 906,250	\$ -	\$ -	\$ 906,250
7	Ranch Forcemain Twinning	\$ 420,500	\$ -	\$ -	\$ 420,500
8	Ranch Lift Station Upgrade	\$ 464,000	\$ -	\$ -	\$ 464,000
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 1,015,000	\$ -	\$ -	\$ 1,015,000
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 3,190,000	\$ -	\$ -	\$ 3,190,000
11	North Hill Forcemain	\$ 5,945,000	\$ -	\$ -	\$ 5,945,000
12	North Hill Lift Station	\$ 5,147,500	\$ -	\$ -	\$ 5,147,500
13	Prairie's Edge Forcemain	\$ 6,525,000	\$ -	\$ -	\$ 6,525,000
14	Prairie's Edge Lift Station	\$ 5,147,500	\$ -	\$ -	\$ 5,147,500
15	West Strathmore Trunk A	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
16	West Strathmore Trunk B	\$ 1,957,500	\$ -	\$ -	\$ 1,957,500
17	West Strathmore Forcemain	\$ 8,772,500	\$ -	\$ -	\$ 8,772,500
18	West Strathmore Lift Station	\$ 13,485,000	\$ -	\$ -	\$ 13,485,000
19	BTO Effluent Pump Station Upgrade	\$ 641,784	\$ -	\$ -	\$ 641,784
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 64,684,228	\$ -	\$ -	\$ 64,684,228

D3. Year of Construction

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The Town anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Forecast Year of Construction

Item	Project Description	Construction Start Year
1	Central Trunk Sewer Upgrade (Phase 1)	2022
2	Central Trunk Sewer Upgrade (Phase 2)	2029
3	Central Trunk Sewer Upgrade (Phase 3)	2032
4	Central Trunk Sewer Upgrade (Phase 4)	2037
5	West Trunk	2032
6	Orchard Park Trunk	2034
7	Ranch Forcemain Twinning	2032
8	Ranch Lift Station Upgrade	2032
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	2032
10	Lakewood Meadows Forcemain (Lift Station to 55M)	2030
11	North Hill Forcemain	2040
12	North Hill Lift Station	2040
13	Prairie's Edge Forcemain	2040
14	Prairie's Edge Lift Station	2040
15	West Strathmore Trunk A	2062
16	West Strathmore Trunk B	2062
17	West Strathmore Forcemain	2060
18	West Strathmore Lift Station	2060
19	BTO Effluent Pump Station Upgrade	2032

*Project costs are inflated by 3.0% per annum to the year of construction.

D4. Sanitary Offsite Infrastructure Benefiting Parties

The sanitary offsite infrastructure listed above will benefit three parties to varying degrees:

1. Town of Strathmore – a portion of the sanitary infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
2. Other Stakeholders – other municipalities that benefit from the infrastructure.
3. Future Development:
 - Financial Oversizing – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development beyond the 25-year review period.
 - **In Rates – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development within the 25-year review period.**

The table below outlines the allocation of sanitary offsite levy infrastructure costs to benefiting parties.

Allocation of Sanitary Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,833,474	20.0%		0.0%	80.0%
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 916,653	20.0%		16.0%	64.0%
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 1,024,067	20.0%		25.6%	54.4%
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 2,465,000	20.0%		41.0%	39.0%
5	West Trunk	\$ 1,087,500	0.0%			100.0%
6	Orchard Park Trunk	\$ 906,250	0.0%			100.0%
7	Ranch Forcemain Twinning	\$ 420,500	0.0%		32.0%	68.0%
8	Ranch Lift Station Upgrade	\$ 464,000	0.0%		32.0%	68.0%
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 1,015,000	0.0%		32.0%	68.0%
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 3,190,000	0.0%		24.0%	76.0%
11	North Hill Forcemain	\$ 5,945,000	0.0%		41.0%	59.0%
12	North Hill Lift Station	\$ 5,147,500	0.0%		41.0%	59.0%
13	Prairie's Edge Forcemain	\$ 6,525,000	0.0%		41.0%	59.0%
14	Prairie's Edge Lift Station	\$ 5,147,500	0.0%		41.0%	59.0%
15	West Strathmore Trunk A	\$ 1,740,000	0.0%		41.0%	59.0%
16	West Strathmore Trunk B	\$ 1,957,500	0.0%		41.0%	59.0%
17	West Strathmore Forcemain	\$ 8,772,500	0.0%		41.0%	59.0%
18	West Strathmore Lift Station	\$ 13,485,000	0.0%		41.0%	59.0%
19	BTO Effluent Pump Station Upgrade	\$ 641,784	20.0%		25.6%	54.4%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 64,684,228				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years' of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

D5. Existing Receipts & Adjusted Levy Cost

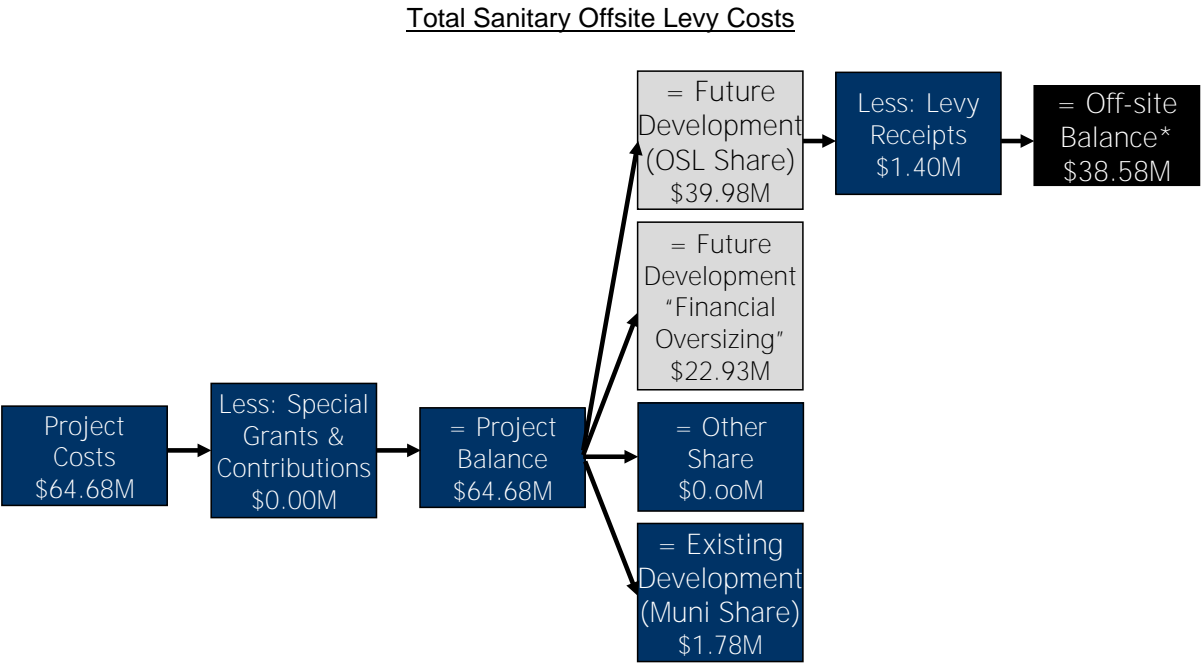
Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$39.98 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. Town staff have advised that approximately **\$1.40 million** (\$1.28 million + \$0.12 million) in sanitary levies have been applied/collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$38.58 million**.

Offsite Levy Funds Applied to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,066,779	\$ -	\$ 6,498	\$ 3,060,281
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 586,658	\$ -	\$ 1,572	\$ 585,086
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 557,093	\$ -	\$ 1,756	\$ 555,337
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 961,350	\$ -	\$ 4,227	\$ 957,123
5	West Trunk	\$ 1,087,500	\$ -	\$ 1,612	\$ 1,085,888
6	Orchard Park Trunk	\$ 906,250	\$ -	\$ 1,344	\$ 904,906
7	Ranch Forcemain Twinning	\$ 285,940	\$ -	\$ 945	\$ 284,995
8	Ranch Lift Station Upgrade	\$ 315,520	\$ -	\$ 1,043	\$ 314,477
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 690,200	\$ -	\$ 1,507	\$ 688,693
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 2,424,400	\$ -	\$ 4,736	\$ 2,419,664
11	North Hill Forcemain	\$ 3,507,550	\$ -	\$ 8,043	\$ 3,499,507
12	North Hill Lift Station	\$ 3,037,025	\$ -	\$ 6,964	\$ 3,030,061
13	Prairie's Edge Forcemain	\$ 3,849,750	\$ -	\$ 21,038	\$ 3,828,712
14	Prairie's Edge Lift Station	\$ 3,037,025	\$ -	\$ 16,597	\$ 3,020,428
15	West Strathmore Trunk A	\$ 1,026,600	\$ -	\$ 2,583	\$ 1,024,017
16	West Strathmore Trunk B	\$ 1,154,925	\$ -	\$ 2,906	\$ 1,152,019
17	West Strathmore Forcemain	\$ 5,175,775	\$ -	\$ 13,025	\$ 5,162,750
18	West Strathmore Lift Station	\$ 7,956,150	\$ -	\$ 20,021	\$ 7,936,129
19	BTO Effluent Pump Station Upgrade	\$ 349,130	\$ -	\$ 1,053	\$ 348,077
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 1,282,399	\$ -	\$ (1,282,399)
		\$ 39,975,620	\$ 1,282,399	\$ 117,471	\$ 38,575,750

D6. Summary of Sanitary Offsite Levy Cost Flow-through

As shown in the figure below, the total costs for sanitary infrastructure that forms the basis of the rate is approximately **\$38.58 million**. The cost allocations to each benefiting party are based on the benefiting percentages shown in the previous section. The offsite levy balance (due from developers) is allocated to various benefiting areas (as described in the next section).



D7. Sanitary Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a "1" below applicable area numbers. Benefiting areas were determined by Town staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Sanitary Allocations to Benefitting Areas

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,060,281	1	1	1			1	1			1	
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 585,086	1	1	1			1	1				
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 555,337	1	1	1			1	1				
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 957,123	1	1	1			1	1				
5	West Trunk	\$ 1,085,888									1		
6	Orchard Park Trunk	\$ 904,906									1		
7	Ranch Forcemain Twinning	\$ 284,995				1	1						1
8	Ranch Lift Station Upgrade	\$ 314,477				1	1						1
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 688,693	1										
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 2,419,664	1										
11	North Hill Forcemain	\$ 3,499,507	1		1								
12	North Hill Lift Station	\$ 3,030,061	1		1								
13	Prairie's Edge Forcemain	\$ 3,828,712				1	1						
14	Prairie's Edge Lift Station	\$ 3,020,428				1	1						
15	West Strathmore Trunk A	\$ 1,024,017	1										
16	West Strathmore Trunk B	\$ 1,152,019	1										
17	West Strathmore Forcemain	\$ 5,162,750	1										
18	West Strathmore Lift Station	\$ 7,936,129	1										
19	BTO Effluent Pump Station Upgrade	\$ 348,077	1	1	1	1	1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (1,282,399)	1	1	1			1	1	1	1	1	1
		\$ 38,575,750											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

D8. Reserve Balance

At December 31st, 2023 Town records showed a balance of \$1,114,633 in the sanitary offsite levy account. However, this was based on an over allocation of costs to developers. The sanitary account balance should be amended to reflect a surplus of **\$1,185,328**.

Sanitary Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Unallocated OSL Receipts to December 31, 2020 (Opening Balance)	\$ 1,282,398.53		\$ 1,282,398.53
OSL Receipt Allocations 2021-2023	\$ 117,471.08		\$ 1,399,869.61
Offsite Levy Expenditure Withdrawals 2021-2023		\$ 353,474.21	\$ 1,046,395.40
Interest Earned/Charged	\$ 68,237.52		\$ 1,114,632.92
Account Balance per Muni Records December 31, 2023			\$ 1,114,632.92
OSL Share of Other Expenditures to December 31, 2023		\$ (70,694.80)	\$ 1,185,327.72
Balance			\$ 1,185,327.72

*The credit of \$(70,695) in 2023 stems from an overallocation of expenditures for Project #1 whose allocation to developers is 80% (the original account withdrawal in 2022 was based on an allocation of 100%).

D9. Development and Sanitary Infrastructure Staging Impacts

Sanitary offsite infrastructure will be constructed in staged fashion over the 25-year development period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of sanitary infrastructure from time to time—front ending of infrastructure will be required. A front-end is the party that constructs and pays up front for infrastructure that benefits other parties.

To compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%**¹³ interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a **1.85%**¹⁴ interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph below highlights activity in the sanitary levy reserve over the 25-year review period.¹⁵

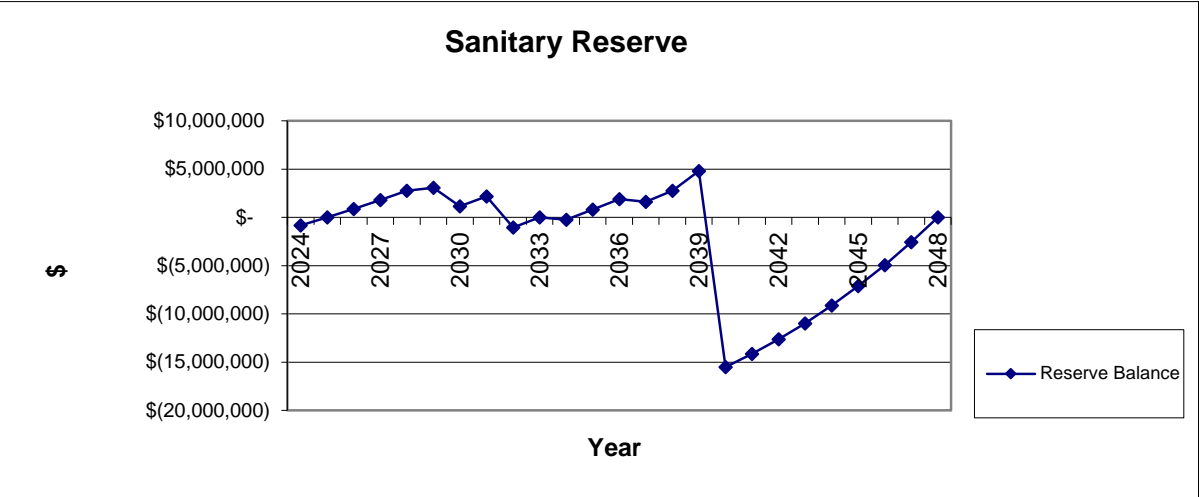
If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).

¹³ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

¹⁴ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

¹⁵ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Anticipated Sanitary Offsite Levy Reserve Balances



APPENDIX E: STORMWATER

E1. Stormwater Offsite Infrastructure

In order to support future growth, stormwater offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$20.75 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Stormwater Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Stormpond 7 (Phase 1)	\$ -	\$ -	\$ 1,624,000	\$ 1,624,000
2	Stormpond 7 (Phase 2)	\$ -	\$ -	\$ 984,550	\$ 984,550
3	Stormpond 7 (Phase 3)	\$ -	\$ -	\$ 6,749,750	\$ 6,749,750
4	CSMI Projects	\$ 39,593	\$ -	\$ 1,450,000	\$ 1,489,593
5	WID Capital Levy	\$ -	\$ -	\$ 9,904,583	\$ 9,904,583
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 39,593	\$ -	\$ 20,712,883	\$ 20,752,476

*Past expenditures include past financing expenditures (interest) if any.

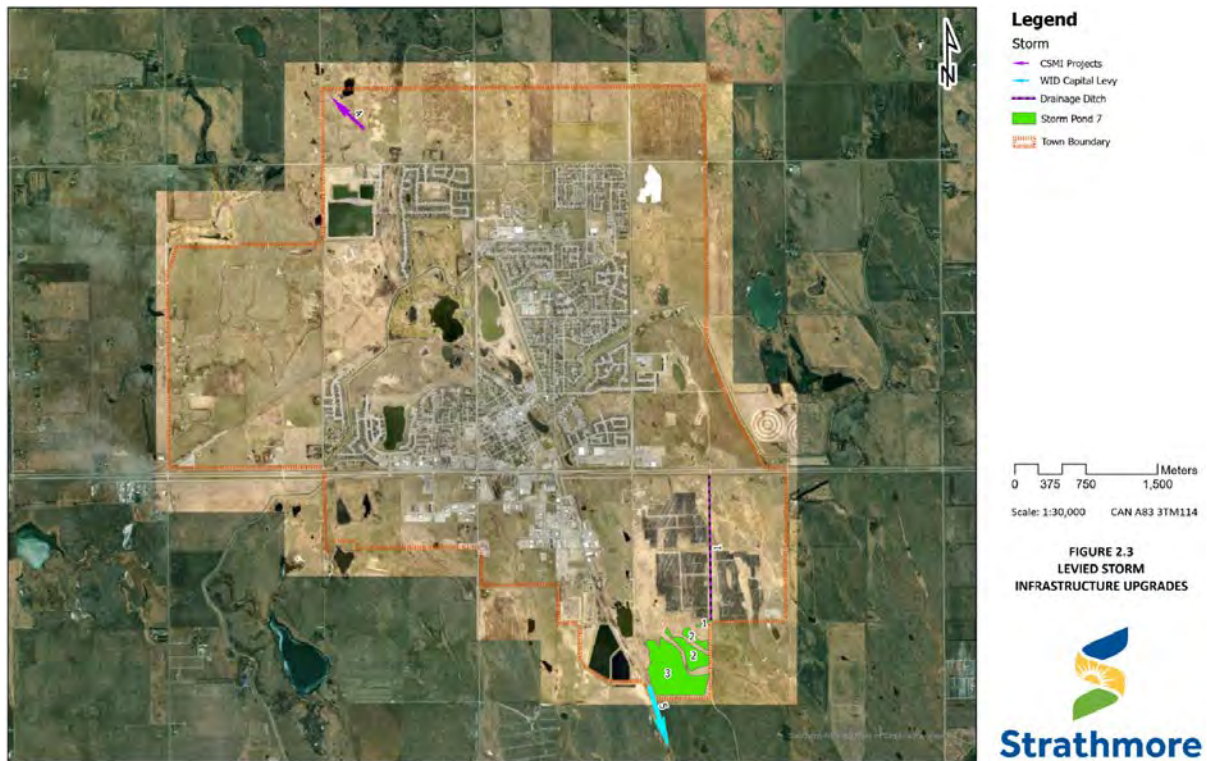
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section E5*).

*****Offsite infrastructure definitions are described in Appendix F.



E1. Stormwater Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/may receive **\$0.00 million** in special grants and contributions for stormwater offsite levy infrastructure as shown in the table below (note, if the Town receives additional grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$20.75 million**.

Special Grants and Contributions for Stormwater Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Estimated Cost
1	Stormpond 7 (Phase 1)	\$ 1,624,000	\$ -	\$ -	\$ 1,624,000
2	Stormpond 7 (Phase 2)	\$ 984,550	\$ -	\$ -	\$ 984,550
3	Stormpond 7 (Phase 3)	\$ 6,749,750	\$ -	\$ -	\$ 6,749,750
4	CSMI Projects	\$ 1,489,593	\$ -	\$ -	\$ 1,489,593
5	WID Capital Levy	\$ 9,904,583	\$ -	\$ -	\$ 9,904,583
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 20,752,476	\$ -	\$ -	\$ 20,752,476

E2. Stormwater Infrastructure Staging

The timing of construction is used to determine the impact of inflation on cost, and the impact of forecast account balances. The Town anticipates construction of offsite

infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Stormwater Infrastructure Staging

Item	Project Description	Construction Start Year
1	Stormpond 7 (Phase 1)	2029
2	Stormpond 7 (Phase 2)	2032
3	Stormpond 7 (Phase 3)	2035
4	CSMI Projects	2021
5	WID Capital Levy	2020

*Project costs are inflated by 3.0% per annum to the year of construction.

E3. Stormwater Offsite Infrastructure Benefiting Parties

The stormwater offsite infrastructure listed above will benefit three parties to varying degrees:

4. Town of Strathmore – a portion of the sanitary infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
5. Other Stakeholders – other municipalities that benefit from the infrastructure.
6. Future Development:
 - Financial Oversizing – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development beyond the 25-year review period.
 - **In Rates – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development within the 25-year review period.**

The table below outlines the allocation of stormwater offsite levy infrastructure costs to benefiting parties. Percentage allocations are determined after reducing stormwater offsite levy infrastructure costs for grants described earlier.

Allocation of Stormwater Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Stormpond 7 (Phase 1)	\$ 1,624,000	0.0%		20.0%	80.0%
2	Stormpond 7 (Phase 2)	\$ 984,550	0.0%		32.0%	68.0%
3	Stormpond 7 (Phase 3)	\$ 6,749,750	0.0%		41.0%	59.0%
4	CSMI Projects	\$ 1,489,593	0.0%		0.0%	100.0%
5	WID Capital Levy	\$ 9,904,583	0.0%		0.0%	100.0%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 20,752,476				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years'

of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

E4. Existing Receipts

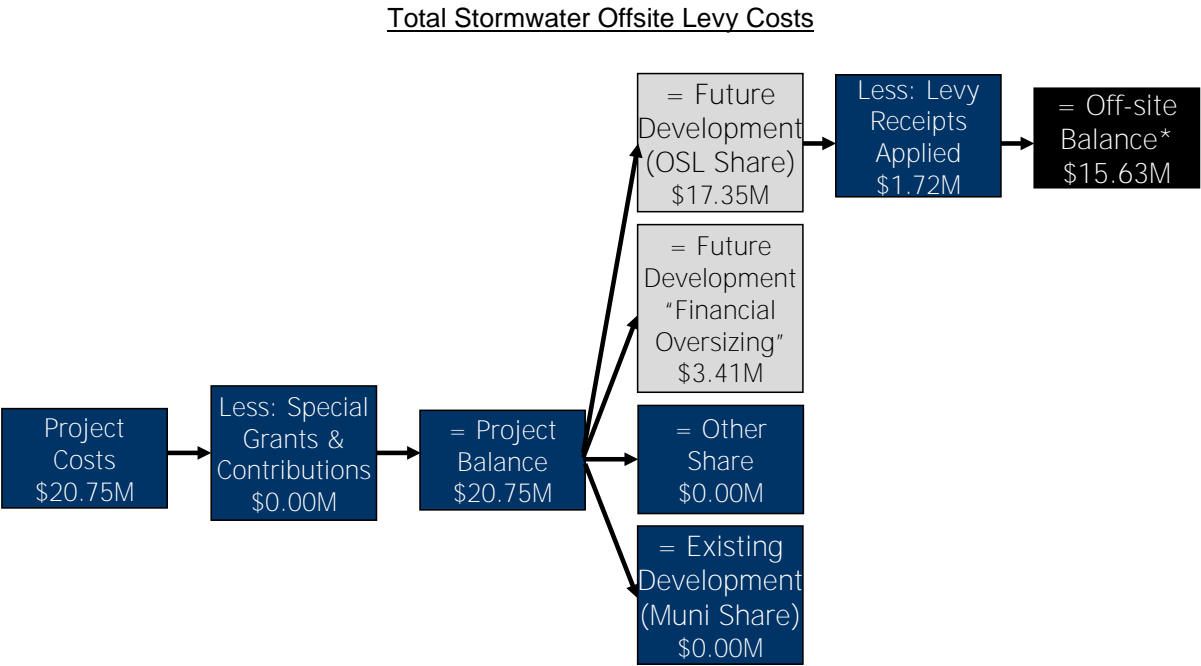
Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$17.35 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. Approximately **\$1.72million** (\$1.68 million + \$0.04 million) in stormwater levies has been collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$15.63 million**.

Offsite Levy Funds Collected to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Stormpond 7 (Phase 1)	\$ 1,299,200	\$ -	\$ -	\$ 1,299,200
2	Stormpond 7 (Phase 2)	\$ 669,494	\$ -	\$ -	\$ 669,494
3	Stormpond 7 (Phase 3)	\$ 3,982,353	\$ -	\$ 5,439	\$ 3,976,914
4	CSMI Projects	\$ 1,489,593	\$ -	\$ 22,740	\$ 1,466,853
5	WID Capital Levy	\$ 9,904,583	\$ -	\$ 7,981	\$ 9,896,602
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 1,680,331	\$ -	\$ (1,680,331)
		\$ 17,345,222	\$ 1,680,331	\$ 36,160	\$ 15,628,731

E5. Summary of Stormwater Offsite Levy Cost Flow-through

As shown in the figure below, the total costs for stormwater infrastructure that forms the basis of the rate is approximately **\$15.63 million**. The cost allocations to each benefiting party are based on the benefiting percentages shown in *Appendix E4*. The offsite levy balance (due from developers) is allocated to various benefiting areas (as described in the next section).



E6. Stormwater Infrastructure Benefiting Areas

Net developer costs for each project are allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town engineering staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Benefiting Areas for Stormwater Offsite Infrastructure

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Stormpond 7 (Phase 1)	\$ 1,299,200					1						1
2	Stormpond 7 (Phase 2)	\$ 669,494					1						1
3	Stormpond 7 (Phase 3)	\$ 3,976,914			1		1	1	1	1	1	1	1
4	CSMI Projects	\$ 1,466,853	1			1							
5	WID Capital Levy	\$ 9,896,602		1	1		1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (1,680,331)	1	1			1	1	1	1	1	1	
		\$ 15,628,731											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

E7. Account Balance

At December 31st, 2023 Town records showed a balance of \$335,109 in the stormwater offsite levy account. However, this is based on an over allocation of costs to developers. The stormwater account balance should be amended to reflect a surplus of **\$377,710**.

Stormwater Offsite Levy Account Balance

2022			\$ (1,049,114.10)
Opening Balance			\$ (1,049,114.10)
Interest on Opening Balance		\$ 24,549.27	\$ (1,073,663.37)
Withdrawals From Levy Account (Applied to Projects)		\$ -	\$ (1,073,663.37)
Additional OSL Expenditures (Front-ending) Incl Debenture Interest (If any)		\$ -	\$ (1,073,663.37)
OSL Receipts	\$ 1,929.20		\$ (1,071,734.17)
Non-Levy Contributions (If Any)	\$ -		\$ (1,071,734.17)
Interest on OSL Expenditures		\$ -	\$ (1,071,734.17)
Interest on OSL Receipts	\$ 9.65		\$ (1,071,724.53)
Interest on Non-Levy Contributions (If Any)	\$ -		\$ (1,071,724.53)
Town Front-ending Adjustment	\$ 1,071,724.53		\$ 0.00
Closing Balance			\$ 0.00

E8. Development and Stormwater Infrastructure Staging Impacts

Stormwater offsite infrastructure will be constructed in staged fashion over the 25-year development period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy account funds will not be sufficient to pay for construction of stormwater infrastructure from time to time—front ending of infrastructure will be required. A front-end is the party (to date the Town of Sylvan Lake has been the primary front-end) that constructs and pays up front for infrastructure that benefits other parties.

In order to compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%** interest allowance has been charged to the account when in a negative balance¹⁶. Further, a **1.85%** interest credit has been provided to the account when it is in a positive balance¹⁷. The graph and table below outline stormwater levy account balances over the 25-year development period¹⁸.

If necessary, a staging adjustment is applied to rates (positive or negative) to ensure that the forecast account balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).A

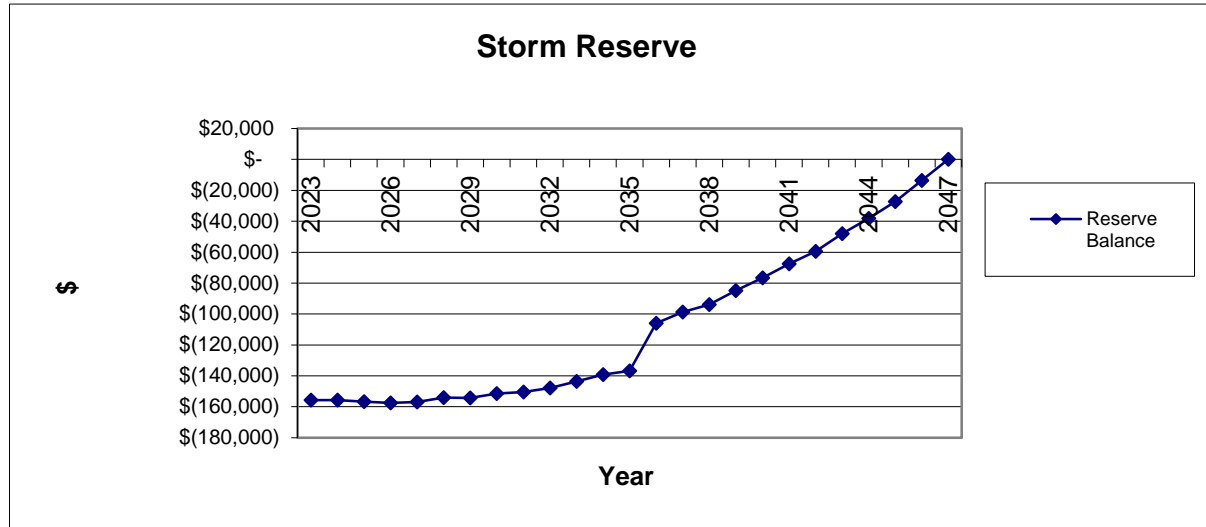
¹⁶ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

¹⁷ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

¹⁸ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

detailed overview of offsite levy calculations, including staging adjustments, is outlined in *Appendix H*.

Anticipated Stormwater Offsite Levy Account Balances



Anticipated Stormwater Offsite Levy Account Balances

Year	Receipts	Expenditure	Opening Balance	
			Interest	Balance
2023	\$ 6,105	\$ 154,200	\$ (7,701)	\$ (155,796)
2024	\$ 7,810	\$ -	\$ (7,695)	\$ (155,681)
2025	\$ 6,688	\$ -	\$ (7,748)	\$ (156,741)
2026	\$ 6,940	\$ -	\$ (7,790)	\$ (157,591)
2027	\$ 8,358	\$ -	\$ (7,760)	\$ (156,992)
2028	\$ 10,573	\$ -	\$ (7,614)	\$ (154,034)
2029	\$ 7,365	\$ -	\$ (7,627)	\$ (154,295)
2030	\$ 10,332	\$ -	\$ (7,486)	\$ (151,449)
2031	\$ 8,502	\$ -	\$ (7,433)	\$ (150,380)
2032	\$ 9,839	\$ -	\$ (7,308)	\$ (147,850)
2033	\$ 11,233	\$ -	\$ (7,104)	\$ (143,721)
2034	\$ 11,353	\$ -	\$ (6,883)	\$ (139,250)
2035	\$ 9,245	\$ -	\$ (6,760)	\$ (136,765)
2036	\$ 36,107	\$ -	\$ (5,234)	\$ (105,893)
2037	\$ 11,979	\$ -	\$ (4,883)	\$ (98,797)
2038	\$ 9,458	\$ -	\$ (4,646)	\$ (93,984)
2039	\$ 13,346	\$ -	\$ (4,193)	\$ (84,832)
2040	\$ 11,942	\$ -	\$ (3,790)	\$ (76,680)
2041	\$ 12,523	\$ -	\$ (3,336)	\$ (67,493)
2042	\$ 10,970	\$ -	\$ (2,939)	\$ (59,463)
2043	\$ 13,878	\$ -	\$ (2,370)	\$ (47,955)
2044	\$ 11,638	\$ -	\$ (1,888)	\$ (38,205)
2045	\$ 12,308	\$ -	\$ (1,347)	\$ (27,244)
2046	\$ 14,287	\$ -	\$ (674)	\$ (13,631)
2047	\$ 13,631	\$ -	\$ 0	\$ 0

APPENDIX F: OFFSITE INFRASTRUCTURE DEFINITIONS¹⁹

F1. Water

The Town of Strathmore's water system conforms to the Standard's and Guidelines for Municipal Waterworks, Wastewater, and Storm Drainage Systems and published by Alberta Environment and Protected Areas.

The Town's water is supplied by the City of Calgary via the East Calgary Regional Waterline (ECRW) and delivered to the Wildflower Reservoir. Distribution throughout the Town is achieved via a network of transmission and distribution lines varying in size, materials, and age. Leivable water infrastructure focuses on primary distribution only, following a generalized grid pattern throughout the community that delivers water to the edge of each development area. A future East Reservoir and the transmission network to connect to the existing reservoir and ECRW are also included, all other upgrades, unless a direct impact of the Reservoir Upgrades, are the responsibility of the individual developments.

F2. Sanitary

The sanitary system in the Town also conforms to the Standard's and Guidelines for Municipal Waterworks, Wastewater, and Storm Drainage Systems and published by Alberta Environment and Protected Areas.

Sanitary Sewers are interconnected and utilize a trunk system to deliver the full Town's sanitary flows to the Waste Water Treatment Plant (WWTP) at the south edge of the Town. This Biological Nutrient Removal (BNR) style treatment plant is relatively new and operates well within its existing capacity. Leivable sanitary infrastructure is primarily attributed to upgrades to the Trunk System which runs in a Northwest to Southeast direction. Delivery systems (lift stations) associated with the Trunk Network which service more than two (2) development areas are also included within the Levy Structure; sanitary work within a community is not generally seen as a Levy project and is the responsibility of the development.

F3. Stormwater

The Town of Strathmore's stormwater system conforms to the Standard's and Guidelines for Municipal Waterworks, Wastewater, and Storm Drainage Systems and published by Alberta Environment and Protected Areas.

The Town's topography requires multiple stormwater catchment areas to be considered, primarily a North (Serviceberry) and a South (Bow) catchment area. Each has their own dedicated discharge location and restrictions on stormwater flow related to each of the discharge points. Levies are collected to provide the applicable discharge points at the Northwest and Southeast corners of Town. A regional collection system (storm ponds)

¹⁹ Offsite infrastructure definitions were developed by the Town and are intended to be a guide only. The Town reserves the right to modify these definitions as required to address unique or changing circumstances.

necessary to achieve the flow restrictions at the Southeast discharge point is also included. Stormwater minor systems and community containment is the responsibility of each developer.

F4. Transportation

The Town of Strathmore primarily consists of local roadways and collector roads along with select arterial cross sections and Provincial Highways #1 and #817. The Transportation Master Plan outlines the cross section of each roadway however these generally follow the Transportation Association of Canada (TAC) Geometric Design Guide and other local (provincial) guidelines where appropriate.

Leviable Transportation upgrades focus on the primary collector or arterial roadways in a generalized grid pattern which support the community as a whole. These roadways generally follow the Alberta Township System (ATS) grid with minor exceptions where necessary. Roadways within a community which feed to this primary grid are the responsibility of each development and not considered in the Levy Projects.

APPENDIX G: COMPARISON OF RATES

The table below compares the Town's new offsite levy rates to rates in other municipalities.

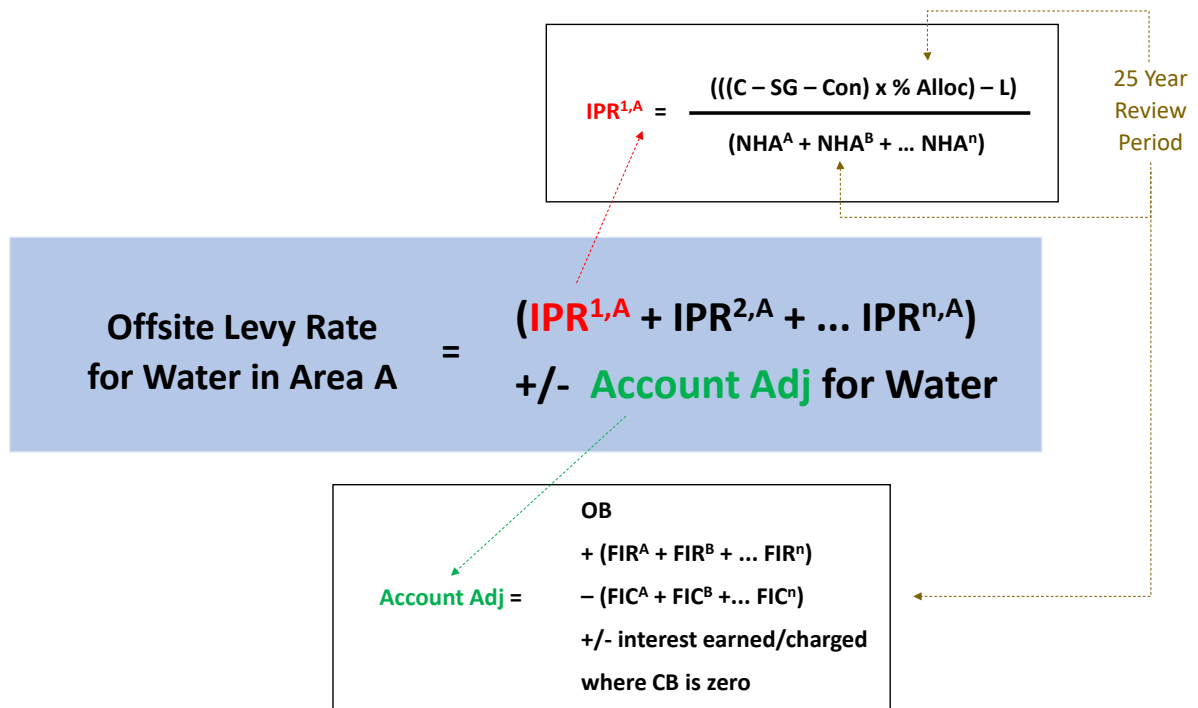
Municipality / Area	Average Per Ha.
Town of Crossfield	\$51,900 - \$84,800 (2023)
Town of Blackfalds (roads, water, sewer, storm)	\$90,100 (2015)
City of Airdrie	\$91,200-\$102,200 (2022)
Town of Strathmore* (roads, water, sewer)	\$165,342 (2024)
City of Medicine Hat* (roads, water, sewer, storm)	\$102,012 (2022)
Town of Redcliff* (roads, water, sewer, storm)	\$109,200 (2016)
Town of High River (roads, water, sewer)	\$138,052 - \$290,481 (2021)
City of Brooks* (roads, water, sewer, storm)	\$79,823 (2021)
Town of Cochrane (roads, water, sewer, storm, hwy int, police)	\$281,711 - \$320,613 (2023)
Town of Okotoks (roads, water, sewer)	\$198,600 (2020)
City of Red Deer* (roads, water, sewer, storm)	\$203,300 (2019)
City of Chestermere* (roads, water, sewer, storm, recreation)	\$295,960 (2022)
Red Deer County (Gasoline Alley) (roads, water, sewer, storm)	\$220,000 (2017)
City of Lethbridge (roads, water, sewer, storm)	\$290,000 (2023)
City of Calgary Green Field Area (roads, water, sewer, storm, comm,stab)	\$495,000 - \$544,000 (2023)
Foothills County	Not current (2002)
Town of Irricana	Not current (2007)
Rocky View County	N/A - \$/m3
Wheatland County	Incomplete (Road only)
Town of Diamond Valley	N/A – none

*CORVUS clients

**Information adapted from online sources as at early 2024.

APPENDIX H: RATE CALCULATION

The diagram below depicts the rate calculation formula. The offsite levy rate in each offsite levy area (e.g., Area A) for a given infrastructure type (e.g., water) is equal to the sum of all Individual Projects Rates (IPRs) applicable to the Area, plus or minus a reserve/account Adjustment (Adj) for that specific infrastructure type (e.g., water reserve/account).



Where:

"IPR^{1,A}" is the **Individual Project Rate** for Project 1 in Area A and is calculated as: the total remaining cost allocated to future development, divided by the forecast adjusted net hectares that will develop during the 25-year review period in all areas that benefit from Project 1.

"C" is the total **Cost** of Project 1 and is calculated as: the actual historical costs for completed construction, plus actual historical loan interest (if any), plus estimated future construction costs, plus estimated future loan interest (if any). Cost estimates are prepared by the municipality (or engineering advisors or facility advisors for the municipality) and are often outlined in master plans or other technical documents.

"SG" are **Special Grants** received and anticipated. These grants are earmarked/restricted to a specific project.

"Con" is **Contributions** received and anticipated. These are unique contributions received from developers or other third parties which are not offsite levies and which are not already reflected in allocations to other municipalities etc. They are similar to special grants in that

they are contributions earmarked/restricted to a specific project.

“% Alloc” is the **Percentage of Project Cost Allocated** to future development within the 25-year review period. This percentage is determined by the municipality (or engineering advisors or facility advisors for the municipality). Project cost is allocated to three parties: (1) future development, (2) the existing municipality, and (3) third parties. Because infrastructure is often built solely to support future land development, project cost is often allocated 100% to future development. But when infrastructure is built to support an existing need, a percentage of cost is allocated to the municipality (i.e., existing taxpayers). Similarly, there may be circumstances when a project is constructed to support a need in a neighbouring municipality (e.g., a stormwater management facility to deal with drainage issues stemming from a neighbouring municipality, or an arterial road that straddles the boundary of both municipalities, or a water treatment plant intended to provide water to a neighbouring municipality). In this case, a percentage of cost is allocated to the third party.

“L” are the **Levies** collected to date for a specific project.

“NHA^A” are the **Net Hectares** of land in Area A that are forecast to be developed within the 25-year review period. Net hectares are usually equal to gross hectares less environmental lands (if any), less an allowance for municipal reserves (usually 10%), less arterial road rights of way and any other land allowances (if any). The total net hectares from all areas that benefit from a given project (i.e., the benefitting basin) are included in the denominator of the Individual Project Rate calculation (see IPR).

“Adj” is the overall offsite levy reserve/account **Adjustment** and is calculated as a percentage and applied to all offsite levy rates for a given infrastructure type (e.g., water). This is a complex calculation because legislation contemplates one account/reserve for each infrastructure type. The staging adjustment is revised each time rates are updated. This ensures rates reflect the most up-to-date data and assumptions.

Note: though municipalities must track levies collected for each project, legislation does not contemplate one account/reserve for each project. If this were the case, no project would be built until all lands in the benefitting basin were developed and associated levies collected. This would not be practicable. By utilizing one account/reserve for a family of projects of a given infrastructure type, monies collected can be used to construct the next project in the construction staging schedule.

“OB” is the **Opening Balance** of the applicable offsite levy account/reserve (e.g., water reserve) and is calculated as the sum of all actual levy contributions received, less the % of actual project costs to date allocated to future development (including financing costs if any), plus/minus the application of interest earned and interest charged. Interest within offsite levy reserves/accounts may be calculated by applying the interest earning rate for the applicable year at mid-year (the “Half Year Rule”) and the interest charge rate for the applicable year at September (the “Quarter Year Rule”).

“FIR^A” is the estimated **Future Inflated Revenues** for Area A in the applicable offsite levy account/reserve (e.g., water revenues). Future inflated revenues are determined using the amount of land and timing stemming from the development staging plan in Area A, multiplied by offsite levy rates anticipated in the future in Area A (inflation is applied to current levy rates to forecast future rates).

“FIC^A” is the estimated **Future Inflated Costs** for Area A in the applicable offsite levy

account/reserve (e.g., water project costs). Future inflated costs are determined using the percentage of project costs in each year stemming from the construction staging plan for each project (inflation is applied to current cost estimates to forecast future costs).

“CB” is the **Closing Balance** in the applicable offsite levy account/reserve at the conclusion of the 25-year review period. The closing balance at the end of the 25-year review period must be zero—the municipality cannot over collect from future development, and future development cannot under pay.²⁰

²⁰ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Box 2163
136 2nd Avenue,
Strathmore AB,
T1P 1K2



August 9th, 2024

Mayor and Council
Town of Strathmore,
1 Park Land Dr.,
Strathmore AB
T1P 1K2

Dear Mayor Pat Fule and Councillors,

On behalf of The Vault Cultural Collective Society, I would like to thank the Town of Strathmore for its support in helping to fund The Vault's Inaugural Summer Drama Camp, July 15th-19th. At the end of the week, some parents completed an evaluation sheet. I include some statistics about the participants, their star-rating on activities and some comments from parents.

Strathmore United Church was the venue for the camp, July 15th - July 19th, 9am - 4pm.

Twenty-eight youths were registered, divided into two groups:

Fourteen 5-9 year olds

Fourteen 10-14 year olds

75% had Strathmore addresses

25% were Wheatland County or Other.

Each group had an inspiring and energetic professional actor as its leader, provided by Calgary Young People's Theatre. In addition, two Grade 12 teens volunteered to act as assistants. Members of The Vault Board were in attendance throughout the week.

The youths took part in a variety of dramatic activities throughout the week culminating in a presentation for parents and friends on Friday afternoon.

Parents were given opportunity to give a star-rating (from 1 to 5 stars) in answer to four questions:

How would you rate your child/ren's experience at the summer drama camp?

94% gave 5 stars, 6% gave 4 stars

How would you rate the daily activities/workshops?

88% gave 5 stars, 12% gave 4 stars

How did your child/ren like working on, and performing in, an unscripted play?

94% gave 5 stars, 6% gave 4 stars

How would you rate the daily schedule?

76% gave 5 stars, 24% gave 4 stars

Would you recommend this camp to others? 100% Yes

Would you register your child/ren again next year? 100% Yes

Parental quotes from the evaluations:

- Aubrey loved it!
- Both my kids would love to attend next year.
- My child came (home) happy, excited, & exhausted each day. She felt valued by the leaders. She would love more opportunity for drama in the town.
- She had lots of fun.
- Amazing experience and value.
- Eva has been having a great time. It's all she can talk about every night.

- Excellent value!
- Olivia loved it! We have seen her come out of her shell and best of all she's learned to speak much louder!

The Vault Cultural Collective are very proud of the outstanding success of the Drama Camp and truly appreciate the support of the Town of Strathmore.

Yours sincerely,

FOIP, Sec. 17(1)

Jeannette Brown
Secretary
The Vault Cultural Collective

TOWN OF STRATHMORE
Accounting

AUG 13 2024

RECEIVED: _____