

**1. CALL TO ORDER**

**2. CONFIRMATION OF AGENDA**

**3. CLOSED MEETING**

- 3.1. Council CAO Dialogue – Advice from officials – ATIA S. 29(1)(b)(iii)
- 3.2. Amenity Opportunity – Advice from officials – ATIA S. 29(1)(a)
- 3.3. Medical Services – Advice from officials – ATIA S. 29(1)(a)
- 3.4. Legal Update – Advice from officials – ATIA S. 29(1)(a)
- 3.5. Alberta Municipalities Resolution Request – Advice from officials – ATIA S. 29(1)(a)
- 3.6. Strathmore Stampede Planning Update – Advice from officials – ATIA S. 29(1)(a)

**4. PUBLIC HEARING**

**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](mailto: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](mailto:LSAdmin@strathmore.ca) by noon, seven (7) days before a Regular Council Meeting.

- 6.1. RCMP Q4 Quarterly Report & 2025-2026 Policing Priorities  
[Agenda Item - AIR-25-147 - Pdf](#)

4 - 21

**7. CONSENT AGENDA**

- 8.1 Regular Council Meeting Minutes – July 2, 2025
- 9.1 Service and Service Level Inventory Review
- 9.4 Annexation Update
- 9.5 Tax Arrears Auction – Results and Minutes
- 9.6 Budget Policy No. 1809
- 9.7 Water Reservoir Project – Financing Amendment
- 9.8 Culture and Wellbeing Task Force Funding Recommendation
- 9.9 Public Art Mural Strathmore Skatepark – Skills for Success

- 12.1 Thank you letter from Minister of Indigenous Relations
- 12.2 Alberta Mid-Sized Cities Mayors' Caucus Letter to Minister Ellis
- 12.3 Marigold Library System 2024 Value of Your Investment (VOYI) Report
- 12.4 Ringette Canada – Sponsorship Letter
- 12.5 Introduction Letter – Alberta RCMP Commanding Officer

## **8. CONFIRMATION OF MINUTES**

- 8.1. Regular Council Meeting Minutes – July 2, 2025 22 - 31  
[Agenda Item - AIR-25-198 - Pdf](#)

## **9. BUSINESS**

- 9.1. Service and Service Level Inventory Review 32 - 131  
[Agenda Item - AIR-25-192 - Pdf](#)
- 9.2. Real Property Transactions Policy No. 6610 132 - 142  
[Agenda Item - AIR-25-195 - Pdf](#)
- 9.3. Intermunicipal Collaboration Framework (ICF) with Villages of Rockyford, Standard and Hussar – Terms of Reference 143 - 150  
[Agenda Item - AIR-25-199 - Pdf](#)
- 9.4. Annexation Update 151 - 153  
[Agenda Item - AIR-25-205 - Pdf](#)
- 9.5. Tax Arrears Auction – Results and Minutes 154 - 160  
[Agenda Item - AIR-25-201 - Pdf](#)
- 9.6. Budget Policy No. 1809 161 - 170  
[Agenda Item - AIR-25-139 - Pdf](#)
- 9.7. Water Reservoir Project – Financing Amendment 171 - 176  
[Agenda Item - AIR-25-196 - Pdf](#)
- 9.8. Culture and Wellbeing Task Force Funding Recommendations 177 - 183  
[Agenda Item - AIR-25-197 - Pdf](#)
- 9.9. Public Art Mural Strathmore Skatepark – Skills for Success 184 - 195  
[Agenda Item - RFD-23-100 - Pdf](#)

## **10. BYLAWS**

## **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 Minister of Indigenous Relations 196  
[Thank you letter from Minister of Indigenous Relations](#)
- 12.2. Alberta Mid-Sized Cities Mayors' Caucus Letter to Minister Ellis 197 - 198  
[Alberta Mid-Sized Cities Mayors' Caucus Letter to Minister Ellis](#)

12.3.	Marigold Library System 2024 Value of Your Investment (VOYI) Report <a href="#">Marigold Library System 2024 Value of Your Investment (VOYI) Report</a>	199 - 203
12.4.	Ringette Canada – Sponsorship Letter <a href="#">Ringette Canada – Sponsorship Letter</a>	204 - 206
12.5.	Introduction Letter – Alberta RCMP Commanding Officer <a href="#">Introduction Letter – Alberta RCMP Commanding Officer</a>	207 - 208

### **13. ADJOURNMENT**



# Request for Decision

**To:** Council

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

**Date Prepared:** May 20, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** RCMP Q4 Quarterly Report & 2025-2026 Policing Priorities

**RECOMMENDATION:** THAT Council approve the 2025-2026 RCMP Policing Priorities for the Town of Strathmore.

## STRATEGIC PRIORITIES:



Affordable  
Living



Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

## HOW THE STRATEGIC PRIORITIES ARE MET:

As part of its Strategic Plan, Council has prioritized the maintenance, protection, and improvement of Community Wellness services that support optimum lifestyles for residents of Strathmore.

Endorsing the RCMP's policing priorities supports greater community safety and wellbeing through a focus on crime prevention, traffic safety, increased visibility and community engagement.

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## SUSTAINABILITY

### ECONOMIC SUSTAINABILITY:

Economic sustainability is not applicable.

### SOCIAL SUSTAINABILITY:



Social sustainability is not applicable.

**ENVIRONMENTAL SUSTAINABILITY:**

Environmental sustainability is not applicable.

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**IMPLICATIONS OF RECOMMENDATION:****GENERAL:**

The RCMP Detachment Commander will provide a quarterly report to Council and annually, bring forward policing priorities for Council to endorse.

**ORGANIZATIONAL:**

There are no organizational implications.

**OPERATIONAL:**

There are no operational implications.

**FINANCIAL:**

There are no financial implications.

**POLICY:**

There are no policy implications.

**IMPLEMENTATION:**

Not applicable.

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**BACKGROUND:**

Strathmore RCMP detachment commander, Staff Sergeant Wielgosz will report and provide an update on the activities within the RCMP detachment area from January 2025 to March 2025.

In addition, annually policing priorities are established annually to ensure the RCMP is appropriately addressing those policing issues that are identified as the most important to Strathmore. This may require, for example, realigning resources, implementing target-specific training, or focusing on strategic initiatives. Establishing policing priorities does not mean the RCMP will stop policing or addressing other issues, complaints, or priorities.

The recommended priorities were developed through:

- Internal analysis of current and anticipated crime trends;

- Community consultation through various methods such as the Community Group Liaison program, and School Liaison program; and
- Consultation with elected officials during delivery of quarterly update reports.

### **KEY ISSUE(S)/CONCEPT(S):**

Detachment Commander, Staff Sergeant Mark Wielgosz has identified the following policing priorities for 2025-2026:

1. Property Crime: Maintaining and or reducing instances of break and enters, theft of motor vehicles, and theft from motor vehicles from historical averages;
2. Traffic Safety: Maintaining and or reducing instances of reportable and injury collisions from historical averages; and
3. Community Engagement.

These priorities will be achieved through various methods including but not limited to:

- Crime reduction/prevention strategies;
- Enhanced visibility;
- Road safety initiatives;
- Engagement with community groups, schools, and involvement in local events; and
- Delivery of services in Community Policing model.

### **DESIRED OUTCOMES:**

That Council accept the Q4 Quarterly report and approve the policing priorities identified by Detachment Commander, Staff Sergeant Mark Wielgosz.

### **COMMUNICATIONS:**

This report will be posted on the Town's website.

### **ALTERNATIVE ACTIONS/MOTIONS:**

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

### **ATTACHMENTS:**

[Attachment I: 2024-2025 RCMP Q4 Report](#)

Kevin Scoble, Chief Administrative Officer

Approved  
- 17 Jul  
2025

# STRATHMORE MUNICIPAL POLICING REPORT

QUARTER 4 and Year End Report

January 1, 2025 – March 31, 2025



Prepared by:  
Staff Sergeant Mark Wielgosz  
Detachment Commander  
Strathmore – Langdon RCMP



Royal Canadian Mounted Police  
Gendarmerie royale du Canada

Canada



### Population Served:

- Strathmore: 14,751
- Langdon: 5,783
- Rocky View: 5,733 (est.)
- Wheatland: 6,299 (est.)

### Police Strength:

- Strathmore: 16 Regular Members
- Langdon: 5 Regular Members
- Rural: 13 Regular Members

### Support Staff:

- Strathmore: 6 Municipal Employees
- Rural: 4 Public Servants
- Langdon: 1 Municipal Employee

## 2024-2025 ANNUAL PERFORMANCE PLAN INITIATIVES - QUARTERLY RESULTS

**1. Reduce Property Crimes** – Reduction in theft of vehicles, theft from vehicles, and break and enter by 5% from the six year historical average.

The goal of this priority is to maintain or reduce the historical six year crime levels through use of the following strategies.

### Habitual Offender Management

A habitual offender management program (HOM) remains in effect to target habitual or high impact offenders residing in our Detachment area. Enforcement and monitoring efforts are undertaken to ensure offenders comply with ordered conditions or face consequence for non-compliance. Offenders are selected based upon the following factors:

- Volume of crime they commit;
- Seriousness of the crimes they commit;
- Likelihood of reoffending; and
- Impact of their crime on the community.

During this quarter, Strathmore Detachment monitored 14 habitual offenders.

Offender/Property 1: Property identified as frequented by HOM offenders and property crime. (Rocky View County) Results of checks conducted:

- 2 persons apprehended on warrant status.
- 1 person found not in compliance with release conditions. Arrested and held for bail hearing.

Offender 2: Offender identified on release by CSO on fraud related offences. Found in compliance during checks this quarter. (Strathmore)





## MUNICIPAL POLICING REPORT



Offender 3: Offender identified on release for several weapons, drug, and property offences. Offender found out of compliance late this quarter, charges pursued. (Wheatland County)

Offender 4: Offender identified on release bound by a CSO for Arson offences. Found in compliance with release conditions during checks this quarter. (Langdon)

Offender 5: Offender identified on release for several firearms related offences. Found in compliance during checks this quarter. (Langdon)

Offender 6: Offender identified on release bound by a CSO in relation to a mischief charge stemming from a larger arson investigation. Found in compliance with conditions during checks which expired this quarter. Offender moved to persons of interest program. (Strathmore)

Offender 7: Offender identified on release on several violence related charges. Found in compliance during checks this quarter. Offender conditions expired this quarter and has been moved to the persons of interest program. (Strathmore)

Offender 8: Offender bound by a CSO related to a significant arson within Strathmore in 2022. Found in compliance with conditions during checks this quarter. (Strathmore)

Offender 9: Offender identified on release for several theft and fraud related offences. Found in compliance during checks this quarter. (Strathmore)

Offender 10: Offender identified on release order for several theft and property offences with a significant criminal history. The offender was arrested early this quarter in Drumheller in connection with a number of new offences and remanded into custody. File closed pending release location. (Rocky View County)

Offender 11: Offender identified on house arrest at a residence in Strathmore in relation to property offences. Found in compliance during checks this quarter while conditions were active. Conditions expired late this quarter, offender moved to persons of interest program. (Strathmore)

Offender 12: Offender identified on release with curfew conditions stemming from several property offence investigations. The offender was briefly placed at an address in Rocky View County before moving to another residence in Calgary. Was found in compliance with checks while present in the detachment area. No longer monitored as not in community. (Rocky View County)

Offender 13: Offender bound by CSO and on house arrest in relation to a conviction for property related offences. Was found in compliance with conditions during checks while the CSO was active. No longer monitored, moved to persons of interest program. (Strathmore)

Offender 14: Offender bound by parole conditions with a curfew in relation to sex offences. Checks were not completed as the offender moved out of the detachment area soon after release. No longer monitored. (Wheatland County)





### **Persons of Interest Program**

Outside of the offender management program, Strathmore RCMP monitors persons in the community involved in organized crime or at large on various types of release such as parole, probation, and interim release on open criminal matters. Persons are identified on the potential risk to the community, severity of offences they are accused of, or likelihood to reoffend.

Partnerships with Calgary Police Service, Federal Parole Board, Provincial Probation Officers, and RCMP intelligence units are leveraged to remain cognizant of offenders moving in and out of Strathmore and the surrounding area.

This program is carried out by Strathmore General Investigation Section (GIS), which has been expanded to include rural areas with the addition of a rural resource. The unit consists of three members strategically focused on:

- Drug trafficking activity;
- Serious persons crimes;
- Habitual offender management; and
- High value property crime in both rural and municipal areas.

### **Security Screw Program**

The Security Screw Program is now active for Strathmore and surrounding communities. The program involves provision of security fasteners to area residents without charge at select locations.

Current locations are:

- Strathmore RCMP Detachment;
- Strathmore Fire Department;
- Strathmore Ford;
- Strathmore Motor Products; and
- Strathmore Dodge.
- Rocky View County – Langdon Detachment

Community response has been positive and several fasteners have been installed at all locations.

### **Crime Prevention Through Environmental Design (CPTED) and Business Outreach Program**

At present, this program is available upon request or referral by front line members to assess properties to help prevent and deter victimization.



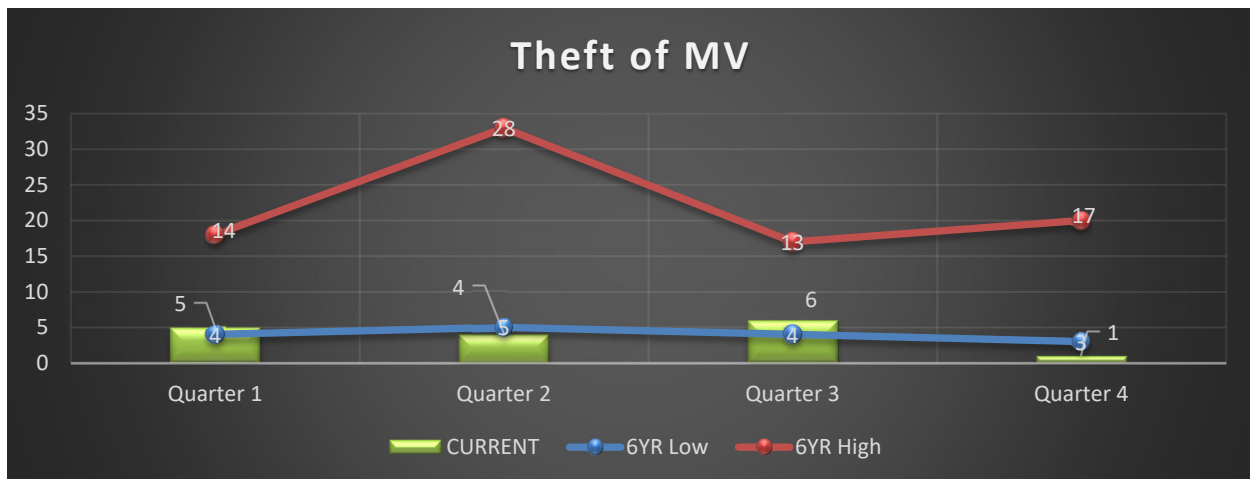
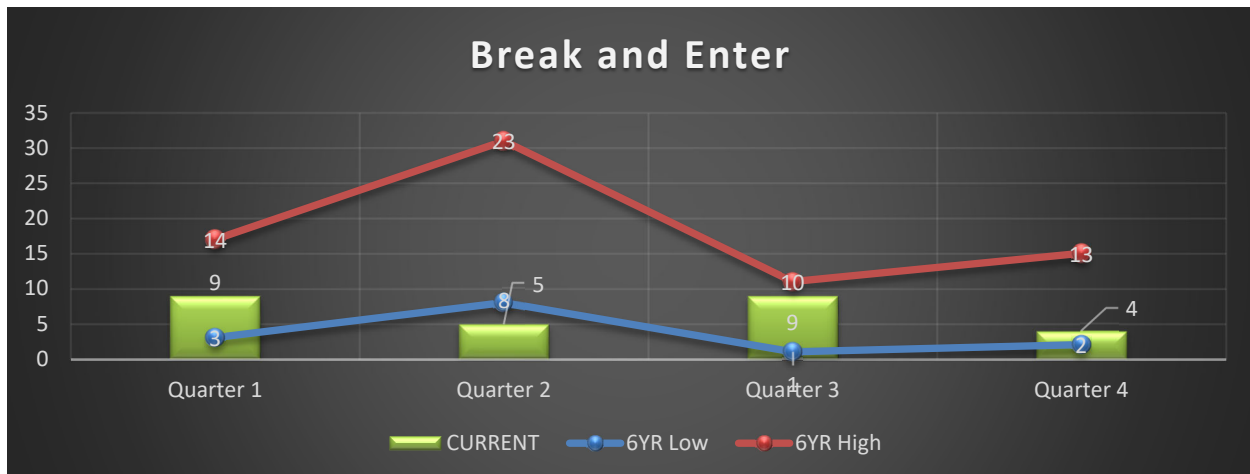


## Operation Cold Start

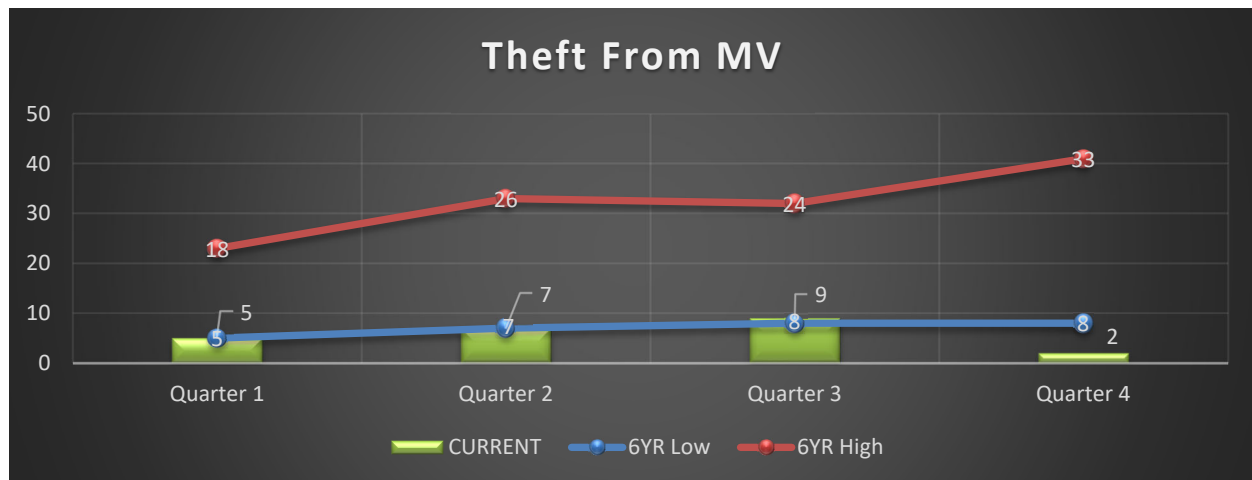
Between January 20 to 24, 2025 Strathmore members participated in Operation Cold Start. The purpose of the program is to bring awareness to residents to prevent auto theft during cold months while leaving vehicles running and unattended. If a vehicle is located running and unattended, members check to ensure it is locked. Where possible, a conversation is held with the owner to provide information on preventative measures. Pamphlets are provided during these interactions or left behind if an owner is not located.

This year members found:

- 33: Vehicles left idling with keys and unlocked.
- 6: Vehicles left idling with keys, locked.
- 12: Interactions with owners.
- 41: Information pamphlets provided.







Results for Q4 in the selected areas in comparison to the same time frame last year including comparisons to the preceding six fiscal year average:

	FY23/24 to FY24/25	6 Year Average
<u>Break and Enter</u>		
<b>Q4</b>	Up from 2 to 4 (+100%)	Down from 7 to 4 (-43%)
<u>Theft of Motor Vehicle</u>		
<b>Q4</b>	Down from 4 to 1 (-75%)	Down from 10 to 1 (-90%)
<u>Theft from Motor Vehicle</u>		
<b>Q4</b>	Down from 5 to 2 (-60%)	Down from 13 to 5 (-62%)

Break and Enter: Occurrences this quarter were slightly elevated this quarter in comparison to the same time frame last year; but reduced by nearly half from our historical averages. Of the four occurrences, two were businesses, one was other type of property, and one occurrence involved a residence where the offender was identified and charged.

Theft of MV: There was only one truck stolen this quarter which was left in a driveway running and unlocked. It was located in Calgary and one person was arrested/charged.

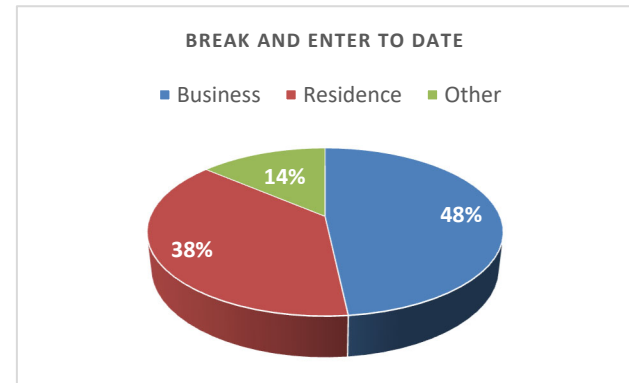
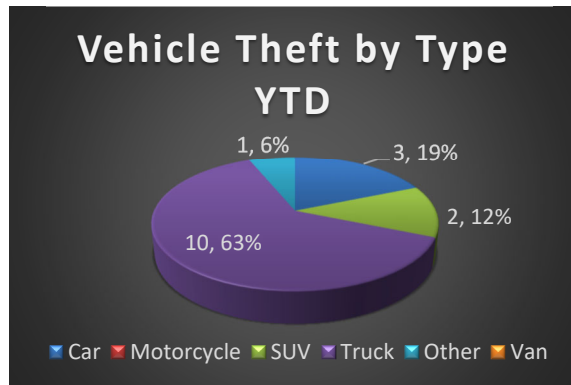
Theft from MV: Of the nine occurrences this quarter, three involved license plate theft, two were crimes of opportunity, four thefts involved valuables (wallets/purses) stored in plain sight.







Year End Results:



	FY23/24 to FY24/25	6 Year Average
<u>Break and Enter</u>		
YTD	Up from 21 to 28 (+33%)	Down from 35 to 28 (-20%)
<u>Theft of Motor Vehicle</u>		
YTD	Down from 43 to 16 (-63%)	Up from 39 to 16 (-59%)
<u>Theft from Motor Vehicle</u>		
YTD	Down from 39 to 23 (-41%)	Down from 56 to 23 (-59%)

Year end results were met with mainly positive results which exceeded objectives in all three categories. Break and enters were slightly elevated from the year prior but reduced from historical averages. Theft of and from MV were significantly reduced from the year prior and by more than half of our historical averages. Both at areas reached six year lows.

**2. Traffic Safety –** Reduction of both injury and overall collisions.

The goal of this priority is to maintain or reduce the historical five year crime levels through use of the following strategies.

**Traffic Safety/Enforcement**

**ENFORCEMENT RESULTS THIS QUARTER**

Violations: 99 (769 YTD)  
Suspensions in both municipal and rural areas:  
- IRS: 9 (74 YTD)      - Drive while Disqualified: 5 (19 YTD)  
- 72hr: 2 (30 YTD)      - Impaired: 2 (8 YTD)  
- 24hr: 1 (3 YTD)      - GDL AZAT: 0





**Check Stop Program** *(in and around Strathmore)*

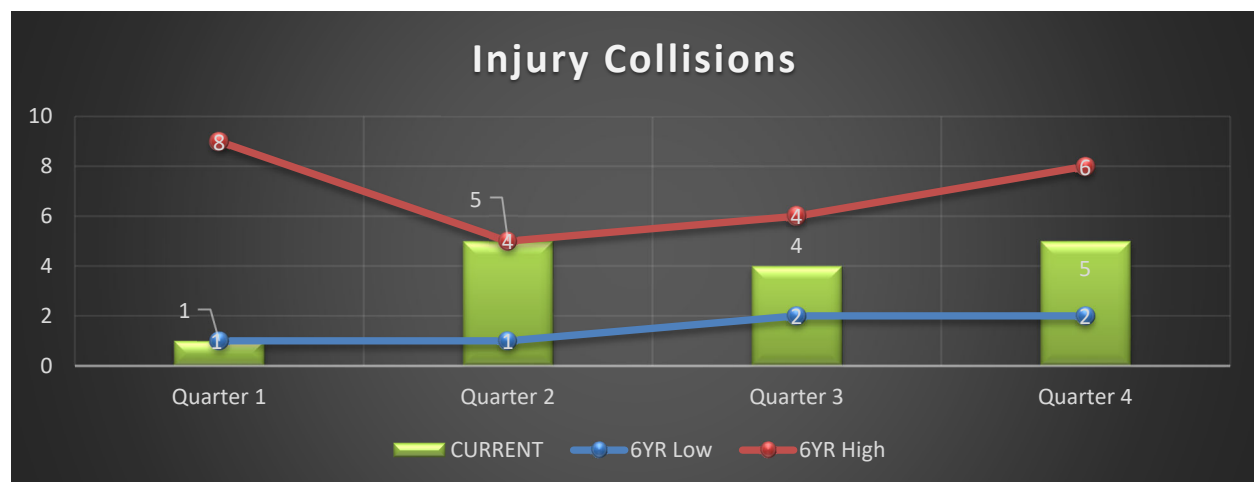
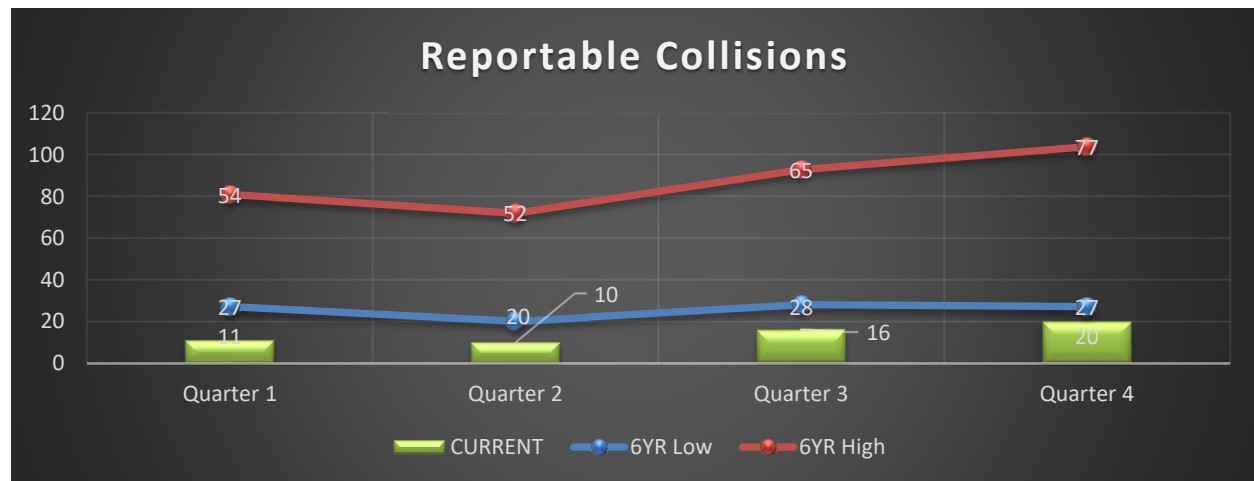
Nothing to report this quarter.

This year, eight static check stops were conducted in Strathmore and surrounding areas. In total 786 vehicles were checked which resulted in the issuance of two IRS suspensions, two 72hr suspensions, one 24hr suspension, and seven violations.

**Bar Walk Program**

Strathmore members conduct foot patrols through licensed establishments to maximize visibility in an effort to prevent, detect, and deter criminal activities. Criminal activity may include Gaming Liquor and Cannabis Act infractions, Illicit drug offences, or impaired driving.

**Collision Comparisons**





## MUNICIPAL POLICING REPORT



Results for this quarter in the selected areas in comparison to the same time frame last year including comparisons to the preceding six fiscal year average:

### FY23/24 to FY24/25

### 6yr. Fiscal YR Avg.

#### Reportable Collisions:

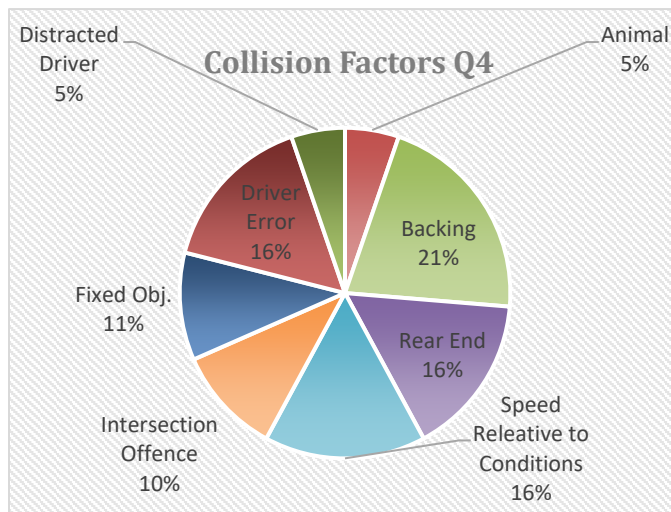
**Q4** Down from 27 to 20 (-26%)

Down from 41 to 20 (-49%)

#### Injury Collisions:

**Q4** Unchanged at 5 (=%)

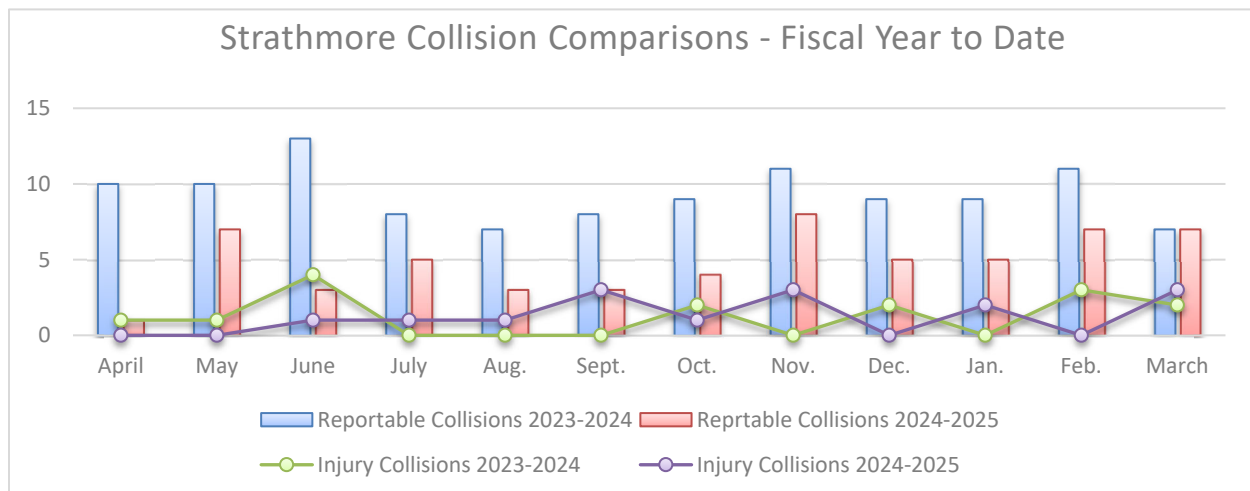
Up from 4 to 5 (+25%)



Reportable collisions were reduced this period from last year and over our six year averages. Most collisions occurred as a result of intersection offences and rear end incidents.

Injury collisions were unchanged from the year prior and elevated from six year averages. Two collisions involved intersection offences with drivers proceeding when not safe, one instance was with a deer, and two involved distracted driving.

(\*\* A contributing factor in the reduction of reportable collisions may be slightly attributable to the increase in the minimum value to report. In December of 2023, the reportable value increased from \$2,000 to \$5,000.)





	FY23/24 to FY24/25	6yr. Fiscal YR Avg.
<u>Reportable Collisions:</u>		
YTD	Down from 127 to 57 (-55%)	Down from 176 to 57 (-76%)
<u>Injury Collisions:</u>		
YTD	Up from 14 to 15 (+7%)	Up from 13 to 15 (+15%)

Year to date injury collisions were slightly elevated from the year prior and from historical averages. Contributing factors include an increase in overall activity in the community and growth. Intersection offences and distracted driving remain the higher risk factors in this area.

Reportable collisions were significantly reduced in both time/data sets. A contributing factor remained the increase of damage value to report collisions. Other factors include a sustained focus on visibility and aggressive driving.

### 3. Community Engagement and Indigenous Community Engagement

Fostering positive relationships within our community and seeking ways to improve engagement with our residents and indigenous communities is a priority this year. Community support and engagement is essential to the success of crime reduction and community safety initiatives. This is achieved through open communication, trust, and emersion into Strathmore and the surrounding communities as community members ourselves.



#### School Visits

During this quarter, Strathmore members continued visits at Strathmore Schools to interact with students, provide school talks on community safety topics, and maintain presence during high traffic periods.

Members carried out 49 visits to all of our schools with a total of 152 for the year (includes rural area).

*Jan. 13: Cst.'s SOCKETT and KIM provided an educational session to high school students about road safety and impaired driving.*

#### Attendance at Community Events

*January 13:* S/Sgt. WIELGOSZ, Sgt. SALMON, Cpl. PROUSE, Cst. SHAIKH, and PS OLSEN donated blood as part of the sirens for life initiative.







**February 27:** S/Sgt. WIELGOSZ, Sgt. SALMON, and Cpl. PROUSE participated in the emergency services food drive for our local food bank. Bags were delivered door to door for donations to be picked up later.



**February 26:** Detachment members and staff attended the New Blood play at the High School showcasing the residential experience from the Blackfoot Peoples' perspective through dance and song. Sgt. Irwin MCADAM (depicted in the center, formerly posted to Strathmore) with the RCMP Indigenous Policing Section met with and took photos with some of the performers.



**March 7:** Cpl. GOETZ, with Cst.'s JOSEPH, SRAN, and DAPONTE helped pick up food donations from doorsteps as part of the emergency services food drive.





### Community Liaison Program

A community liaison program is in place with a member is assigned to a community group. The purpose of this program is to form a link with community groups to seek feedback on concerns and open channels of communication with respect to education, how to reduce or prevent victimization, and early identification of community cultural issues. There are 17 community groups with liaison members assigned in Strathmore. If a community group would like to request an RCMP liaison, please contact S/Sgt. Mark WIELGOSZ at Strathmore Detachment.

### 4. Other Initiatives

#### Strathmore Youth and Indigenous Youth Diversion Program

Strathmore Detachment has implemented a youth and Indigenous youth diversion program to give young persons a chance to redeem themselves through restorative justice. The goals of the program include educating and deterring youth from entering the criminal justice system, to provide an opportunity to make recompense for wrongdoing through restorative justice principles, and give young persons an opportunity to learn from their mistakes.

Eligible criminal cases involve first time minor offences such as property crimes. Candidate eligibility is determined on four criteria:

1. Admission of wrongdoing;
2. Expression of legitimate remorse;
3. Willingness to make recompense and participate in youth justice forums; and
4. Victim consent to allow the matter to proceed toward diversion.

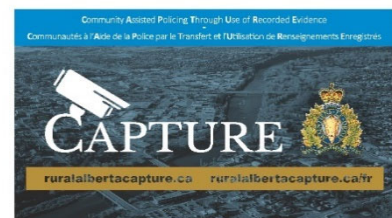
Investigating members will determine eligibility as an option to find the best outcome in response to minor criminal matters and prevent repetition of offenses. Activities typically involve volunteerism and soft labour tasks within the community (picking up litter, removing graffiti, shovelling snow for seniors, etc.)

Partnerships have been created with the Town of Strathmore and Siksika Nation to facilitate and monitor restorative measures.

#### Rural Alberta CAPTURE Program

On June 12, 2023 The Alberta RCMP announced the voluntary surveillance camera registry program, called CAPTURE (Community Assisted Policing Through the Use of Recorded Evidence) was available Province wide.

Residents and businesses who have video surveillance, and are willing to share video camera footage when requested, can



Register  
your  
security  
camera

Help police investigate  
crimes and keep your  
community safe.

The registry is voluntary and  
secure. Sign up and help protect  
your property, your family and  
your community.



GO TO YOUR CERTIFIED  
ruralalbertacapture.ca

Enregistrez  
votre  
caméra  
de sécurité

Aidez la police à enquêter  
sur des crimes et à  
assurer la sécurité de  
votre collectivité.

L'inscription au registre est volontaire  
et sécurisée. Inscrivez-vous pour aider  
à protéger votre propriété, votre  
famille et votre collectivité.



POUR ENREGISTRER VOLONTAIREMENT  
ruralalbertacapture.ca/fr





sign up. This initiative won't replace officers from knocking on doors, but it will help officers track down video evidence in ongoing criminal investigations in RCMP jurisdictions.

The program aims to reduce the time an officer needs to search for and gather video evidence when investigating. The CAPTURE program allows a person or business to upload a portion of the video requested. This allows the officer to evaluate the video footage before deciding to ask for a copy.

Strathmore Detachment is now active with the CAPTURE program. To get started, visit [www.ruralalbertacapture.ca](http://www.ruralalbertacapture.ca) and create an account. From there you can enter your contact information and video cameras on the secure site. Your information is not available to the public. If an officer needs to contact you, they will do so by the information provided.

Things to know about the program:

- This is completely voluntary and consent can be withdrawn at any time;
- Registering a camera and contact information allows the RCMP to see a list of security cameras so they can contact the owners during an investigation;
- The video footage on your camera remains your property;
- The RCMP will not have live access to your camera feed. We will only ask for videos already recorded;
- You can share your video footage through the website for an officer to view before they decide if the video will help in their investigation; and
- An officer can provide you with a USB thumb drive to copy your video. An officer can not download the video; they can only view it.

The poster features the RCMP logo at the top left. The main heading is 'ONLINE CRIME REPORTING' in a blue box, with 'is now available' in smaller text below it. Below this is a graphic of a computer monitor displaying a website with a line graph and a police badge icon. A large black button with white text says 'Report it online!' with a white cursor icon pointing at it. Below the button, there are two sections: 'YOU CAN FILE A REPORT IF:' with a green checkmark icon and a list of conditions, and 'YOU CANNOT USE ONLINE CRIME REPORTING IF:' with a red X icon and a list of conditions. At the bottom, there is a QR code and the URL 'HTTPS://OCRE-SIELC.RCMP-GRG.GC.CA/ALBERTA'.

**RCMP**  
ONLINE CRIME REPORTING  
is now available

**Report it online!**

**YOU CAN FILE A REPORT IF:**

- You have lost something that costs less than \$5000
- Someone has stolen something from you that costs less than \$5000
- Someone has vandalized your property or vehicle and it will cost less than \$5000 to repair it
- The crime happened within the jurisdiction of the Alberta RCMP
- Thefts over \$5,000 are accepted from oil, telecommunications, and utility companies

**YOU CANNOT USE ONLINE CRIME REPORTING IF:**

- There is a witness or suspect
- There are lost or stolen items involving personal identity, firearms, licence plates or decals

All crimes reported online to the Alberta RCMP will be followed up with a phone call from a police officer within five business days.

[HTTPS://OCRE-SIELC.RCMP-GRG.GC.CA/ALBERTA](https://ocre-sielc.rcmp-grc.gc.ca/alberta)

Royal Canadian Mounted Police / Gendarmerie royale du Canada

### Online Crime Reporting

Online crime reporting is also available to report minor property crimes or non-emergent matters without the need to call the police or Visit the Detachment. These reports are routed through the Alberta RCMP Call Back Unit who will follow up with complainants. Depending on the complexity of the incident, the report can be forwarded to the appropriate Detachment to continue with the investigation. The online reporting tool can be accessed at <https://ocre-sielc.rcmp-grc.gc.ca/alberta> or through the Alberta RCMP App.







## Alberta RCMP App

The Alberta RCMP App is available through the most app stores. It is free and provides users access to a variety of community safety programs such as the Online Crime Reporting tool, Crime Mapping, Crime Statistics, and media releases to name a few.

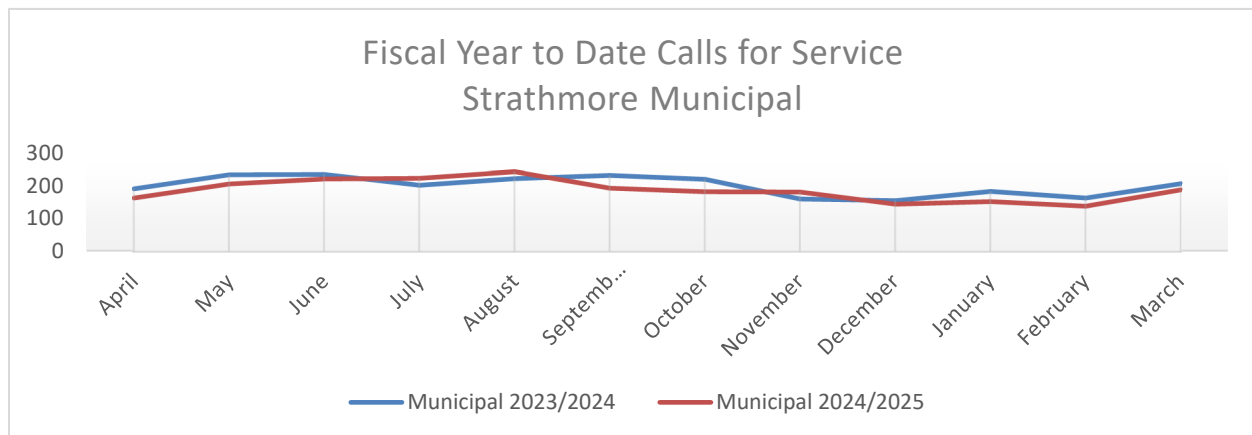


## Watch Clerk Program

With support from the Town of Strathmore, Wheatland County and Rocky View County a watch clerk program was created in late 2017 early 2018. Watch clerks are support staff employees dedicated to supporting front line policing activities within Strathmore and in the Rural areas by completing administrative tasks on behalf of front line members thereby maximizing their ability to actively patrol our area. This program is a valuable investment in community safety.

Each funding partner contributes to the program to fund three clerks with a fourth provincial position reallocated by the Detachment Commander into the pool. At the close of this quarter, there all positions were filled.

## Fiscal Year to Date Calls for Service



\*\*\* Traffic offences/complaints/investigations were removed as Strathmore Detachment continues use of e-ticketing. E-ticketing creates a file for each roadside stop. Separation of traffic complaints and self generated enforcement was not done. Inclusion of traffic stats may give the appearance of artificially high occurrence numbers.  
\*\*\* The numbers shown are occurrences within the Town of Strathmore which do not include rural or Langdon files.

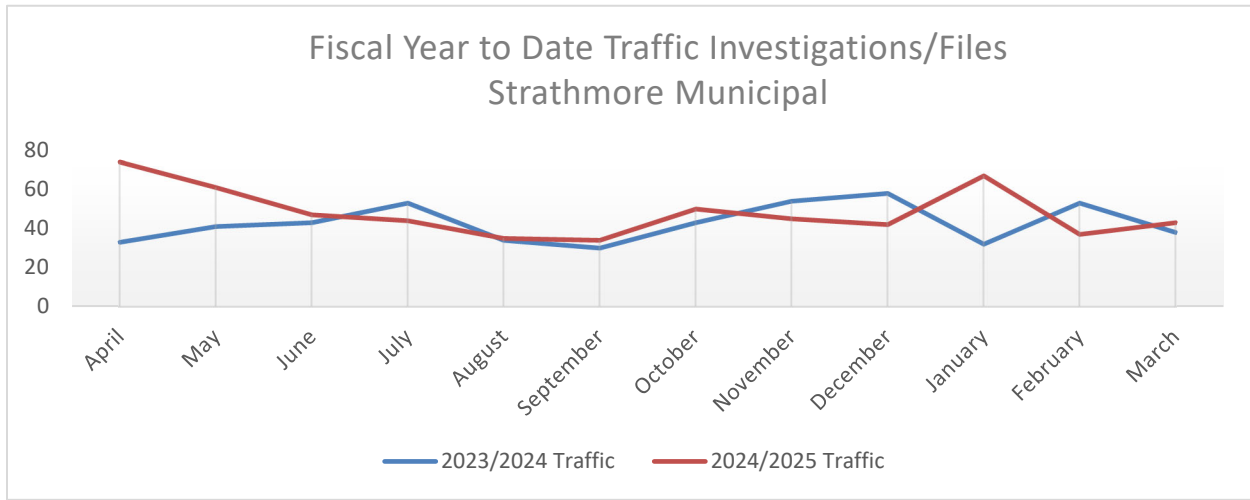
In Q4 Strathmore Detachment responded to 482 calls for service within Town limits, down from 493 the year prior.







Fiscal Year to Date Traffic Offences and Reports



Traffic files in Q4 increased from 123 to 147 compared to the same time frame last year.

Staff Sergeant Mark Wielgosz      2025-07-15  
Detachment Commander  
Strathmore-Langdon Detachment





# Request for Decision

**To:** Council

**Staff Contact:** Veronica Anderson, Legislative Services Officer

**Date Prepared:** July 2, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** Regular Council Meeting Minutes - July 2, 2025

**RECOMMENDATION:** THAT Council adopt the July 2, 2025 Regular Council Meeting Minutes as presented in Attachment I.

## STRATEGIC PRIORITIES:



Affordable  
Living



Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

## HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

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## SUSTAINABILITY

### ECONOMIC SUSTAINABILITY:

N/A

### SOCIAL SUSTAINABILITY:

N/A

### ENVIRONMENTAL SUSTAINABILITY:

N/A

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**IMPLICATIONS OF RECOMMENDATION:**

**GENERAL:**

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the July 2, 2025 Regular Council Meeting are given to Council for adoption.

**ORGANIZATIONAL:**

N/A

**OPERATIONAL:**

N/A

**FINANCIAL:**

N/A

**POLICY:**

N/A

**IMPLEMENTATION:**

N/A

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**BACKGROUND:**

N/A

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**KEY ISSUE(S)/CONCEPT(S):**

N/A

**DESIRED OUTCOMES:**

N/A

**COMMUNICATIONS:**

Once signed, the July 2, 2025 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 - 02 JUL 2025 - Minutes](#)

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Claudette Thorhaug, Legislative Services Officer

Approved  
- 15 Jul  
2025

Johnathan Strathdee, Manager of Legislative Services

Approved  
- 15 Jul  
2025



# MINUTES

## REGULAR COUNCIL MEETING

6:00 PM - Wednesday, July 2, 2025

Council Chambers, 1 Parklane Drive, Strathmore AB

**COUNCIL PRESENT:**

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

**STAFF PRESENT:**

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 2, 2025 Regular Council Meeting to order at 6:02 p.m.

**1.1. Traditional Land Acknowledgment for the First Regular Council Meeting in July (Sootaikisom)**

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

**2. CONFIRMATION OF AGENDA**

**Resolution No. 220.07.25**

Moved by Councillor Peterson

THAT Council adopt the July 2, 2025 Regular Council Meeting Agenda as amended.

DELETE:

3.2 Council CAO Dialogue – Advice from officials – ATIA S. 29(1)(b)(iii)

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

**AGAINST:** None.

**CARRIED**

**3. CLOSED MEETING**

**Resolution No. 221.07.25**

Moved by Councillor Langmaid

THAT Council move In Camera to discuss items related to section 29(1)(a) of the *Access to Information Act* at 6:05 p.m.

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

**AGAINST:** None.

**CARRIED**

**3.1. Intergovernmental Relations – Advice from officials – ATIA S. 29(1)(a)**

**Resolution No. 222.07.25**

Moved by Councillor Langmaid

THAT Council move out of Camera at 6:29 p.m.

AND THAT Council recess for 25 minutes.

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

**AGAINST:** None.

**CARRIED**

Mayor Fule reconvened the meeting at 7:00 p.m.

**Resolution No. 223.07.25**

Moved by Councillor Peterson

THAT Council approve a Capital Budget Amendment up to \$800,000 funded out of the Water Reserve for Township Rd 240 watermain modifications, notice of which this work was to be undertaken was received from Wheatland County following the approval of the Town's 2025 budget for the following items:

- \$729,000 Construction;
- \$20,000 Insurance; and
- \$51,000 Contingency

on the terms and conditions specified in this RFD.

AND THAT the details of this RFD shared during the in-camera session be made public.

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

**AGAINST:** None.

**CARRIED**

#### 4. **PUBLIC HEARING**

##### 4.1. **Land Use Bylaw Amending Bylaw No. 25-14 (Childcare Services as a Discretionary Use in the CHWY – Highway Commercial District)**

Mayor Fule opened the Public Hearing for Bylaw No. 25-14 at 7:03 p.m. This public hearing was held pursuant to the *Municipal Government Act*, RSA 2000, Chapter M-26 and amendments there to.

Kate Bakun presented for Administration.

Claude Brown spoke in opposition to Bylaw No. 25-14.

Trish Jain spoke in favor of Bylaw No. 25-14.

Jason Hollingsworth spoke in opposition to Bylaw No. 25-14.

Mayor Fule closed the Public Hearing for Bylaw No. 25-14, being a bylaw to amend Land Use Bylaw No. 14-11 at 7:40 p.m.

#### 5. **BYLAWS**

##### 5.1. **Land Use Bylaw Amending Bylaw No. 25-14 (Childcare Services as a Discretionary Use in the CHWY – Highway Commercial District)**

###### **Resolution No. 224.07.25**

Moved by Councillor Langmaid

THAT Council give Second Reading to Bylaw No. 25-14, being a Bylaw to amend the Land Use Bylaw No. 14-11.

**FOR:** Councillor Langmaid, Councillor Peterson, and Councillor Wegener

**AGAINST:** Mayor Fule, Councillor Mitzner, Councillor Montgomery, and Councillor Wiley

**DEFEATED**

#### 6. **PUBLIC HEARING**

##### 6.1. **Land Use Bylaw Amending Bylaw No. 25-16 (Textual Amendments)**

Mayor Fule opened the Public Hearing for Bylaw No. 25-16 at 7:58 p.m. This public hearing was held pursuant to the *Municipal Government Act*, RSA 2000, Chapter M-26 and amendments there to.

Kate Bakun presented for Administration.

There were no comments from members of the public.

Mayor Fule closed the Public Hearing for Bylaw No. 25-16, being a bylaw to amend Land Use Bylaw No. 14-11 at 8:05 p.m.

**7. BYLAWS**

**7.1. Land Use Bylaw Amending Bylaw No. 25-16 (Textual Amendments)**

**Resolution No. 225.07.25**

Moved by Councillor Mitzner

THAT Council give Second Reading to Bylaw No. 25-16, being a Bylaw to amend the Land Use Bylaw No. 14-11.

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

**AGAINST:** None.

**CARRIED**

**Resolution No. 226.07.25**

Moved by Councillor Peterson

THAT Council give Third Reading to Bylaw No. 25-16, being a Bylaw to amend the Land Use Bylaw No. 14-11.

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

**AGAINST:** None.

**CARRIED**

**8. PUBLIC COMMENTS**

None.

**9. DELEGATIONS**

None.

**10. CONSENT AGENDA**

**Resolution No. 227.07.25**

Moved by Councillor Montgomery

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

11.1 Regular Council Meeting Minutes – June 18, 2025

12.1 Corporate Quarterly Report – Q1 2025



- 12.3 Joint Election Agreement
- 12.4 2025 Operating Budget Amendment – Watermain Insurance
- 12.5 2025 Operating Budget Amendment – Celebrate Canada Grant
- 13.2.1 WADEMSA Report to Council – June 2025
- 13.2.2 WHMB Meeting – June 19, 2025
- 14.1 Thank you Letter from Minister of Mental Health and Addiction
- 14.2 Thank you Letter from Minister of Tourism and Sport

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

**AGAINST:** None.

**CARRIED**

## **11. CONFIRMATION OF MINUTES**

### **11.1. Regular Council Meeting Minutes – June 18, 2025**

The following motion was adopted by the consent agenda:

THAT Council adopt the June 18, 2025 Regular Council Meeting Minutes as presented in Attachment I.

## **12. BUSINESS**

### **12.1. Corporate Quarterly Report – Q1 2025**

### **12.2. Council Meeting Schedule Amendments**

#### **Resolution No. 228.07.25**

Moved by Councillor Peterson

THAT Council direct Administration to cancel the Committee of the Whole Meeting scheduled for July 9, 2025 at 6:00 p.m. in Council Chambers.

AND THAT Council direct Administration to move the July 16, 2025 Regular Council Meeting to July 23, 2025.

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

**AGAINST:** None.

**CARRIED**

**Resolution No. 229.07.25**

Moved by Councillor Montgomery

THAT Council direct Administration to cancel the Committee of the Whole Meeting scheduled for September 10, 2025 at 6:00 p.m. in Council Chambers.

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

**AGAINST:** None.

**CARRIED**

**12.3. Joint Election Agreement**

The following motion was adopted by the consent agenda:

THAT Council rescind Resolution No. 142.05.25: "THAT Council authorizes the Returning Officer to enter into an agreement with the Golden Hills School Division #75 and Christ the Redeemer Catholic School for the 2025 municipal election, with costs to be shared as referenced in Attachment I."

**12.4. 2025 Operating Budget Amendment – Watermain Insurance**

The following motion was adopted by the consent agenda:

THAT Council approves a 2025 Operating Budget Amendment in the amount of \$183,700 for watermain insurance costs, funded from the Financial Stabilization Reserve.

**12.5. 2025 Operating Budget Amendment – Celebrate Canada Grant**

The following motion was adopted by the consent agenda:

THAT Council approve a 2025 Operating Budget Amendment to increase Communications and FCSS Contracted Services expenditures related to Canada Day and Indigenous Peoples Day in the amount of \$10,000; funded by the Celebrate Canada Grant program.

**12.6. 2025 Capital Budget Amendment – Aerial/Ladder Truck Initial Payment**

**Resolution No. 230.07.25**

Moved by Councillor Wegener

THAT Council approve a 2025 Capital Budget amendment of \$350,000 for the initial payment associated with the purchase of an aerial/ladder truck, with \$200,000 coming from the Fire Reserve and \$150,000 from the Financial Stabilization Reserve.

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

**AGAINST:** None.

**CARRIED**

**13. COUNCILLOR INFORMATION & INQUIRIES**

**13.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS**

None.

**13.2. BOARD AND COMMITTEE REPORTS**

**13.2.1. WADEMSA Report to Council June 2025**

**13.2.2. WHMB Meeting Report – June 19, 2025**

**13.3. QUESTION AND ANSWER PERIOD**

None.

**13.4. ADMINISTRATIVE INQUIRIES**

None.

**13.5. NOTICES OF MOTION**

None.

**14. CORRESPONDENCE**

**14.1. Thank you Letter from Minister of Mental Health and Addiction**

**14.2. Thank you Letter from the Minister of Tourism and Sport**

**15. ADJOURNMENT**

Mayor Fule adjourned the July 2, 2025 Regular Council Meeting at 8:27 p.m.

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Mayor

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Director of Strategic, Administrative,  
and Financial Services



# Request for Decision

**To:** Council

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

**Date Prepared:** June 18, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** Service and Service Level Inventory Review

**RECOMMENDATION:** THAT Council adopts the 2025 Service and Service Level Inventory as presented in Attachment I;

AND THAT the Service and Service Level Inventory be used as a framework for the 2026 budget deliberations.

## STRATEGIC PRIORITIES:



Affordable  
Living



Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

## **HOW THE STRATEGIC PRIORITIES ARE MET:**

Council's strategic priorities are met by establishing a framework of services and service levels for the ongoing review and evaluation of the Town's programs. This framework ensures that the programs are responsive to community needs while also balancing the Town's strategic priority of being financially sustainable.

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## SUSTAINABILITY

### **ECONOMIC SUSTAINABILITY:**

Economic conditions and community needs evolve over time. Policy #1218, known as the Service & Service Level Policy, establishes services and service levels that allow the Town to adapt its programs and services to address emerging challenges or opportunities.

**SOCIAL SUSTAINABILITY:**

Service Levels developed under Policy #1218 - Service & Service Level Policy, with a dual focus on community responsiveness and financial sustainability, can positively impact social sustainability. This is achieved by promoting community engagement, ensuring equitable service delivery, improving quality of life, enhancing health and safety, building resilience to social challenges, and leveraging social capital.

**ENVIRONMENTAL SUSTAINABILITY:**

The Town prioritizes environmental stewardship in all aspects of its services. Environment considerations are integrated into waste management, water conservation, and nature preservation. These considerations are embedded in all decisions related to growth, planning, infrastructure, and development, adhering to the strict environmental policies and regulations set by the Province of Alberta. The Town ensures that all services, including those provided by contractors, comply with environmental legislation, standards, and other requirements.

Service Levels are reviewed frequently to ensure a commitment to continual improvements that enhance environmental protection and contribute to community sustainability. Whenever possible, the Town collaborates with other organizations and government entities on programs and legislative initiatives aimed at improving service levels for the betterment of the environment.

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**IMPLICATIONS OF RECOMMENDATION:****GENERAL:**

Regularly reviewing services and service levels is essential for evaluating the Town's operations and will be a key driving factor in the development of future budgets. These services and their current levels are documented in the Service and Service Level Inventory, which will be presented to Council annually for review and approval. Based on Council's direction regarding service level standards, administration will recommend the appropriate actions to update or alter service levels, considering the associated budgetary impact.

**ORGANIZATIONAL:**

The long-term management of the Town's Service and Service Level Inventory ensures a systematic and transparent process for regular service reviews. This approach aligns with Council's strategic priorities, promotes a culture of continuous improvement, and ensures effective communication with stakeholders. These implications underscore the importance of organizational commitment, resource allocation, and a well-structured approach to service management and improvement.

**OPERATIONAL:**

Operational considerations are vital for the effectiveness and sustainability of the Service and Service Level Inventory. Providing adequate support, training, and resources to staff is essential for the success of the review process and the development of a robust Service and Service Level Inventory. For transparency, it is important to note that the development of the Service Level Inventory did require significant staff resourcing from across the organization and will continue to require staff resourcing for ongoing maintenance.

#### **FINANCIAL:**

It's important for the Town to strategically plan and allocate staffing resources to support the ongoing program and to review and create an inventory of all services, both internal and external to the organization. This ensures that the process is effective, transparent, and aligned with the organization's current goals and strategic priorities.

The Service & Service Level Inventory is the first step in best practice priority based budgeting to support with ensuring that funding is based on the prioritization of services by Council. The decision on whether or not to proceed with priority based budgeting will ultimately be a decision of the Council following the 2025 Municipal Election as this is something that Council can consider as part of the development of it's new Strategic Plan.

#### **POLICY:**

The Services & Service Level Inventory Policy #1218, was approved by Council on January 19, 2024, and stipulates in clause 2.1 that Council will review the Services and Service Levels Inventory annually. This review will provide direction regarding external program standards, services and service levels as part of the Town's annual budgeting process.

#### **IMPLEMENTATION:**

If Council proceeds with the approval of the Service & Service Level Inventory, Administration will use this as a starting point in the development of the 2026 budget, which will ultimately be reviewed and approved by the new Council following the 2025 Municipal Election.

#### **BACKGROUND:**

On January 19, 2024, Council passed Policy #1218 - Service & Service Level Inventory Policy. This policy outlines Council's responsibilities, which include providing direction around external programs, services, and service levels as part of the Town's annual budgeting process; ensure sufficient resourcing for such services and service levels; and approving the service and service levels on an annual basis. The approval of this Policy gave direction to Administration to start with developing the Service and Service Level Inventory.

In alignment with the Town's Corporate Business Plan, the Service & Service Level Inventory has been developed to be a 80% beta version. The 80% beta is noted because it is recognized that this is a first draft and that there will be additions and changes to be made to the inventory on an annual basis going forward in alignment with community needs. Council

will review the inventory on an annual basis for the purpose of providing direction and approval on the set levels of programs and services.

The Service and Service Level Inventory outlines the current state of services provided and comprises major program areas, each consisting of sub-programs, related services, and sub-services. A program is a group of services that address one of the primary purposes of local government - achieving outcomes by delivery services. The services are outputs that meet the needs of client or target groups, provide value, contribute to the program and sub program goals and comply with the purpose of the program. Each service and sub-service outline associated levels of service that residents, businesses and stakeholders can expect to receive from the Town.

Following a review of the Service and Service Level Inventory — and taking into account insights from Citizen Satisfaction Surveys, external consultant reviews (where applicable), and benchmarking guidance from Administration — Council may initiate a review of an external program or service through an Administrative Inquiry. Administrative Inquiries are strongly encouraged to be leveraged so that Council has the necessary information regarding the costs, pros and cons prior to increasing or decreasing a service. In addition, by following a systematic process, this ensures that Council can consider community engagement as well on Service Levels prior to making a decision as well.

Administration has not received any formal Administrative Inquiries or Notices of Motion relating to the 2025 Service Level Inventory. Administration did receive points of clarification to be added into the Service & Service Level Inventory, which have been incorporated.

For subsequent amendments, if the adjustment requires additional financial or staffing resources, Administration will provide a comprehensive response to the inquiry. These Administrative Inquiry responses will support council going forward with developing any subsequent Notices of Motion for consideration in future budgets.

It remains the prerogative, however, of any Council Member to submit a Notice of Motion at any time, thereby skipping the Administrative Inquiry process, and directing Administration to develop a business case for Council's consideration.

The Service and Service Level Inventory document is intended for Council's review and approval regarding service level objectives within the Town. Administration recommends that Council adopt the attached Service and Service Level Inventory as a framework for use during the 2026 budget deliberations.

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#### **KEY ISSUE(S)/CONCEPT(S):**

The primary objective of this review is to confirm the direction of service levels, and any desired changes to the Service and Service Level Inventory. Should Council approve a change in service or service level standards, Administration will provide Council with detailed

information on the operational and financial amendments required to implement such changes. This information will be presented during budget deliberations for the 2026 fiscal year.

### **DESIRED OUTCOMES:**

That Council adopt the Service and Service Level Inventory along with any amendments. Council is to provide Administration with any service level alterations or improvements for subsequent operational and financial review during the 2026 budget deliberations.

### **COMMUNICATIONS:**

If Council proceeds with approving the Service & Service Level Inventory, Administration will ensure that this document is posted on the Town's website for transparency purposes.

### **ALTERNATIVE ACTIONS/MOTIONS:**

THAT Council refer this matter to a Committee of the Whole meeting following the 2025 Municipal Election.

THAT Council refer this matter to a Regular Council Meeting in September 2025 for future consideration.

### **ATTACHMENTS:**

[Attachment I: 2025 Service and Service Level Inventory](#)

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Mark Pretzlaff, Director of Community and Protective Services	Approved - 19 Jun 2025
Jamie Dugdale, Director of Infrastructure, Operations, and Development Services	Approved - 19 Jun 2025
Kara Rusk, Director of Strategic, Administrative, and Financial Services	Approved - 17 Jul 2025
Kevin Scoble, Chief Administrative Officer	Approved - 17 Jul 2025
Johnathan Strathdee, Manager of Legislative Services	Approved - 17 Jul 2025



## 2025 Service and Service Level Inventory

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

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

2025 Service and Service Level Inventory

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

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

# 2025 Service and Service Level Inventory

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

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

2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
HUMAN RESOURCES PROGRAMS						
Human Resources - Health, Wellness & Safety						
	Providing a Safe and Healthy Work Environment for all Town Employees.	Health & Safety Directive	Ensuring the Town has an up-to-date safety program in place.	Safety Procedures and Protocols: Safety Policy and program: creating and implementing Town Directives and procedures to mitigate risks to ensure a safe working environment (emergency response plans, workplace safety training, orientations, regular equipment and building inspections, and adherence to OH&S, Strathmore policy and procedure).	Healthcare Access: Provide access to local healthcare resources, such as occupational health clinics, insurance coverage, wellness programs through orientation or within 24 hours of request.	Internal
		Health & Safety Directive			Health and Safety Training: Providing training programs to educate employees on health and safety best practices, including first aid/CPR training, fire safety drills, and hazardous material handling procedures, general safety orientation within the first month of employment. Regular legislative training every 3 years following new-hire on	Internal

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

## 2025 Service and Service Level Inventory

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

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
<b>ECONOMIC DEVELOPMENT PROGRAMS</b>						
<b>Economic Development - Business Retention and Expansion</b>						
	Conduct a structured and action-oriented means of engaging with existing businesses within the community to identify their priorities, anticipate challenges, and encourage their growth.			Annually collect and analyze information from existing businesses to understand and identify priority needs based on common challenges at least annually.	Complete and present annually a Business Needs Assessment report for Council and local business Stakeholders.	External
	Support and participate on local business stakeholder committees and organizations		Community Futures Wild Rose	Partner on regional business needs projects	Funding partner in annual Business Walk	External
			Strathmore Business Association	Informal business working group consisting of the top ten industries in Strathmore;	In year 1, the Town will support the Association's foundation, facilitate its organization, and provide its funding.  In year 2, the Town will provide a town liaison representative to provide updates	External

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ECONOMIC DEVELOPMENT PROGRAMS						
Economic Development - Business Retention and Expansion						
					and learn the needs of the business community.  Ongoing, the Town liaison will attend Quarterly Meetings; work on business needs projects on an ad hoc basis.	
			Grand Openings, expansions, relocations and special events in the Town.	Local businesses, not for profits and developers will request the Town's Economic Development presence at certain events. At times the Town is asked to speak on the business climate of Strathmore and also share information to promote events through the Town's social media.	Create and provide a Business Welcome Wagon package; Creation of an Economic Development website for investment attraction, data analytics dashboard and to promote local business directory through GIS. Extend community invitations to Council and support their attendance, when able. Ongoing activities, as requested.	External
	Attend Economic Development Government partner meetings, events, and		Jobs and Economy, PrairiesCan West, Alberta Innovates, Invest Alberta, Invest	Research and share resources / connections / grants from our provincial and federal funded	Participate in monthly Government Partnership meetings; investment attraction Plan utilizing the NRED Grant.	External

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ECONOMIC DEVELOPMENT PROGRAMS						
Economic Development - Business Retention and Expansion						
	regional associations meetings.		Canada, and Export Canada	Economic Development support departments with various Town departments and when applicable local community partners.		
			Calgary Region Rural Economic Developers informal committee	Provide local community updates, connections, and resources. Consider and formulate regional collaboration initiatives.	Participate in monthly meetings onsite in community and host meetings, as needed.	External
	Economic Development Associations		Economic Developers of Alberta, Economic Developers of Canada, International Economic Developers Corporation, Business Retention and Expansion International Association, and ICSC association.	Become members, annually, to each association to keep up on Economic Development trends, new tools and education. Facilitates connections with other municipalities and colleagues and provides information on best practices.	Attend annual conferences, webinars and various training opportunities.	External

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<b>ECONOMIC DEVELOPMENT PROGRAMS</b>						
<b>Economic Development - Business Retention and Expansion</b>						
	Local or regional economic impact events, committees, and initiatives.		Not for Profits, regional initiatives, and private entity events that provide large economic impact.	Fund or support by volunteer on committee. Monthly meetings, committee member role volunteer hours, e.g. fundraising, sponsor connection, marketing and attendance during the time of the event.	Respond to inquiries and requests for support within 2 days.	External
	Activities that attract new industrial and commercial business to Strathmore		Response to emergent, time sensitive investment opportunities. This requires shifting resources as required. This may come from provincial, federal, and other private entity partners.		Respond immediately to any Provincial and Federal investment leads and prioritize until not qualified. Connect and partner with pre-qualified potential commercial property owner. All leads are responded to with 2 business days and Town direction and or updates are provided within 5 business days. Leverage grant opportunities.	External
			Additional support and resources to meet timelines may be required from other departments.	Update administration at weekly meeting on cross department functions. Coordinate with applicable	Sponsor cross department project charters and lead weekly meetings.	Internal

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2025 Service and Service Level Inventory

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ECONOMIC DEVELOPMENT PROGRAMS						
Economic Development - Business Retention and Expansion						
				departments as required.		
	Actions taken to promote business and investment opportunities within the Town to domestic and international markets, including identifying opportunities, targeting prospects, providing site tours, developing Town marketing campaigns, attending industry specific events, and relationship development.		Work in collaboration with Invest Alberta, Invest Canada and outsource to specific industry targeted site selects.	Cross function departments as required. Outsource additional expertise, as needed, to execute projects.	Engage with local commercial developers to participate in Investment initiatives. Foster P3 model where applicable.	External

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## 2025 Service and Service Level Inventory

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

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# 2025 Service and Service Level Inventory

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

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

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

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

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

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SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Legislative Services						
					level events and provide speaking notes for the mayor’s attendance at events, as required.	
			Government Relations	Province of Alberta / MLA	Support the relationship between the Town and the local provincial Member of the Legislative Assembly, including scheduling of quarterly meetings between the MLA and Council, drafting correspondence to the MLA on Council’s behalf, drafting key messages for Council of provincial level events, and provide speaking notes for the mayor’s attendance at events, as required.	External
			Government Relations	AUMA Membership	The Town is a member of Alberta Municipalities. Administration supports Council in their attendance by preparing travel arrangements, scheduling meetings with provincial officials, as necessary, crafting speaking notes, if needed, and preparing any ancillary supporting information such as background information for resolutions.  A member of Administration attends these meetings to support Council, if available.	External
			Government Relations	MCMC Membership	The Town is a member of Mid-sized Cities Mayor’s Caucus. Administration supports the Mayor (or Deputy Mayor as the case may be)	External

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

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

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SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Legislative Services						
		Program Policy #7204 <ul style="list-style-type: none"><li>Community Improvement Program Procedure #7204-1</li></ul>				
		<ul style="list-style-type: none"><li>MGA, Part 5, Division 1</li><li>Bylaw #22-26: Boards and Committees.</li><li>Council Resolution adopted TOR on April 2, 2025</li></ul>	Culture and Wellbeing Task Force	TOR adopted to identify and coordinate opportunities to provide community input on items related to community identity and civic pride.	<p>The department is responsible for board and committee membership, including recruitment, appointments, and resignations. The Taskforce consists of 1 Council member, and up to 6 public at large</p> <p>Meetings were held monthly and as agreed upon by the Task Force.</p>	Internal
		<ul style="list-style-type: none"><li>MGA, Part 5, Division 1</li><li>Family and Community Services Act and Regulations</li><li>Bylaw #23-12: Boards and Committees Bylaw</li></ul>	Family & Community Support Services Advisory Board	The Board receives, reviews and makes recommendations on applications for funding under the Community Investment Program.	The department is responsible for board and committee membership, including recruitment, appointments, and resignations. Members of the FCSS Board consist of 1 Council member, 5 public at large and 1 non-voting member from the FCSS department staff member. The Board meets a minimum of 3 times per year or as agreed upon by the committee.	Internal

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

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

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<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legislative Services</b>						
			Parliamentary Support	Provide procedural and legislative support to Council and Administration before and during meetings.	Legislative Services provides parliamentary support during Council meetings (including drafting motions and providing legislative and procedural advice).	Internal
			Correspondence		As per Procedure Bylaw 23-17, Legislative Services is able to receive correspondence on behalf of Council. This correspondence is included in the Council Agenda package (confidential correspondence is emailed to Council).	Internal
Municipal Elections	Organization, coordination, and delivery of municipal elections. Elections are managed in accordance with the LAEA and Bylaw No. 21-18.	<ul style="list-style-type: none"> <li>• MGA, Part 5, Divisions 2, 5 &amp; 6</li> <li>• Bylaw #24-18 – Election Bylaw</li> <li>• Bylaw #24-19 Election Sign bylaw</li> </ul>	Coordination of municipal election		Voting will be kept open from 10 am to 8 pm on Election Day. Advance voting will be held in the Town on days and times established by the Returning Officer.	Internal
	Council Orientation	<ul style="list-style-type: none"> <li>• MGA, Part 6</li> </ul>		Each Councillor must attend orientation training following election.	Ensures that orientation for council is conducted in accordance with <i>Municipal Government Act</i> .	Internal

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<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legislative Services</b>						
Policy and Bylaw Development and Management	Manage, review and provide insight into the development of bylaws and policies for content, correct formatting, consistency of language, and to ensure legal and legislative compliance	<ul style="list-style-type: none"> <li>• MGA, Part 2, Divisions 1 &amp; 2;</li> <li>• MGA, Part 6, Section 201(1)</li> </ul>	Management of the bylaw and policy program	Legislative Services provides assistance to internal departments in the policy development of the Town.	<ul style="list-style-type: none"> <li>• Is responsible to assist with providing guidance on the development of new bylaws and policies.</li> <li>• Will liaise with the originating department on the review and drafting of documents.</li> <li>• Ensures documents meet legal and legislative requirements.</li> <li>• Provides guidance on the approval process.</li> <li>• Will track current bylaws and policies for any necessary follow-up, review, or approval.</li> <li>• Assists with or drafts bylaws, policies, procedures, or associated documents annually.</li> <li>• The process to develop bylaws and policies is as follows: <ul style="list-style-type: none"> <li>• Departments will reach out to Legislative Services to get the template and Policy/Bylaw number.</li> <li>• The draft policy/bylaw will be emailed to relevant stakeholders (ideally giving them 30 days to review)</li> <li>• The draft policy/bylaw is then sent to Legislative Services to review (ideally giving them 7 days to review)</li> <li>• The owner of the policy/bylaw will then present to SLT, and once SLT approves of</li> </ul> </li> </ul>	Internal

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SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Legislative Services						
					the document it will be scheduled for a Council meeting.	
Freedom of Information and Protecting of Privacy (FOIP)	Oversee the provision of the Town’s FOIP program, ensuring the Town remains compliant with legislation. Aid the public and Administration for access to information and privacy-related questions.	<ul style="list-style-type: none"><li>• Freedom of Information and Protection of Privacy Act (FOIP)</li><li>• Bylaw #21-22 - FOIP</li></ul>	Records Management is a critical operational program designed to provide the Town with oversight and assurances for the secure, legislatively compliant storage, maintenance, and disposition of records.	This program ensures that both physical and electronic records are preserved according to legal standards and organizational policies, facilitating efficient access and protecting the integrity of information over time. Additionally, it supports transparency and accountability by enabling accurate recordkeeping and timely access to public records to internal staff or external entities through the FOIP program.	<ul style="list-style-type: none"><li>• Provides guidance to Council, Administration, and the public as needed, on privacy legislation, processes, and questions which may occur.</li><li>• Is responsible to receive all FOIP request applications (information access).</li><li>• Oversees and conducts the FOIP request review process, ensuring legislative compliance throughout, and only releasing records which are permitted by legislation.</li><li>• Assists with training members of Administration, as needed.</li><li>• Ensures the Town is compliant with the <i>Freedom of Information and Protection of Privacy Act</i>.</li></ul>	External

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2025 Service and Service Level Inventory

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

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## 2025 Service and Service Level Inventory

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

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2025 Service and Service Level Inventory

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

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## 2025 Service and Service Level Inventory

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

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2025 Service and Service Level Inventory

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

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
Financial Reporting, Compliance, and Controls	Management of the corporate accounting and financial reporting including assuring compliance with municipal financial regulations and overseeing the corporate system of internal controls.	<ul style="list-style-type: none"> <li>• MGA, Parts 8 and 15.1, Division 3</li> <li>• Bylaw #25-03 – 2025 Capital Borrowing Bylaw</li> <li>• Bylaw #25-01 – 2025 Operating Line of Credit Bylaw</li> <li>• Bylaw #24-25 – 2025 Fees Bylaw</li> <li>• Bylaw #23-35 – Fees Amending Bylaw</li> <li>• Bylaw #23-34 – Fees Amending Bylaw</li> <li>• Bylaw #23-13 - 2023 Fees Bylaw</li> <li>• Public Sector Accounting Standards Board (PSAB)</li> </ul>	<p>Completing an annual financial audit.</p> <p>Completing quarterly financial reporting (actuals, forecast compared to budget)</p>		<ul style="list-style-type: none"> <li>• Staff can contact finance during work hours for support and advice on financial matters.</li> <li>• The audited financial statements are completed in compliance with Public Sector Accounting Standards and legislative requirements (i.e. Municipal Government Act) and submitted to Municipal Affairs by May 1st each year.</li> <li>• The audited financial statements are posted on the Town's website by May 1st each year.</li> <li>• Quarterly Financial Reporting is prepared at March, June, September, and December each year.</li> </ul>	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
Tangible Capital Asset (TCA) Financial Management	Coordination and reporting of tangible capital asset financial activity	<ul style="list-style-type: none"> <li>MGA, Parts 8 and 15.1, Division 3</li> <li>Public Sector Accounting Standards Board (PSAB)</li> </ul>			TCA records are updated throughout the year. A report is prepared on TCA activity on a quarterly basis (March, June, September and December) and annually through the annual and quarterly reporting requirements (Annual Financial statements.)	External
Assessment Services Administration	As part of the property taxation processes, a property assessment contractor provides annual property assessment services & supplemental property assessment services.	<ul style="list-style-type: none"> <li>MGA, Part 9, Division 1 – 6</li> <li>Bylaw #25-02 – 2025 Supplemental Assessment Bylaw</li> </ul>	Property Assessment Services	Serve as a liaison between the Town and residents on matters dealing with property assessments; including the management of assessment inquiries in regard to property taxation via phone calls or e-mail.	<ul style="list-style-type: none"> <li>Prepare assessments in accordance with the Municipal Government Act and its attendant regulations and adhere to any other policies or guidelines as issued from time to time from the Alberta Provincial Government.</li> <li>Provide assessment information as requested by the Minister of Municipal Affairs in compliance with the statutory reporting requirements prescribed in the Municipal Government Act and its attendant regulations.</li> <li>Defend any assessment that is subject to an assessment complaint that must go before and Assessment Review Board and any assessment appeals before the Municipal Government Board in compliance with the statutory timelines established in the Municipal Government Act and report any changes to the Town of Strathmore.</li> </ul>	External

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
					<ul style="list-style-type: none"> <li>• Declare the Assessment Roll by February 28 of each year.</li> <li>• Assessment Notices are sent to rate payers by the Town of Strathmore no later than February 28 of each year.</li> </ul>	
Accounts Receivable and Payable	Provision of accurate, timely processing of customer invoices including to track and collect on outstanding balances.	<ul style="list-style-type: none"> <li>• Public Sector Accounting Standards Board (PSAB)</li> </ul>	Provision of accurate, timely process of all vendor invoices and staff expense claims while ensuring policies and procedures are followed.		Invoice requisitions are processed on a weekly basis. Vendor payments are paid within 30 days of invoice date. EFT payments are made mid month and at month-end; cheque payments are printed at the end of each month.	Internal and External
Utility Billing	This involves bill generation, collection on outstanding accounts, and the collection of commercial and industrial payments.	<ul style="list-style-type: none"> <li>• MGA Part 3, Division 3</li> <li>• Policy #17-12 Land Use Bylaw Amendment – Government Services &amp; Utilities</li> </ul>		Utility Billing includes the services for water, wastewater, stormwater, garbage pick-up and recycling	<ul style="list-style-type: none"> <li>• Residential and non-residential accounts are billed monthly by the last business day of the month.</li> <li>• Utility account maintenance is verified by receiving information from the account holder on an ad hoc basis.</li> <li>• Payments are collected in person (during regular business hours), online or pre-authorized payments 30 days following the previous billing cycle.</li> <li>• utility bills which are outstanding 60 days from billing cycle are transferred to the property tax roll.</li> </ul>	Internal and External

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
Taxation Billing	Administration of the Town's tax collection	<ul style="list-style-type: none"> <li>• MGA, Part 10, Division 1-9</li> <li>• Bylaw #25-10 Non-residential Municipal Tax Incentive Bylaw</li> <li>• Bylaw #24-13 2024 Property Tax Bylaw</li> <li>• Bylaw #23-16 – Tax Rate Bylaw</li> <li>• Bylaw #23-06 – Tax Arrears Payment Plan</li> <li>• Bylaw #20-25 – Non-Profit Organizations Tax Exemption Bylaw</li> <li>• Bylaw #22-03 – Tax Incentive Bylaw</li> <li>• Policy 1812 – Property Tax Relief Policy</li> <li>• Policy 5103 – Seniors Property</li> </ul>	Tax CollectionTax Arrears Payment Plan (TAPP)	The Tax Arrears Payment Plan (TAPP) is the Town's commitment to providing an economic recovery plan for property owners whose property taxes are in arrears.	The Tax Rate bylaw is presented to Council before May 1 of each year. The tax notices are sent to property owners no later than 30 days prior to due date of June 30 of each year. Current year tax payments are collected in person, online or preauthorized plans (Tax Installment Payment Plan - TIPP) by the due date of June 30. The Tax Installment Payment Plan is administered from January 1 to December 31 each year. Tax Arrears Payment Plans (TAPP) are administered from January 1 to December 31 each year and includes current and past tax arrears for payment. TAPP is a monthly plan that allows owners to make consecutive monthly payments for taxes over a term of up to 24 months.Transfer of outstanding utilities, fines against the property (snow clearing, property bylaw infraction fines, contraventions to dangerous and unsightly properties, etc.) on an ad hoc basis.	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
		Tax Rebate Program <ul style="list-style-type: none"> <li>• Procedure 5103-01 – Seniors Property Tax Rebate Program</li> </ul>				
Operational and Capital Budget Development and Reporting	Development of current and future years operating and capital budgets and financial forecasts.	<ul style="list-style-type: none"> <li>• MGA, Parts 8 and 15.1, Division 3</li> <li>• Policy 1809 – Budget Policy</li> <li>• Policy 1818 – Budget and Guiding Principles Policy</li> <li>• Policy 1802 Accounting for Capital Assets</li> <li>• Policy 1807 – Operating and Capital Reserve Fund Policy</li> <li>• Policy 1816 – Capital and Operating Carry Forward Policy</li> <li>• Policy 1817 – Financial Reserves</li> </ul>		Budget owners are required to defend market costs of all Operating and Capital Business Cases	The Budget Plan is approved by Council by May 1 of each year. Administration receives Budget Guidelines by June 1 of each year. The Operating and Capital Business Cases are due August 1 of each year. The Finance team meets with department owners to draft operating budgets and to review Business Cases in early August of each year. The Capital Budget prioritization committee concludes their review by September 10 of each year. The Department Fees and Charges review is due by August 1 of each year. Council reviews/approves/amends by mid September Internal workshops with Senior Leadership conclude by September 30 of each year. The draft budget is presented to Council the first Council meeting in November of each year. Council deliberates a proposed Budget by the end of November for a proposed	Internal and External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
		<ul style="list-style-type: none"> <li>Public Sector Accounting Standards Board (PSAB)</li> </ul>			approval by the first Council Meeting in December.	
Long-Range Financial Planning	Provision of long-term financial planning to improve the understanding of the Town's financial situation with a focus on sustainability to favorably influence its financial future.	<ul style="list-style-type: none"> <li>MGA, Parts 8 and 15.1, Division 3</li> <li>Policy 1807 – Operating and Capital Reserve Fund Policy</li> <li>Policy 1817 – Financial Reserves</li> <li>Public Sector Accounting Standards Board (PSAB)</li> </ul>			Complete a ten-year capital budget and four-year operating budget by December 31 for Council approval.	Internal and External
Grant and Project Administration	The department supports the Town's capital investment agenda through increased grant revenues.	<ul style="list-style-type: none"> <li>Policy 1111 – Physician Sponsorship Grant Policy</li> <li>FCSS Grant Program</li> <li>FCSS Grant Program Procedure</li> </ul>		Working with internal department managers to ensure administration of government grants and the timely and necessary reporting of expenses to government funders.	<p>Ensure grant reporting to the Province of Alberta is completed on December 31 of each year.</p> <p>Grant reports for all other grant funding is provided on an ad hoc basis</p>	Internal

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Financial Services						
Investment Administration	Develops measures to maximize investment opportunities and ensure appropriate cash management strategies are in place.			Provide ongoing support to the Town to ensure appropriate cash flow is available for financing both operating and capital budgets, as needed.	The utility, operating and capital reserves are reviewed during the budget process and on December 31 each year.	Internal
Cemetery Management Administration	Perpetual care	<ul style="list-style-type: none"><li>• Cemeteries Act, RSA 2000, C-3</li><li>• Cemeteries Exemption Regulation</li><li>• Cemeteries Act, General Regulation</li><li>• Policy 14-16 – Cemetery Bylaw</li><li>• Policy 23-32 - Amended 2024 Cemetery Rates Bylaw</li></ul>	Cemetery Service	Provide assistance to clients with appropriate arrangements. Coordinate the record keeping and administrative and financial aspect of burial services, maintenance of graves and permitting/ booking installation of monuments.	Maintain records and services in full compliance with the provincial Cemeteries Act and Strathmore Cemetery Bylaw. Prepare invoicing to plot owners for services. Provide Town's operations with details of plot sales, interments, and land area details related to rights holdership. Provide plot rights holders with the deeds to their lots.	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legal Administration</b>						
Legal Document Management			Template Control	Management and updating of legal document templates, to be utilized by internal stakeholders, as needed.	Develop and maintain internal templates. Templates are reviewed every 5 years by external legal counsel.	Internal
			Legal Contract Drafting and / or Review	Review of proposed agreements or contracts and providing feedback ensuring alignment with Town policies and procedures and applicable legislation. Draft legal documents in accordance with Town policies and procedures and applicable legislation.	Draft contracts/agreements are developed using internal templates and provided to the requesting department within two weeks. Any subsequent amendments are made within one week.	Internal
Legal Opinion Procurement				Liaising with internal stakeholders and external legal counsel to procure legal opinions on various subjects.	Legal opinions are requested and provided in accordance with the internal process. The response time to obtain the legal opinion may range from 1 week to 1 month, depending on the complexity of the issue. All legal opinions are saved into the Town's repository within 2 business days following receipt.	Internal

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2025 Service and Service Level Inventory

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

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# 2025 Service and Service Level Inventory

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

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2025 Service and Service Level Inventory

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

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES</b>						
<b>Municipal Enforcement: Enforcement and Licensing</b>						
Municipal Enforcement	Municipal Enforcement staff provide professional and effective service by ensuring bylaws are adhered to, educating the public, and when necessary, enforce both provincial and municipal laws.	<ul style="list-style-type: none"> <li>• MGA, Part 13, Division 4</li> <li>• Peace Officer Act</li> <li>• Peace Officer Regulation</li> <li>• Alberta Solicitor General’s Public Security Peace Officer Program Policy</li> <li>• Bylaw #18-04 - Traffic Bylaw, Section</li> <li>• Alberta Traffic Safety Act</li> <li>• Alberta Gaming and Liquor Act</li> <li>• Petty Trespass Act</li> <li>• Tobacco Reduction Act</li> <li>• Bylaw #23-27 - Community Standards Amending Bylaw</li> </ul>	Municipal Enforcement recognizes the need to provide a safe public environment for its ratepayers, residents and visitors, and to protect the Town's infrastructure.	<p>Services provided to residents relate to:</p> <ul style="list-style-type: none"> <li>• animal licensing</li> <li>• community standards</li> <li>• parking ticket processing / inquiries.</li> </ul> <p>Services provided internally to protect municipal operations and assets include:</p> <ul style="list-style-type: none"> <li>• ensure undue liability to roadways, parks, and other municipal controlled property or structures</li> <li>• Upholding the community standards Bylaw,</li> </ul>	<p>Provide and maintain Municipal Enforcement services from Monday through Friday, 6:00 am to 5:00 pm.</p> <p>Outside business hours, calls are monitored, and actioned as follows:</p> <ul style="list-style-type: none"> <li>a) responded to by telephone within 24 hours, and actioned on or before the next business day, or</li> <li>b) redirected to the non-emergency RCMP line; or</li> <li>c) c) redirected to Town of Strathmore Public Works (Operations) after hours.</li> </ul> <p>Municipal Enforcement officer-to-population ratio is approximately one officer to every five thousand residents. This contingent currently comprises of one supervisor, two officers and a Municipal Enforcement Officer (bylaw appointment only).</p>	External

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# 2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Municipal Enforcement: Enforcement and Licensing						
		<ul style="list-style-type: none"><li>• Bylaw #22-20 Responsible Animal Control Bylaw</li><li>• Bylaw #24-06 – Taxi Bylaw</li></ul>		<ul style="list-style-type: none"><li>• animal control bylaw</li><li>• taxi and parking enforcement</li></ul> Administrative duties provided related to statistic reporting and violation notice preparation.		

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Community Services: Delivery of Community Social Services Programming through local partnerships						
	The Family and Community Support Services (FCSS) program promotes and enhances the well-being of Albertans, families and communities.	<ul style="list-style-type: none"><li>• Family and Community Support Services Act, RSA 2000, Chapter F-3</li><li>• Family and Community Support Services Regulation; Alberta Regulation 218/1994</li><li>• Policy 5102 – FCSS Grant Program</li><li>• Policy 5103 – FCSS Senior Property Tax Rebate Policy</li><li>• Bylaw #23-12 - Family and Community Support Services Advisory Board</li></ul>			The preventative social programs offered by Family and Community Support Services (FCSS) positively shape the lives of individuals and families in Strathmore. FCSS secures programming that meets the most immediate needs of our residents of every age and ability by making it a priority to understand and respond to local social needs, issues and gaps in services. The department fosters collaboration with social agencies and plays an active role in the community, providing access to proactive services that build resiliency and lead to a strong, healthy and socially sustainable Town.	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Community Services: Delivery of Community Social Services Programming through local partnerships						
			<ul style="list-style-type: none"><li>Frozen Meal Program</li></ul>		<p>In partnership with Calgary Meals on Wheels, the Frozen Meal Program is offered to Strathmore residents. This program provides nutritious, frozen meals to individuals in our community who need them.</p> <p>Residents can place an order for meals every two weeks. Orders are processed and delivered directly to the resident’s door (within Town limits).</p>	External
			<ul style="list-style-type: none"><li>Good Food Box Program</li></ul>		<p>The Good Food Box is a non-profit organization offering sustainable access to nutritious, quality produce while ensuring variety, freshness and affordability. Locally grown produce is prioritized with a focus on seasonal fruits and vegetables. Good Food Box is packed by volunteers and delivered to Strathmore to residents through Family and Community Support Services department.</p>	External
			<ul style="list-style-type: none"><li>Income Tax Program</li></ul>		<p>In partnership with staff and volunteers, the Income Tax Program offers free assistance with basic income tax preparation. This service is available to seniors and individuals with a modest income and simple tax situations who are unable to prepare their taxes on their own.</p>	External

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2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Community Services: Delivery of Community Social Services Programming through local partnerships						
			<ul style="list-style-type: none"><li>Social Prescribing (Link Care 55+)</li></ul>		Social prescribing bridges the gap between medical and social care services. When older adults present with non-medical symptoms like loneliness, healthcare professionals can refer them to community-based programs to enhance their quality of life.	External
			<ul style="list-style-type: none"><li>Seniors Tax Rebate Program</li></ul>		The Seniors Tax Rebate Program provides support to senior property owners with municipal property tax rebates.	External
			<ul style="list-style-type: none"><li>Smile Cookies</li></ul>		The Smile Cookie campaign is a charitable initiative where 100% of the local proceeds from the sale of decorated cookies go to support local services and programs such as mental health supports/initiatives, emergency basic needs (food assistance, emergency housing, shelter referrals), helping individuals obtain valid government identification, assistance to access critical prescription medications, and other FCSS supports and initiatives.	External
			<ul style="list-style-type: none"><li>K.A.R.E. Volunteer Driver Program</li></ul>		The KARE Volunteer Driver Program is a local service that connects volunteer drivers with residents of Strathmore to coordinate transportation needs for healthcare and/or medical appointments when a resident doesn't not have access to reliable transportation.	External

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2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Community Services: Delivery of Community Social Services Programming through local partnerships						
			<ul style="list-style-type: none"><li>Snow Angels Program</li></ul>		The Snow Angels Program connects volunteers with residents needing snow removal assistance due to health or mobility challenges. This is a non-age restricted program.	External
			<ul style="list-style-type: none"><li>Volunteer Management, Recruitment and Recognition</li></ul>		Working in partnership with organizations to build community capacity by coordinating those organizations who need volunteers with those who want to support their community.	External
			<ul style="list-style-type: none"><li>FCSS / United Way Grant Funding</li></ul>		Provide financial support (direct and indirect) to non-profit organizations that deliver a program or event that are preventive in nature and enhance the social well-being of individuals and families through prevention or intervention strategies provided at the earliest opportunity.	External
			<ul style="list-style-type: none"><li>Youth and Family Programming</li></ul>		Youth and Family programming concentrate on youth and families that are either navigating social issues or want to engage in pro-social activities. Education and awareness presentations are available on youth and family social issues, local resources to students, parents, and social agencies.	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Community Services: Delivery of Community Social Services Programming through local partnerships						
			<ul style="list-style-type: none"><li>Tools for Schools</li></ul>		The Tools for Schools program ensure students start their academic year with the necessary back to school necessities. FCSS works closely with local schools and families to provide essential resources for eligible students.	External
			<ul style="list-style-type: none"><li>Social service support and assessment</li></ul>		The FCSS Counselling Program helps residents and individuals obtain valid government identification, assistance to access critical prescription medications, and other FCSS supports and initiatives.	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	Respond to and mitigate a diverse range of fire emergencies including structural, wildland, and motor vehicle fires while prioritizing life safety, civilian life safety, incident control, property conservation, and environmental conservation.	Fire Service Bylaw <ul style="list-style-type: none"><li>Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>National Fire Protection Association (NFPA)</li><li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>	Fire Response & Suppression		<p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	External

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	Mitigate a diverse range of technical dangerous goods, related emergencies including road, residential, and commercial leaks prioritizing life safety, civilian life safety, incident control, property conservation, and environmental conservation.	Fire Service Bylaw <ul style="list-style-type: none"><li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>• National Fire Protection Association (NFPA)</li><li>• National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>	Hazardous Materials		<p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	External

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2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	Rescue people and mitigate a diverse range of technical emergencies including such matters as water and incidents.	<ul style="list-style-type: none"><li>• Fire Service Bylaw</li><li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>• National Fire Protection Association (NFPA)</li><li>• National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>	Water/Ice Rescue		<p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	External
	Provide lift assists, standard first aid and basic life support for ambulance assists	<ul style="list-style-type: none"><li>• Fire Service Bylaw</li><li>• Policy 23-01 - Strathmore Fire</li></ul>	EMS Assist / Medical Co-response		The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 -	External

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2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	and medical co-response for Echo codes or for significant ambulance delay.	Department, Level of Service <ul style="list-style-type: none"><li>National Fire Protection Association (NFPA)</li><li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>			<p>minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	Provide fire life safety inspections, occupancy load reviews and investigations as per the approved Quality Management Plan (QMP) signed with the Alberta Safety Codes Council.	<ul style="list-style-type: none"><li>• Fire Service Bylaw</li><li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>• Safety Codes Act,</li><li>• National Fire Protection Association (NFPA)</li><li>• National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>	Fire Code Enforcement  Quality Management Plan (QMP)	Enforce the National Fire Code – Alberta Edition within the community. Work with building code officials, building owners and occupants to inspect new and existing occupancies to ensure ongoing compliance with respective codes and regulations.	<p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	External
	Provide a public education program to all residents through school visits,	<ul style="list-style-type: none"><li>• Fire Service Bylaw</li><li>• Policy 23-01 - Strathmore Fire</li></ul>	Fire Code Education	Engage with the community in non-emergency settings to provide prevention,	The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 -	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	open houses, home visits, public events, fire drills, alarm inspections, requests, or complaints from the public regarding fire prevention in buildings.	Department, Level of Service <ul style="list-style-type: none"><li>• Safety Codes Act,</li><li>• National Fire Protection Association (NFPA)</li><li>• National Fire Code – Alberta Edition</li></ul>		preparedness and safety awareness and education through presentations, workshops, tours, visits and community events.	minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.  Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.	
Mutual Aid	The level of response is as per the requesting agency and in accordance with response levels as per Council Policy 2301.	<ul style="list-style-type: none"><li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>• Mutual Aid Agreements with City of Chestermere and Wheatland County</li></ul>	Mutual Aid Partnerships	Coordinate with key stakeholder groups to develop, implement, train, and execute emergency response plans to ensure effectiveness and compatibility. Promote awareness of emergency	The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will	External

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2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
		<ul style="list-style-type: none"><li>National Fire Protection Association (NFPA)</li><li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>		management and disaster preparedness across the region and community.	<p>expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	
		<ul style="list-style-type: none"><li>Mutual Aid Agreement with the Province of Alberta</li></ul>	Mutual Aid Fire Control Plan with Ministry of Forestry and Parks	Support for manpower and equipment during emergency situations in the Province of Alberta.	A mutual aid agreement allows for support (manpower and equipment) specifically in wildfire emergency situations in the Alberta Forest Protection Areas. Requests will be evaluated by the Town based on available resources and ongoing priorities.	External
	Emergency Management and Preparation provides a framework for how the Town participates in a comprehensive emergency	<ul style="list-style-type: none"><li>Emergency Management Act, RSA 2000, Chapter E-6.8</li><li>Bylaw # 24-09 Regional Emergency Management Bylaw.</li></ul>	Emergency Management and Preparation	The emergency plans and preparation are developed to increase the capacity of the community in order to manage the impacts of an event, whether natural or human induced.	Develop and administer plans to respond to an emergency to ensure that the proper protocols and processes are in place to minimize harm to persons or property. Plan and coordinate the response to disaster events amongst service delivery providers through the Emergency Coordination Center (ECC).	Internal

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	management program.				The Town is a member of the Wheatland Regional Emergency Management Partnership (WREMP) which coordinates emergency prevention, planning, mitigation, response, and recovery in the area. The partnership includes Wheatland County, the Town of Strathmore, the Villages of Hussar, Standard, and Rockyford, and the City of Chestermere.	

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## 2025 Service and Service Level Inventory

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

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES</b>						
<b>Recreation: Recreation &amp; Sport Amenities</b>						
					<p>repair, renovate, upgrade or expand programs and service delivery provided by a community association.</p> <p>The total grant pool for this program is \$20,000.</p>	
Facility Management	Recreation Services is responsible for the management and operation of the Town owned Recreation and Culture facilities.				The Town owns and operates the Aquatic Centre, Family Centre, and Sports Centre, and maintains the Lambert Centre and Curling Club.	Internal
		<ul style="list-style-type: none"> <li>• Lifesaving Society Pool Safety Standards;</li> <li>• Lifesaving Society Policy and Procedure Guide for delivery of Lifesaving Society programs &amp; services;</li> <li>• Public Health Act</li> <li>• Bylaw 24-25 – Fees Bylaw</li> </ul>	Aquatic Amenities	Recreation & Culture department is responsible for the management and operation of the Strathmore Aquatic Centre including the day-to-day operation, maintenance and scheduling using prudent management practices. We provide all supervision, lifeguarding,	<p>The Aquatic Centre which includes a 6 lane - 25 metre lap pool, hot tub, kiddie pool, and steam room and is open approximately 1,400 hours per year over 360 days.</p> <p>Aquatic amenities are offered based on the following hours of operation: Monday - Friday from 6:00 am - 9:00 pm; Saturday's from 7:00 AM - 5:00 pm; and Sundays from 12:00 pm - 5:00 pm. Aquatic amenities are offered for spontaneous use, private bookings, or a combination based on a</p>	External

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES</b>						
<b>Recreation: Recreation &amp; Sport Amenities</b>						
				swim instruction and fitness programming.	<p>balance of community and operational needs.</p> <p>The Aquatic Centre has just under 29,000 user visits per year including public swimming, lane swimming, and fitness.</p> <p>Private facility rentals (ie: sport organizations, birthday parties, school rentals, and public rentals etc.) are scheduled up to 650 hours per year.</p> <p>Swimming lessons, in varying categories, average 3,000 per year.</p>	
		<ul style="list-style-type: none"> <li>All Family Centre admission fees, membership fees, and rental fees are in alignment with the 2025 Fees Bylaw: No. 24-25.</li> </ul>	Indoor Ice Surface Amenities	Recreation & Culture department is responsible for the management and operation of the Strathmore Family Centre including the day-to-day operations, maintenance and scheduling using prudent management practices. We provide all supervision for the ice sports, with a secondary usage of dry surface	<p>Arena amenities are offered based on the following hours of operation: Monday - Friday from 8:00 am - 11:00 pm; Saturdays from 6:00 am - 11:00 pm; and Sundays from 8:00 am - 10:00 pm.</p> <p>The Arena has just under 3500 hours in facility rentals, and 1,000 hours in drop-in public access (public skating and shinny) annually.</p>	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
				boarded sports and recreation activities. The arena facilities provide spaces for recreation community groups to rent for various leagues, practices, tournaments, and competitions. The Arena can be used to facilitate special events, such as the Strathmore Stampede cabaret when the ice is removed.		
		<ul style="list-style-type: none"><li>Indoor field rentals are allocated in alignment with the Sports Centre Allocation Procedure. All Sports Centre admission fees, membership fees, and rental fees are in alignment with</li></ul>	Sports Centre - Indoor Field Amenities	Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Indoor Field Amenities - including the day-to-day operation, maintenance and scheduling using prudent management practices. We provide all supervision, summer	<p>Indoor field amenities are available for use during the Strathmore Motor Product Sports Centre's operating hours on average: Monday - Sunday from 8:00 am to 9:00 pm.</p> <p>These amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p> <p>The Sports Centre indoor field amenity has just under 1,000 hours in rentals, 3,000 hours in public access, and 580 hours in school rentals annually.</p>	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
		the 2025 Fees Bylaw: No. 24-25.		camps, and fitness programming.	9 weeks of Summer Camps, with an average of 500 participants; 14 different professional development day camps (28 days/school holidays) with an average of 336 participants.	
		<ul style="list-style-type: none"><li>All Sports Centre admission fees, membership fees, and rental fees are in alignment with the 2025 Fees Bylaw: No. 24-25 Sports Centre Allocation Procedure.</li></ul>	Strathmore Motor Products Sports Centre - Indoor Sport Court / Magnum Cement Gymnasium Amenities.	Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Indoor Sport Court and Gymnasium - including the day-to-day operation, maintenance and scheduling using prudent management practices. We provide all supervision, summer camps, and fitness programming.	<p>Indoor court/gymnasium amenities are available for use during the Strathmore Motor Product Sports Centre's operating hours: Monday - Sunday from 8:00 am to 9:00 pm.</p> <p>These amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p> <p>The Sports Centre Indoor Sport Court and Gymnasium has just under 1,200 hours in rentals, 5,700 hours in public access and 2,200 hours in school rentals annually.</p>	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
		<ul style="list-style-type: none"><li>Admission and membership fees are in alignment with the 2025 Fees Bylaw: No. 24-25.</li></ul>	Strathmore Motor Products Sports Centre – Sobeys Indoor Walking Track Amenities	Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Walking Track - including the day-to-day operation, maintenance and scheduling using prudent management practices.	<p>The Sobeys Indoor Walking track is a 5-lane walking track located in the Strathmore Motor Products Sports Centre. It is available for spontaneous use during the facilities hours of operation: Monday - Sunday from 8:00 am to 9:00 pm.</p> <p>These amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p> <p>The Sobeys Indoor Walking Track has an average of 4,500 hours in public access annually.</p>	External
		<ul style="list-style-type: none"><li>Rental rates for multi-purpose spaces (meeting rooms...etc.) can be found in the 2025 Fees Bylaw: No. 24-25.</li></ul>	Strathmore Motor Products Sports Centre - Multi Purpose Spaces	Various indoor open spaces to be used for a variety of programming and spontaneous use purposes, including meeting rooms, and flex programming areas.	These spaces are available for spontaneous use, private bookings, or a combination based on a balance of community and operational needs. Multi purpose spaces are available for public use at various Town of Strathmore recreational facilities.	External
			The Strathmore Centennial Civic Centre	The Strathmore Centennial Civic Centre is a versatile building available for a wide	The large hall can be split into 3 separate spaces, the West Hall, Middle Hall and East Hall, to accommodate different sized gatherings. Additionally, the Charles Mercer	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
				variety of events and activities.	Room can also be booked as a separate meeting or event space. The Centre can support up to 4,000 hours in room rentals annually.	
			Strathmore Curling Rink		The Strathmore Curling Rink is operated by the Strathmore Curling Club and houses 4 sheets of ice, viewing area, a licensed lounge, and is home to the Strathmore Elks Club. The Town is responsible for facility maintenance as the building owner, and as per the current lease arrangement.	External
			Lambert Centre (library)		The Lambert Centre is home to the Strathmore Municipal Library and the Strathmore Happy Gang. The Town is responsible for facility maintenance as the owner of the facility.	
			Outdoor Ice Service Amenities – storm ponds	Outdoor skating	<p>The Kinsman Park pond and Strathmore Lakes pond are the two outdoor ponds that are prepared and maintained each year for outdoor skating. Outdoor ponds are maintained daily, and weather dependent have the snow removed.</p> <p>The ice thickness of the Storm Ponds are checked daily for safety.</p>	

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
					Operation of the skating surface is 24/7, unless maintenance is occurring, or safety issues require the area to be closed.	
			Lions Regional Outdoor Rink	Outdoor skating and ball hockey	<p>The rink is flooded for natural ice in the winter, and is left dry for the summer for ball hockey.</p> <p>Lights are on every evening, and the rink is open 24/7, unless maintenance is occurring or is closed due to safety concerns.</p> <p>The seasonality of the rink for skating is purely weather dependent of the winter season.</p>	
			Lions Spray Park		The spray park is opened between June 1 and September long weekend, subject to weather conditions. The hours of the spray park are 11:00 am to 8:00 pm.	
			Baseball Diamonds		The town maintains the Hillview baseball diamonds and the Kinsman Park diamonds. The local baseball clubs maintain the red shale infield, while the Town maintains turf cutting, fertilizing, weed control, the irrigation system, garbage collection and repairs to the park fencing, if needed. The dugout structures are also maintained by the Town.	

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
			Tennis and Pickleball Courts		Courts are open on a first come first use basis, 24/7. They are generally open from May to October, weather dependent.	
			Public Washrooms		Public washrooms at Kinsman Park and Lambert Park are open between May long weekend until October 15 (weather dependent). Operating hours are 7:30 am until 8:00 pm  Public washrooms at the main Town office are open from 7:30 am until 8:00 pm – 365 days a year	

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

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2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation Programming						
					<p>The number of programs/lessons offered annually varies depending on staffing/Instructor availability. In 2024, a total of 546 swim lesson programs were offered (excluding certification courses), totalling an annual number of 2,570 swim lesson registrations.</p>	
			Fitness & Wellness Programming	<p>Provide a full assortment of instructed drop-in and registered programs to suit the interests and needs of all ages and abilities. Drop-in and registered fitness programs are offered at the Strathmore Motor Products Sports Centre and are designed to be affordable and offered year-round.</p>	<p>Registration for group fitness classes open one month prior to the start of the session. Registration can occur in-person at the Strathmore Motor Products Sports Centre, over the phone (via credit card payment), or online.</p> <p>Fitness programs are reviewed and evaluated at the conclusion of each session. Low demand programs are replaced with new programs in response to changing trends, program popularity, available space, equipment needs and costs.</p> <p>Program fees are established by determining a fair market rate using comparable programs in similar facilities, while also ensuring coverage of instructor costs. New fitness programs are given some latitude to</p>	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation Programming						
					<p>build a following. Programs that do not meet the minimum cost recovery are cancelled.</p> <p>Fitness programs are offered at various times throughout the week, starting as early as 6:15 am until 9:00 pm.</p> <p>The following fitness programming is offered throughout the year (pending instructor availability, and program demand):</p> <ul style="list-style-type: none"><li>• Yoga (group fitness class)</li><li>• Seniorcize (group fitness class)</li><li>• Flex &amp; Flow (group fitness class)</li><li>• Cardio &amp; Strength Conditioning (group fitness class)</li><li>• Learn to Run (group fitness class)</li><li>• Dryland Fitness (group fitness training)</li><li>• Personal Training Group Fitness Instructors hold either one of two certifications; Canfitpro (Fitness Instructor Specialist), or AFLCA (Group Exercise Certificate).</li></ul>	
			Summer Camp Programming	To provide affordable and accessible day camps for children in the community and surrounding areas. Participants gain a wide range of new experiences	Summer camp programming is offered for 8-9 weeks during the summer months (dependant on school schedules). These camps are offered Monday to Friday (excluding statutory holidays) from 9:00 am - 5:00 pm. Before program care is available	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation Programming						
				through off-site field trips. There are various themes offered throughout the summer. This program is offered at the Strathmore Motor Products Sports Centre for children ages 4-12 years old.	from 7:45 am - 9:00 am at an additional charge.  The program adheres to the recommended staff-to-child ratios set by the Government of Alberta (Early Learning and Child Care Regulation). Registration opens 4 ½ months prior to the first week of camp starting. Registration can be completed in-person at the Strathmore Motor Products Sports Centre, over the phone via credit card payment, or online. Each week, 12 spots are available for children ages 4-5 years old, and 24 spots are available for children ages 6-12 years old. Waitlists are available for all camps once a maximum capacity has been reached.	

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Infrastructure Services: Engineering Services</b>						
Design and Construction Standards	Engineering design and construction standards for Town developments, facilities and infrastructure.	<ul style="list-style-type: none"> <li>Engineering Design and Construction Standards Manual.</li> <li>Policy - 3901 Design Standards and Procedures</li> </ul>	Engineering Design and Construction Standards Manual	Manage responsible design and construction of the Town's infrastructure and development.	Work with developers, contractors and the public to ensure specifications, standards, inspections, checklists, permits and approvals are in place and the Town is prepared to meet future needs with up-to-date Master Plans, Studies and Standards.	Internal and External
		<ul style="list-style-type: none"> <li>Engineering Design and Construction Standards Manual.</li> <li>Policy - 3901 Design Standards and Procedures</li> </ul>	Flushing, Testing, and Disinfection Manual for New Water and Sanitary Sewer Mains	Manage responsible design and construction of the Town's infrastructure and development.	Work with developers, contractors and the public to ensure specifications, standards, inspections, checklists, permits and approvals are in place and the Town is prepared to meet future needs with up-to-date Master Plans, Studies and Standards.	Internal and External
Approvals and Permits	Ensure that work is completed properly, and safely, within the Town's Right of Ways	<ul style="list-style-type: none"> <li>Policy 3202 - Temporary Road and Parking Closure</li> <li>Policy 6104 - Municipal Right-of-Way Excavation Policy</li> </ul>	Municipal Right of Way Works and Excavation Permit	Application to perform work within a municipal right-of-way.	Respond to applicant within 2 business day and issue permit with 5 business days.	External
			Road, Lane and Parking Closure Approvals	Temporarily close a Town-owned Road, traffic lane, parking lane, or parking lot for construction and special events.	Respond to applicant within 2 business day and issue permit within 5 business days, depending on request.	Internal and External

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Infrastructure Services: Engineering Services</b>						
		<ul style="list-style-type: none"> <li>Policy 1210-01 - Administrative Response Protocol Procedure</li> </ul>	Shallow Utility Approvals	Guidance for natural gas, electricity, cable TV, broadband, and telephone distributors to install new services or relocate existing lines.	Respond to applicant within 2 business day and issue approvals within 5 business days.	External
Bridge Management	Inspections and maintenance to ensure the longevity of infrastructure		Maintenance of Bridge Structures	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and “need”.	Major bridge structures are evaluated every 2 years. Remedial work is based on priority criteriums and agreement with the Western Irrigation District. <ul style="list-style-type: none"> <li>16 bridges in town boundary               <ul style="list-style-type: none"> <li>3 pedestrian and 13 vehicles of which 3 are controlled by Alberta Transportation.</li> </ul> </li> </ul>	Internal and External
Development related requests	Responding to Citizen concerns, contractor requests, and potential development planning	<ul style="list-style-type: none"> <li>Policy 1210-01 - Administrative Response Protocol Procedure</li> </ul>	Infrastructure Information Desk	Provision of central contact point for the public’s inquiries on existing infrastructure, future developments, and capital construction projects.	Acknowledge requests within 2 business days. Response within 5 business days.	External

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

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

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

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

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

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

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

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

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

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

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

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## 2025 Service and Service Level Inventory

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

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
		<ul style="list-style-type: none"><li>Policy 3203 - Winter Road, Pathway and Sidewalk Maintenance</li></ul>	Snow Clearing and Ice Control	Snow clearing and ice control of all Town roads, sidewalks, pathways, parking lots, hard surface infrastructure and parks.	Seasonal daily checks on ice prone areas, Town facilities and parks.	Internal and External
			Street Cleaning	Annual spring sweeping and ongoing cleaning of Town road network to remove debris and road hazards.	All main, arterial and collector boulevards cleaned and swept in spring as required thereafter.	Internal and External
			Roadway Line Painting	Annual and routine line painting of roadway lines, intersections and crosswalks	All main, arterial and collector roads are painted annually or as required.	Internal and External
			Traffic Control Signs and Signals	Annual and routine maintenance and inspections of traffic control signals and lights	All traffic control signs and signals are maintained and inspected annually	Internal and External
			Sidewalk Repair and Maintenance	Repairs to provide safe surfaces for pedestrian travel. Includes sidewalk replacement, mud jacking and crack sealing.	Annual repair and maintenance as required by inspection and completion of condition assessment index. Repairs per customer concerns within industry standards.	Internal and External
			Pathway Repair and Maintenance	Repairs to provide safe surfaces for pedestrian travel. Includes pathway	Annual repair and maintenance as required by inspection and completion of condition assessment index. Repairs per customer	

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
				replacement, mud jacking and crack sealing.	concerns within industry standards. Sidewalk Condition Assessments Sidewalk Condition Assessment	Internal
			Maintenance of Town Parking Lots	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and “need”.	Remedial work is based on priority criteria. Repairs are conducted as needed dependent on priority.	
			Traffic Accommodation Setup/Takedown	Providing, setting up and taking down barricades and signs for traffic accommodations	As needed - for Town projects, events and assist non-Town projects and events, in accordance with accepted safety standards and regulations.	
Facility Management and Maintenance	Maintenance of the Town's building assets including indoor and outdoor facilities and amenities.	<ul style="list-style-type: none"><li>Asset Management Policy</li></ul>		Maintenance and upgrade of facilities and amenities to ensure safe, well-maintained, well-functioning facilities for the public's use.	Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.	Internal

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

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
Maintenance of Sport Fields, Dog Park, Parks, Docks, and Natural Areas	Grass cutting, fertilizing, aerating, sweeping, graffiti control, litter and illegal dumping collection and disposal	<ul style="list-style-type: none"><li>• Policy 7605 - Parks Classification and Maintenance Policy</li><li>• 14-07 Parks and Pathways Bylaw</li><li>• 15-12 Parks and Pathways Amending Bylaw</li><li>• 21-06 Parks and Pathways Amending Bylaw</li></ul>	Parks and Open Spaces	Dedicated park or open space that may include a collection of recreation amenities and natural features that provides opportunities for scheduled and spontaneous use. Included but not limited to playgrounds, splash park, skate park, sports fields, green spaces and pathways. Working with external partners, such as Communities in Bloom.	Park sites are offered for spontaneous use, booked use or a combination based on a balance of community and operational need. Park sites are offered based on the Hours of Operations in the appendix of the Parks and Pathways Bylaw.	External

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

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

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

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

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Operations Services</b>						
		<ul style="list-style-type: none"> <li>21-06 Parks and Pathways Amending Bylaw</li> </ul>				
		<ul style="list-style-type: none"> <li>09-01 Concerts and Other Special Events Bylaw</li> </ul>	The support of Town sponsored events at Town facilities.	Support for delivery of events - Canada Day, Stampede Parade, AB Cultural Days, Truth and Reconciliation Day, Christmas Festivities, Powwows, etc.	Annual events hosted by the Town for community engagement to provide diverse, quality, professional and emerging live entertainment for all ages, cultures and backgrounds.  Holiday decorations set up and take down.	External
		<ul style="list-style-type: none"> <li>09-01 Concerts and Other Special Events Bylaw</li> </ul>	The coordination and delivery of public sponsored events at town facilities.	Support for delivery of events - varies year to year.	Events hosted by the public for private and community engagement to provide diverse, quality, professional and emerging live entertainment for all ages, cultures and backgrounds.2023 - over 100 non-Town events were supported	External

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

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Planning and Development						
		<div>Municipal Facilities<ul style="list-style-type: none"><li>• Policy 6104 - Municipal Right-of-Way Excavation Policy</li></ul></div>	<div><ul style="list-style-type: none"><li>• Swimming Pools and Hot Tubs</li><li>• Certificate of Compliance</li><li>• Change of Use</li><li>• Commercial, Industrial and Institutional Developments</li><li>• Signage</li></ul></div>			
		<div><ul style="list-style-type: none"><li>• Bylaw #21-20 Business License Bylaw</li><li>• Bylaw #21-15 Prohibited Business Bylaw</li></ul></div>	<div>Business Licensing Issuance</div>	<div>Assist business owners in obtaining the required municipal approvals for a Business License to legally operate. This includes informing and assisting businesses in applying for required</div>	<div>Respond to inquiries with 2 business days with licenses issued with 2 business days when all requirements are met.</div>	<div>External</div>

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

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# Request for Decision

**To:** Council

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

**Date Prepared:** June 24, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** Real Property Transactions Policy No. 6610

**RECOMMENDATION:** THAT Council receive this report as information and directs Administration to return to a meeting in September 2025 with the Real Property Transactions Policy.

## STRATEGIC PRIORITIES:



Affordable  
Living



Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

## **HOW THE STRATEGIC PRIORITIES ARE MET:**

Proper policies regarding land purchases and sales give framework for making decisions that are fiscally responsible. These policies must accurately reflect current legal requirements.

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## SUSTAINABILITY

### **ECONOMIC SUSTAINABILITY:**

N/A

### **SOCIAL SUSTAINABILITY:**

N/A

### **ENVIRONMENTAL SUSTAINABILITY:**



N/A

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### **IMPLICATIONS OF RECOMMENDATION:**

#### **GENERAL:**

The adoption of the presented Real Property Transactions Policy ensures the Town's adherence to current industry best practices as they relate to municipal real property transactions.

#### **ORGANIZATIONAL:**

N/A

#### **OPERATIONAL:**

N/A

#### **FINANCIAL:**

Financial implications are limited to staff time required to prepare reports for Council and attend meetings.

#### **POLICY:**

The presented Real Property Transactions Policy ensures adherence to current legislation including, but not limited to, the *Municipal Government Act* and the *Expropriation Act*.

#### **IMPLEMENTATION:**

If adopted, Administration will post the Real Property Transactions Policy to the Town's web site.

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### **BACKGROUND:**

On May 21, 2025, Council passed Resolution No. 153.05.25, rescinding Land Sale Policy No. 6601. It was determined by Administration at that time that, because of its age, the policy no longer accurately reflected the current legal landscape or terminology necessary for executing the sale of land. At that time, Administration notified Council that a new policy would be forthcoming for consideration prior to the end of their term.

Administration has since drafted the presented Real Property Transactions Policy to accurately reflect current legislation and industry best practices related to municipal real property transactions, including lease arrangements.

For Council's information, a Real Property Transaction Procedure has also been drafted to support with the implementation of the Real Property Transactions Policy, which is the internal processes, which will be approved by the Chief Administrative Officer that outline the steps that will be undertaken prior to a transaction being brought to Council.

Given that the Committee of the Whole meetings for the duration of this term of Council have been cancelled, Administration is providing this policy to Council for its review and feedback. It is proposed that all feedback be incorporated into the draft policy and that Administration return to a Regular Council Meeting in September so that Council can consider approving the policy. If Council has no changes with the policy as presented, Council can proceed with approving the policy as is.

### **KEY ISSUE(S)/CONCEPT(S):**

The key issue for Council's consideration is whether it is satisfied with the Real Property Transactions Policy, as presented.

### **DESIRED OUTCOMES:**

The desired outcome is for Council to adopt the Real Property Transaction Policy, as presented.

### **COMMUNICATIONS:**

If adopted, Administration will post the Real Property Transactions Policy to the Town's web site.

### **ALTERNATIVE ACTIONS/MOTIONS:**

THAT Council approve Real Property Transactions Policy No. 6610, as presented in Attachment I.

THAT Council defer discussion of the Real Property Transactions Policy to a Committee of the Whole, following the 2025 Municipal Election.

### **ATTACHMENTS:**

[Attachment I: Real Property Transactions Policy 6610](#)

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

Approved  
- 15 Jul  
2025

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

Approved

Kevin Scoble, Chief Administrative Officer

- 17 Jul  
2025  
Approved

Veronica Anderson, Legislative Services Officer

- 17 Jul  
2025  
Approved

Johnathan Strathdee, Manager of Legislative Services

- 17 Jul  
2025  
Approved  
- 17 Jul  
2025

# TOWN POLICY

**POLICY NUMBER: 6610**

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**REFERENCE:**

Resolution No.

**ADOPTED BY:**

Town Council

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**PREPARED BY:** Strategic, Financial and Administrative Services

**DATE:** June 24, 2025

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**TITLE: REAL PROPERTY TRANSACTIONS**

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Page 1 of 6

## **POLICY STATEMENT**

The Town of Strathmore (the "Town") strives to manage property assets to achieve the best value in alignment with Council's Strategic Priorities, taking into consideration the social, economic, and environmental impacts to the Town. The Town will manage Real Property Transactions in a manner that ensures:

- (a) Cost effective management of assets;
- (b) Transparency;
- (c) Equal opportunity;
- (d) Due process; and
- (e) Fairness to all parties.

## **2.0 PURPOSE**

- 2.1 The purpose of this policy is to provide direction and consistency for managing Real Property in a financially sustainable manner throughout its life cycle and to support the cost-effective and efficient delivery of Town programs and services.
- 2.2 This policy establishes principles and guidelines for the overall management of the Town's Real Property portfolio including:
  - (a) Acquisition of Real Property required for municipal purposes;

- (b) Disposition of Real Property which has been declared Surplus by Council resolution; and
- (c) Administration of Agreements for use of Real Property by a third party.

### 3.0 DEFINITIONS

- 3.1 **“Abutting”** means a parcel of land adjoining another parcel having one or more lot lines in common;
- 3.2 **“Acquisition”** means the obtaining of Real Property through purchase, Lease, transfer, donation, Easements, and license or any other method deemed appropriate by Council;
- 3.3 **“Act”** means the *Municipal Government Act*, R.S.A, Chapter M-26;
- 3.4 **“Administration”** means the administrative system in place to manage and deliver services to the citizens of the Town of Strathmore;
- 3.5 **“Agreement”** means a form of contract outlining the terms and conditions of the use, Acquisition or Disposition of Real Property, including, but not limited to a Lease, License of Occupation or any other form deemed appropriate by Council;
- 3.6 **“Applicant”** means a party who has made a request for the Acquisition, Disposition, Lease or License of Occupation of Real Property or who has responded to a notice of Sale of Real Property;
- 3.7 **“Appraisal”** means a written opinion as to the Fair Market Value of Real Property;
- 3.8 **“CAO”** the Chief Administrative Officer of the Town or designate;
- 3.9 **“Council”** Town of Strathmore Council;
- 3.10 **“Development Services”** means the Town’s Development Services department;
- 3.11 **“Disposition”** means the act of selling, exchanging, Leasing or otherwise disposing of or granting an interest in Real Property;
- 3.12 **“Easement”** means the granting of a right or interest of use or passage over another party's property;
- 3.13 **“Fair Market Value”** means the purchase price or rental rate that Real Property might be expected to realize if offered for Sale (or Lease) on the open market as between a willing seller and willing buyer (or lessor and lessee, as the case may be);
- 3.14 **“Lease”** means an agreement by which the Town may enter into with a third party to provide for the right to the exclusive possession of Real Property for a specific use, length of time and under specified terms and conditions in return for specified periodic payments;

- 3.15 **“License of Occupation”** means an agreement by which the Town may enter into with a third party, for the non-exclusive right to occupy Real Property for a specific use, length of time and under specified terms and conditions in return for specified periodic payments;
- 3.16 **“Limited Marketability”** means any Real Property which has been declared Surplus to the needs of the Town by Council resolution and has been determined by Administration to be of limited interest to potential purchasers due to such factors as its size, shape, location, topography, environmental condition, land use restrictions, or any other factors which Council considers relevant;
- 3.17 **“Marketable”** means any Real Property which has been declared Surplus to the needs of the Town by Council resolution and has been determined by Administration to be of interest to potential purchasers due to such factors as its size, shape, location, topography, environmental condition, potential land uses, or any other factor which Council considers relevant;
- 3.18 **“Needs Assessment”** means an assessment conducted by Administration outlining the Town's requirements for Real Property including identifying where funding for Town infrastructure design or construction has been obtained;
- 3.19 **“Non-Marketable”** means any Real Property which will not be considered for Disposition and has not been declared Surplus to the needs of the Town by Council resolution;
- 3.20 **“Non-Profit Organization”** has the same meaning as defined in the Act;
- 3.21 **“Property Assessment”** means a due diligence review to assess the Real Property's physical and environmental condition, cultural heritage, existing restrictions, encumbrances, liabilities, tax applications together with any other important characteristics or limitations (such as social and economic benefit) which may impact the value or suitability of the Real Property for the intended use;
- 3.22 **“Public Utility”** has the same meaning as defined in the Act;
- 3.23 **“Public Utility Lot”** means land which is designated as Public Utility Lot (PUL) and utilized or intended to be utilized for the purpose of Public Utilities;
- 3.24 **“Real Property”** means all land owned or to be acquired by the Town, inclusive of all buildings and structures constructed thereon, including and not limited to moveable buildings and structures;
- 3.25 **“Reserve Land”** means any land which has the designation of Municipal Reserve (MR), Municipal and School Reserve (MSR), Environmental Reserve (ER) or Conservation Reserve (CR) pursuant to the provisions of the Act;
- 3.26 **“Road”** has the same meaning as defined in the Act;

- 3.27 **“SAFS”** means the Town's Strategic, Administrative and Financial Services department;
- 3.28 **“Sale”** means the transfer or conveyance of title to Real Property;
- 3.29 **“SLT”** means the Town's Senior Leadership Team;
- 3.30 **“Surplus”** means a declaration by Council resolution that certain Real Property owned by the Town is not required for use by the Town currently or in the foreseeable future;
- 3.31 **“Town”** means the Town of Strathmore; and
- 3.32 **“Transactions”** means the Acquisition, Disposition, Lease, or License of Real Property

#### **4.0 APPLICATION**

- 4.1 This Policy applies to the Acquisition, Disposition, and administration of Agreements and Transactions with respect to Real Property.
- 4.2 This Policy does not apply to:
- (a) Dedications of land through the approval of subdivisions by the Town, including but not limited to the acceptance of cash in lieu of land and dedications of Reserve Land, Public Utility Lots and Roads in accordance with the Act;
  - (b) Acquisition or Disposition of Real Property by reason of the tax arrears recovery process in accordance with the Act;
  - (c) Acquisition or Disposition of Real Property in accordance with the *Expropriation Act*;
  - (d) Transactions with any municipality, municipal district, municipal service board, other level of government or their agency, school board, or conservation authority; or
  - (e) Grant of an Easement or right of way for a Public Utility

#### **5.0 GUIDING PRINCIPLES**

- 5.1 The following guiding principles will apply to all Transactions:
- (a) The requirements of the Town of Strathmore Procurement Policy, Town of Strathmore Fees Bylaw, the Act and any other applicable legislation will be adhered to;
  - (b) All Real Property will be inventoried and classified as Marketable, Limited Marketability or Non-Marketable by Development Services;

- (c) Transactions will be based on Fair Market Value which will be determined from one of the following sources, as determined by the CAO (or designate) who will make the recommendation to Council:
  - (i) An independent qualified appraiser who is a registered member in good standing of the Appraisal Institute of Canada; or
  - (ii) A licensed real estate brokerage firm or an independent real estate agent; or
  - (iii) Town appointed property assessor; or
  - (iv) Any combination of the above.
- (d) An Appraisal is not required in respect of the following:
  - (i) Real Property for which the Town obtained an Appraisal within the preceding one (1) year;
  - (ii) Closed highways, Roads, lanes, Road allowances, railway branch lines, or property that does not have direct access to a highway that are being sold to Abutting property owner(s);
  - (iii) Land three (3) metres or less in width acquired in connection with an approval from Development Services; and
  - (iv) If there are two Abutting owners and the parcel can be split 50/50.
- (e) Where the closure and Sale of a closed roadway is contemplated, Council reserves the right to adjust the Sale price where, in the sole opinion of Council, it is in the best interests of the Town to do so;
- (f) Purchasers, tenants and licensees of Real Property will be responsible for all costs of the Town associated with the execution and completion of Transactions;
- (g) Property Assessments will be undertaken with respect to any Real Property proposed for Acquisition or Disposition;
- (h) Circulations of intent will be undertaken with internal and external stakeholders, as deemed appropriate by Development Services;
- (i) The Town is under no obligation to accept any offers, grant any approvals, such as approvals for subdivision changes to zoning bylaws, minor variances, subdivision or development approvals, building permits, or to support any applications for these or any other approvals which may be necessary for any contemplated use of Real Property by any purchaser, tenant, lessee, or licensee of the Real Property;



- (j) Terms and conditions of all Transactions will be approved by Council resolution; and
- (k) Any exceptions to this Policy will be approved by Council resolution.

## **6.0 RESPONSIBILITIES**

### **6.1 Town Council is responsible for:**

- (a) Approving this policy and any revisions by resolution; and
- (b) Approving Transactions and any exceptions to this policy by resolution.

### **6.2 Chief Administrative Officer (or designate) is responsible for:**

- (a) Implementing this policy and approving related procedures;
- (b) Ensuring compliance with this policy and related procedures; and
- (c) Ensuring compliance with applicable legislation.
- (d) Reviewing and updating this policy and related procedures as necessary;
- (e) Maintaining an inventory of all town Real Property assets and related documentation;
- (f) Providing guidance to responsible departments for defining the terms of any Agreement;
- (g) Presenting all Transactions and Agreements to Council for consideration; and
- (h) Facilitating Transactions and execution of Agreements.

### **6.3 All Departments are responsible for:**

- (a) Complying with this policy and related procedures;
- (b) Informing SLT of any requirements for Real Property acquisition and/or disposition to fulfill their department mandate;
- (c) Informing SLT of any external parties occupying or using Real Property;
- (d) Defining the terms of Agreements, in consultation with SAFS; and
- (e) Ensuring budget approval for all costs associated with Transactions.

## **7.0 RELATED INFORMATION**

### **7.1 *Municipal Government Act*, R.S.A. 2000 Chapter M-26.**

- 7.2 *Expropriation Act*, R.S.A. 2000 Chapter E-13.
- 7.3 Town of Strathmore Procurement Policy.
- 7.4 Town of Strathmore Fees Bylaw.



# Request for Decision

**To:** Council

**Staff Contact:** Jamie Dugdale, Director of Infrastructure, Operations, and Development Services

**Date Prepared:** July 2, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** Intermunicipal Collaboration Framework (ICF) with Villages of Rockyford, Standard and Hussar - Terms of Reference

**RECOMMENDATION:** THAT Council approve the Terms of Reference for the development of an Intermunicipal Collaboration Framework (ICF) with the Villages of Rockyford, Standard and Hussar, as presented in Attachment I.

## STRATEGIC PRIORITIES:



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

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## SUSTAINABILITY

### **ECONOMIC SUSTAINABILITY:**

Moving forward to develop an ICF with the Villages may allow for more efficient delivery of service.

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## IMPLICATIONS OF RECOMMENDATION:

### **OPERATIONAL:**

There will be limited staff time required to prepare the ICF documentation; however, there will be staff time required to coordinate and run any meetings associated with developing the ICF.

**FINANCIAL:**

The financial implications are currently limited to the preparation of the ICF, along with any costs associated with resourcing for any necessary meetings.

**POLICY:**

Under Section 708.28 of the *Municipal Government Act*, Municipalities that do not have common boundaries may be parties to an Intermunicipal Collaboration Framework.

**IMPLEMENTATION:**

Once the Terms of Reference are approved by all member municipal Councils, then the respective administrations will work with Councils to schedule future meetings to discuss potential elements of an ICF.

**BACKGROUND:**

The purpose of this Terms of Reference is to guide the preparation of an Intermunicipal Collaboration Framework (ICF) between the Town of Strathmore and the Villages of Hussar, Rockyford, and Standard in accordance with the requirements of the Municipal Government Act.

With new growth continuing in Strathmore and surrounding areas, the Town and villages recognized the benefits of adopting an ICF together. This document aims to achieve mutual prosperity by establishing policy frameworks that formalize the working relationship between the municipalities. The ICF is a tool to facilitate cooperation between the municipalities to ensure municipal services are provided to residents in an efficient and cost-effective manner.

The ICF principles emphasize mutual respect and equity, communication and trust, collaboration and cooperation, respect for the environment and natural systems, public awareness and involvement, economic development, coordinated and timely response, concise and clear planning, efficiency and cost-effectiveness, and the concept of a living document. By working together, the municipalities can share opportunities, connections, goals, knowledge, and experience to promote the greater good and create efficiencies.

**Next Steps:** The preparation of the ICF will be undertaken jointly by the Town of Strathmore and the villages of Hussar, Rockyford, and Standard, involving both elected officials and staff.

**KEY ISSUE(S)/CONCEPT(S):**

The key issue for Council's consideration is whether it wishes to approve the ICF Terms of Reference.

**DESIRED OUTCOMES:**

Administration is recommending approval of the Terms of Reference for an ICF to guide the process moving forward.

### **COMMUNICATIONS:**

Once all parties have approved the terms of reference, administrations will proceed with coordinating future meetings of Council members.

### **ALTERNATIVE ACTIONS/MOTIONS:**

Council could request revisions to the terms or reference, or choose not to approve them and direct that they be brought forward to a future Council meeting.

### **ATTACHMENTS:**

[Attachment I: Draft ICF Terms of Reference for Strathmore Villages for Council July 23 2025](#)

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Veronica Anderson, Legislative Services Officer

Approved  
- 16 Jul  
2025

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

Approved  
- 17 Jul  
2025

Kevin Scoble, Chief Administrative Officer

Approved  
- 17 Jul  
2025

Johnathan Strathdee, Manager of Legislative Services

Approved  
- 17 Jul  
2025

# TOWN OF STRATHMORE & VILLAGES OF HUSSAR, ROCKYFORD AND STANDARD INTERMUNICIPAL COLLABORATION FRAMEWORK

## TERMS OF REFERENCE

JULY 23 2025

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The purpose of this *Terms of Reference* is to guide the preparation of an Intermunicipal Collaboration Framework (ICF) between the Town of Strathmore and the Villages of Hussar, Rockyford and Standard in accordance with the requirements of the *Municipal Government Act*.

### 1.0 INTRODUCTION

With new growth continuing in Strathmore and surrounding areas, the Town and villages recognized the benefits of adopting an ICF together. This document will look to achieve mutual prosperity in part by establishing policy frameworks that formalize the working relationship between the municipalities. The ICF is a tool to facilitate cooperation between the municipalities to ensure municipal services are being provided to residents in an efficient and cost-effective manner.

### 2.0 ICF AREA

The purpose of the ICF Area map is to ensure that all relevant matters of intermunicipal interest between the Town and villages are addressed and reflected in the final document.

**MAP 1: ICF AREA MAP**



### 3.0 ICF PRINCIPLES

The ICF principles are intended to guide the preparation of the documents and inform the overall development of the philosophy, policy, and administration of the ICF.

1. ***Mutual Respect and Equity***

This principle draws upon the notion that all the municipalities are equal and make independent decisions within their municipality. Additionally, it encourages respect of different views and interests as each municipality has distinct characteristics that are advantageous to provide choice and diversity to the region.

2. ***Communication and Trust***

This principle recognizes the importance of fostering an environment of openness and trust through clear communication and promotion of transparency when preparing and implementing an ICF.

3. ***Collaboration and Cooperation***

There is recognition that the citizens and businesses of the region share similar needs and interests and as such this principle focuses on cooperation rather than direct competition with respect to setting municipal policy. The ICF will develop positive joint approaches where practical to create efficiencies by sharing opportunities, connections, goals, knowledge, and experience to promote the greater good between both municipalities.

The municipalities will resolve issues collaboratively.

4. ***Respect for the Environment and Natural Systems***

This principle is reflected in the statutory plans of each municipality and acknowledges the importance of the land on which human activity takes place.

5. ***Public Awareness and Involvement***

This principle speaks to improve transparency with the public, sharing progress of the ICF when appropriate and engaging the public.

6. ***Economic Development***

The ICF shall respect existing economic undertakings, be responsive to opportunities that may arise, and protect future areas of economic interest in a manner that is beneficial to residents and both municipalities.

7. ***Coordinated, Consistent, and Timely Response***

The ICF will build and improve a consultative process to ensure shared goals and efforts are achieved or advanced to other levels of government with a common voice.

8. ***Concise and Clear Plan***

The ICF should be concise in its content and clear in their intent.

9. ***Efficient & Cost Effective***

The effective use of time and funding will ensure the MGA requirements are met.



### **10. *Living Document***

The ICF is a living document that may be amended in the future.

## **4.0 PROJECT ADMINISTRATION**

Preparation of the plan is to be undertaken jointly by the Town of Strathmore and the villages of Hussar, Rockyford and Standard; it will involve the participation of both elected officials and staff. ICF Committee members may determine that consultants are required to provide components necessary to the completion of the Plan.

### **4.1 Responsibility of the Administrations and their Representative Consultants**

Administrations from all municipalities will be responsible for the establishment and execution of a work plan for the project and for preparation of the ICF with input from their respective Councils. All municipalities agree to fair dedication of administrative resources throughout the process of ICF preparation and adoption.

### **4.2 Responsibility of the Councils**

The respective Councils of each municipality will be responsible for approval of the ICF Bylaw. A joint public hearing is permitted under the MGA if desired.

### **4.3 Responsibilities of the ICF Committee**

- Provide broad policy direction and assist in identifying issues and opportunities with respect to the ICF;
- Act as a resource for Administrations;
- Review the draft ICF; and
- Provide periodic updates to each respective Council on the progress of the ICF.

## **5.0 SCOPE OF WORK AND PROJECT STAGES**

The scope of work is organized into four stages, with a completion date to be determined through the planning process. The four stages of the work program include:

- Stage 1: Research, analysis, & joint administrative meetings,
- Stage 2: Draft ICF, review and refinement of the draft ICF,
- Stage 3: Public consultation on draft ICF
- Stage 4: Refine draft ICF and commence approval process with Councils.

Although four stages are planned for the ICF, aspects of these stages may be combined to enhance project efficiency. Flexibility will be critical to the success of the ICF, so the quality of the work will take precedence over rigid adherence to arbitrary deadlines.

## **7.0 PUBLIC AND STAKEHOLDER ENGAGEMENT**

Public engagement is not required for an ICF; however public communications are recommended.

Public communications and engagement may include but is not inclusive of the below:

1. Website and newspaper project updates and information,
2. Public Open House(s),
3. Online survey,
4. Information boards posted in the Town / Village office(s), and
5. Other methods as mutually agreed upon.

### **7.1 Public Engagement**

The purpose of public engagement for an ICF is to:

- Inform and educate the public and stakeholders on the nature and requirements of an ICF;
- Inform the public and stakeholders of the scope and policy aspects of an ICF; and
- Gather public input (suggestions and representations) on the draft ICF.

### **7.2 Stakeholder Involvement**

Key stakeholders that may be involved in the review of drafts of the ICF:

- Provincial Agencies;
- Public utilities, public agencies, or public authorities;
- Affected business, commercial, or industrial interests



# Report for Council

**To:** Council

**Staff Contact:** Jamie Dugdale, Director of Infrastructure, Operations, and Development Services

**Date Prepared:** July 15, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** Annexation Update

**RECOMMENDATION:** Information for Council.

## STRATEGIC PRIORITIES:



Affordable  
Living



Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

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## SUSTAINABILITY

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### IMPLICATIONS OF RECOMMENDATION:

#### **GENERAL:**

The Town of Strathmore continues to advance its annexation initiative involving approximately three quarter sections of land west of town. The process is being led in collaboration with Wheatland County and supported by CORVUS and ISL Engineering. The annexation is intended to support long-term growth, diversify land use, and support local and regional economic development opportunities.

#### **FINANCIAL:**

This report is to provide an update to Council on the Town's annexation initiative. Therefore, financial implications at this time are related to staff time to complete this report and internal and external communications.

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**BACKGROUND:**

The annexation process is guided by the requirements of the Municipal Government Act, and more specifically the Alberta Land and Property Rights Tribunal. An annexation agreement between the Town and the County will outline shared principles and servicing expectations among other issues as needed. The initiative is supported by technical consultants and internal departments to ensure a comprehensive and sustainable approach.

Key milestones achieved to date include:

- Draft Annexation Agreement in development;
- Population projections completed; land use and fiscal impact assessments are 80% and 65% complete respectively;
- A 30-year fiscal model is under development;
- Notice of Intent to Annex issued the week of July 4.

Next Steps

An information session is being planned for mid August, and engagement with individual landowners is ongoing. Work will also continue on developing the annexation agreement, as well as the key components of the overall annexation application that will be submitted to the Alberta Land and Property Rights Tribunal.

**KEY ISSUE(S)/CONCEPT(S):**

N/A

**DESIRED OUTCOMES:**

N/A

**COMMUNICATIONS:**

N/A

**ALTERNATIVE ACTIONS/MOTIONS:**

Council may provide further direction to Administration.

Kevin Scoble, Chief Administrative Officer

Approved  
- 17 Jul  
2025

Johnathan Strathdee, Manager of Legislative Services

Approved  
- 18 Jul  
2025





# Request for Decision

**To:** Council

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

**Date Prepared:** July 3, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** Tax Arrears Auction - Results and Minutes

**RECOMMENDATION:** THAT Council accepts the results of the July 3, 2025 Tax Arrears Auction as information.

## STRATEGIC PRIORITIES:



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

## HOW THE STRATEGIC PRIORITIES ARE MET:

The tax arrears auction was held on July 3, 2025 to recover taxes owed on four arrears properties.

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## SUSTAINABILITY

### ECONOMIC SUSTAINABILITY:

N/A

### SOCIAL SUSTAINABILITY:

N/A

### ENVIRONMENTAL SUSTAINABILITY:

N/A

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**IMPLICATIONS OF RECOMMENDATION:****GENERAL:**

The proceeds from the tax arrears auction are used to pay off arrears taxes owing.

Recording minutes (Attachment I) and advising Council of the results of the auction are a recommended best practice from Municipal Affairs Guide to Tax Recovery in Alberta.

**ORGANIZATIONAL:**

Staff time was used to prepare for, and conduct, the tax arrears auction.

**OPERATIONAL:**

N/A

**FINANCIAL:**

The Town sold the four condo parking stalls for a combined \$8,650 (Attachment II). The tax arrears on the properties were an approximate \$6,000 combined. The surplus funds will be used to repay administrative and advertising costs associated with the sales, and any excess will be kept in a separate general ledger account for ten years, or until the original owner makes a claim on the funds.

**POLICY:**

The Municipal Responsibilities following the auction are described in *Section 425(1)* of the Municipal Government Act.

**IMPLEMENTATION:**

N/A

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**BACKGROUND:**

The Municipal Government Act allows municipalities to conduct a tax auction on properties in arrears for more than two years. The Town of Strathmore is scheduled to hold a Public Auction on July 3, 2025 for properties in arrears for three years at December 31, 2024 (i.e. arrears since December 31, 2021).

For the specific properties listed in arrears, numerous unsuccessful attempts had been made to contact the owner and collect the amounts owing, beginning in 2017 for the condo parking stalls listed. Since December 2024, Administration attempted to phone the registered owner of

the property multiple times, and has mailed (both through Canada Post and Purolator) tax arrears letters twice - in addition to multiple similar attempts prior.

In February 2025, Mayor Fule signed a letter addressed to the Minister of Municipal Affairs to request an auction date extension for the four condo parking stalls on the arrears list (as their auction was originally scheduled for 2021). The Minister granted the request in March 2025.

At the March 19, 2025 Regular Council Meeting, Council approved advertisement of the auction in the May 8 edition of the Alberta Gazette, and June 18th edition of the Strathmore Times, pursuant to 421(1) of the MGA.

Council approved the Reserve Bids and Conditions of Sale at the June 4, 2025 Regular Council Meeting.

### **KEY ISSUE(S)/CONCEPT(S):**

The Municipal Government Act allows municipalities to conduct a tax auction on properties in arrears for more than two years. The Town of Strathmore successfully completed the tax auction on arrears properties on July 3, 2025.

The Town sold the four condo parking stalls for a combined \$8,650. The tax arrears on the properties were an approximate \$6,000 combined.

Recording minutes (Attachment I) and advising Council of the results of the auction are a recommended best practice from Municipal Affairs Guide to Tax Recovery in Alberta.

### **DESIRED OUTCOMES:**

That Council accept the attached minutes.

### **COMMUNICATIONS:**

N/A

### **ALTERNATIVE ACTIONS/MOTIONS:**

N/A

### **ATTACHMENTS:**

[Attachment I: Tax Arrears Public Auction - 03 JUL 2025 - Minutes](#)

[Attachment II: Tax Arrears Auction July 3, 2025 Winning Bids](#)

Riley Brolly, Manager of Financial Planning, Budgeting & Reporting

Approved



Leana Ashbacher, Senior Manager of Financial Services

- 04 Jul  
2025  
Approved

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

- 07 Jul  
2025  
Approved

Kevin Scoble, Chief Administrative Officer

- 16 Jul  
2025  
Approved

Veronica Anderson, Legislative Services Officer

- 17 Jul  
2025  
Approved

Johnathan Strathdee, Manager of Legislative Services

- 17 Jul  
2025  
Approved  
- 17 Jul  
2025



# MINUTES TAX ARREARS PUBLIC AUCTION

10:00 AM – Thursday, July 3, 2025

Council Chambers, 1 Parklane Drive, Strathmore AB

**STAFF PRESENT:** Mark Pretzlaff (Director of Community and Protective Services), Riley Brolly (Manager of Financial Services), Kyla Lausen (Accounting Services Supervisor)

## 1. **CALL TO ORDER**

Mark Pretzlaff, Director of Community and Protective Services and Town of Strathmore Designated Officer, called the Tax Arrears Public Auction open at 10:00 a.m. on Thursday, July 3, 2025.

## 2. **AUCTION**

### 2.1 **Condo surface parking stall at the Savannah Condos (Unit 239, 1005 Westmount Drive)**

<b><u>ROLL NO.</u></b>	<b><u>LEGAL DESCRIPTION</u></b>	<b><u>LINC NUMBER</u></b>	<b><u>RESERVE BID</u></b>
20039.00	Plan 1011424; Unit 239	0034290163	\$1,500.00

Winning Bid:

**Bidder # 1 for \$2250.00 CDN**

### 2.2 **Condo surface parking stall at the Savannah Condos (Unit 240, 1005 Westmount Drive)**

<b><u>ROLL NO.</u></b>	<b><u>LEGAL DESCRIPTION</u></b>	<b><u>LINC NUMBER</u></b>	<b><u>RESERVE BID</u></b>
20040.00	Plan 1011424; Unit 240	0034290171	\$1,500.00

Winning Bid:

**Bidder # 1 for \$2800.00 CDN**

**2.3     Condo surface parking stall at the Savannah Condos (Unit 241, 1005 Westmount Drive)**

<u>ROLL NO.</u>	<u>LEGAL DESCRIPTION</u>	<u>LINC NUMBER</u>	<u>RESERVE BID</u>
20041.00	Plan 1011424; Unit 241	0034290189	\$1,500.00

Winning Bid:

**Bidder # 2 for \$1500.00 CDN**

**2.4     Condo surface parking stall at the Savannah Condos (Unit 288, 1005 Westmount Drive)**

<u>ROLL NO.</u>	<u>LEGAL DESCRIPTION</u>	<u>LINC NUMBER</u>	<u>RESERVE BID</u>
20088.00	Plan 1011424; Unit 288	0034290651	\$1,500.00

Winning Bid:

**Bidder # 2 for \$2100.00 CDN**

**3.     ADJOURNMENT**

Mr. Pretzlaff stated that winning bidders will be mailed a bill of sale within a week of the auction, and amounts are payable within 30 days of the auction.

Mr. Pretzlaff, adjourned the Thursday, July 3, 2025 Tax Arrears Public Auction at 10:12 a.m.

**Town of Strathmore**  
**Tax Arrears Auction - Winning Bids**  
**At July 3, 2025**

ROLL NO.	LEGAL DESCRIPTION	LINC NUMBER	Winning Bidder (#)	Winning Bid (\$)
20039	Plan 1011424; Unit 239	34290163	1	\$2250. <sup>00</sup>
20040	Plan 1011424; Unit 240	34290171	1	\$2800. <sup>00</sup>
20041	Plan 1011424; Unit 241	34290189	2	\$1500. <sup>00</sup>
20088	Plan 1011424; Unit 288	34290651	2	\$2100. <sup>00</sup>



# Request for Decision

**To:** Council

**Staff Contact:** Leana Ashbacher, Senior Manager of Financial Services

**Date Prepared:** May 14, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** Budget Policy No. 1809

**RECOMMENDATION:** THAT Council adopt Budget Policy No. 1809 as presented in Attachment I.

## STRATEGIC PRIORITIES:



Affordable  
Living



Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

## HOW THE STRATEGIC PRIORITIES ARE MET:

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

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## SUSTAINABILITY

### ECONOMIC SUSTAINABILITY:

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

### SOCIAL SUSTAINABILITY:

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

### ENVIRONMENTAL SUSTAINABILITY:

N/A

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## **IMPLICATIONS OF RECOMMENDATION:**

### **GENERAL:**

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

### **ORGANIZATIONAL:**

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

### **OPERATIONAL:**

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

### **FINANCIAL:**

The financial implications from the budget policy are prudent for the community and the organization.

### **POLICY:**

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

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

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

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

### **IMPLEMENTATION:**

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

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## **BACKGROUND:**

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

In 2025, Administration is recommending that we solidify the policy to provide better guidance as the budget is an important Council strategic document.

After bringing the draft budget policy to Committee of the Whole on May 14, 2025 a comments were made on tax rate on the Non Resident to Resident and Tax Exemptions.

Previously

**Section 8 Tax Revenue** stated

**8.2** When planning for tax increases, the following will be considered:

**8.2.1** The rate of tax adjustment will be kept as stable as possible while also ensuring the long-term financial sustainability of the Town.

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

**8.2.3** Economic conditions will be considered during the planning process.

Updated

**Section 8 Tax Revenue** states

**8.2** When planning for tax increases, the following will be considered:

**8.2.1** The rate of tax adjustment will be kept as stable as possible while also ensuring the long-term financial sustainability of the Town.

**8.2.2** To maintain the tax ratio from non-residential to residential as close to par as possible to the Provincial Education tax rates based upon the Equalized Assessments, with the objective being that the non-residential tax rates will be no more than 2 times the residential tax rate.

**8.2.3** Tax exemption in the budget will considered for the financial plan.

**8.2.4** Economic conditions will be considered during the planning process.

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## **KEY ISSUE(S)/CONCEPT(S):**

The updated policy provides a framework for Council and Administration to arrive at a budget

procedure that recognizes MGA requirements, the long and departments master plans. This policy recognizes that budgets are estimates made in advance for a period for which they apply, and that amendments are necessary due to changing circumstances.

This update removes the ability of Administration to make budget amendments without the approval of Council, which is supported by Administration.

#### **DESIRED OUTCOMES:**

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

#### **COMMUNICATIONS:**

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

#### **ALTERNATIVE ACTIONS/MOTIONS:**

Send the Budget Policy back to Committee of the Whole for more discussion.

#### **ATTACHMENTS:**

[Attachment I: 1809 - Budget Policy 2025-07-16](#)

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Leana Ashbacher, Senior Manager of Financial Services

Approved  
- 15 May  
2025

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

Approved  
- 16 Jul  
2025

Kevin Scoble, Chief Administrative Officer

Approved  
- 17 Jul  
2025

Veronica Anderson, Legislative Services Officer

Approved  
- 17 Jul  
2025

Johnathan Strathdee, Manager of Legislative Services

Approved  
- 17 Jul  
2025



# TOWN POLICY

<b>POLICY NUMBER: 1809</b>	
<b>REFERENCE:</b> Resolution No.197.05.21 Resolution No. XXX.XX.XX	<b>ADOPTED BY:</b> Town Council July XX, 2025
<b>PREPARED BY:</b> Financial Services	<b>DATE:</b> July XX, 2025
<b>TITLE: Budget Policy</b>	

## 1 Policy Statement

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

## 2 Purpose

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

## 3 Definitions

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

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

#### **4 Responsibility to Implement**

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

#### **5 Principles**

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

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

## **6 PROGRAMS AND SERVICES**

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

## **7 SHORT- AND LONG-TERM PLANNING**

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

## **8 TAX REVENUE**

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

8.2.2 To maintain the tax ratio from non-residential to residential as close to par as possible to the Provincial Education tax rates based upon the Equalized Assessment, with the objective being that the Non-residential tax rate will be no more than 3-2 times the residential tax rate.

8.2.3 Tax exemptions in the budget will be considered for the financial plan.

8.2.2

~~8.2.3~~ 8.2.4 Economic conditions will be considered during the planning process.

## **9 ONE TIME REVENUES AND OTHER FORMS OF VOLATILE REVENUE**

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

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

## **10 USER FEES, LICENSES, PERMITS AND FINES**

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

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

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

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

## **11 UTILITIES**

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

## **12 BUDGET AMENDMENTS**

### **12.1 AMENDMENTS TO COUNCIL APPROVED OPERATING BUDGET**

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

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

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

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

### **12.2 AMENDMENTS TO COUNCIL APPROVED CAPITAL BUDGET**

- 12.2.1 Capital budgets are prepared using projected costs and will align with good project methodologies including predesign, design and construction phases. At times amendments to the capital budget are necessary and desirable. Directors and Managers are delegated the responsibility of managing outcomes of the approved budget:
  - 12.2.1.1 Capital budget amendments for a new program or service or a significant change in service level require an approving motion by Council.
  - 12.2.1.2 Amendments to the Capital Budget that alters the scope of a project or that materially changes the appearance, or functionality of a project shall be reviewed by and authorized by Council.
  - 12.2.1.3 For items not included in the budget, or a cost overrun, must be considered as an amendment to a budget by Council, that Administration include in the analysis an opportunity interest cost at the current interest rate as a cost for the project.
  - 12.2.1.4 Authorizations for amendments must be in place prior to any financial transaction taking place.
  - 12.2.1.5 Funding of the capital program will aim to maximize the use of grants, debt and reserves, capital projects will not normally be funded by current year taxation.
  - 12.2.1.6 Emergency purchases should only be made when the application of procedures would result in undue delay and exacerbate the situation

### **13 ENGAGEMENT, TRANSPARENCY AND ACCOUNTABILITY**

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

13.3.4 Policy 7204-01 – Community Improvement Program Procedure.

## **14 Scope/Application**

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

## **15 Cross References**

Policy 1110 – Strategic Planning Policy.

Policy 1802 – Accounting for Capital Assets Policy.

Policy 1810 – Asset Management Policy.

Policy 1817 – Financial Reserves Policy.

[Policy 1821 – Debt Management Policy.](#)

Policy 5102 – Family and Community Support Services Grant Policy.

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

Policy 7204 – Community Improvement Program Policy.

Policy 7204-01 – Community Improvement Program Procedure.

## **END OF POLICY**

APPROVAL

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Mayor

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Director of Strategic, Administrative  
and Financial Services



# Request for Decision

**To:** Council

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

**Date Prepared:** June 29, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** **Water Reservoir Project - Financing Amendment**

**RECOMMENDATION:** THAT Council approve the following funding update to the Water Reservoir Project:

\$1,173,000 - Water Offsite Levies

\$5,450,000 - Debt

\$ 360,711 - Canada Community Building Fund Grant

\$ 731,202 - Alberta Municipal Water/Wastewater Partnership Grant

\$7,714,913 - Total Funding

## STRATEGIC PRIORITIES:



Affordable  
Living



Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

## **HOW THE STRATEGIC PRIORITIES ARE MET:**

Water is essential for life and, therefore, protecting its availability for future generations ensures that the Town is able to grow and thrive for generations to come.

## SUSTAINABILITY

### **ECONOMIC SUSTAINABILITY:**

As the Town looks to optimize its operations and replace aging infrastructure, this project will see the Upgrade of the existing Wildflower Reservoir and the ultimate decommissioning of the Brentwood Reservoir.

**SOCIAL SUSTAINABILITY:**

N/A

**ENVIRONMENTAL SUSTAINABILITY:**

Water is a finite resource with only so much available to the Town of Strathmore. Being responsible and efficient with the delivery and storage of that water is essential to minimizing the environmental impact.

**IMPLICATIONS OF RECOMMENDATION:****GENERAL:**

As the life cycle of Brentwood Reservoir comes to an end, upgrades to the Wildflower Reservoir are required in order to decommission Brentwood Reservoir without having an impact on services. This includes upgrades to mechanical, electrical, and building at the Wildflower Reservoir, it also includes distribution upgrades in Maplewood, and finally the decommissioning of Brentwood Reservoir.

**ORGANIZATIONAL:**

N/A

**OPERATIONAL:**

The upgrades at Wildflower Reservoir will allow for sufficient capacity to operate as the sole drinking-water reservoir for the Town of Strathmore.

**FINANCIAL:**

The motion as described, and successful receipt of the AMWWP grant, represents a very favourable financial improvement for the Town. There are no new budget dollars requested in this motion, or change of scope to the project. The table below shows the financing for the project as currently approved by Council, and how it would be financed if Council approves this motion:



	Total Actual 2024 (Equipment and Design):	2024 Capital Carry-Forward (Equipment and Design):	2025 Original Budget (Construction):	2026 Original Budget (Construction):	Combined as Approved:	Proposed Design and Construction Funding:	
Spending	227,813	2,037,100	5,300,000	150,000	7,714,913	Spending	7,714,913
Funding						Funding	
Water Offsite Levies	-	1,173,000	-	-	1,173,000	Water Offsite Levies	1,173,000
Asset Replacement Reserve	-	500,000	-	-	500,000	Asset Replacement Reserve	-
CCBF-#2916 Grant	227,813	13,100	-	-	240,913	CCBF-#2916 Grant	360,711
Water Reserve	-	351,000	-	-	351,000	Water Reserve	-
Debt	-	-	5,300,000	150,000	5,450,000	Debt	5,450,000
AMWWP Grant	-	-	-	-	-	AMWWP Grant	731,202
	227,813	2,037,100	5,300,000	150,000	7,714,913	Total:	7,714,913

The above proposed represents best application of the AMWWP grant, and will greatly alleviate the burden on the Town's Capital Reserves. The proposal also slightly increases Canada Community Building Fund funding, which Administration confirms there is more than sufficient funding available to accommodate.

### **POLICY:**

2025 Water Reservoir Borrowing Bylaw 25-03 was passed by Council on April 2, 2025. There is no change to the Borrowing Bylaw, or proposed debt financing, from this motion.

### **IMPLEMENTATION:**

If approved by Council, Administration will finance the project as described in the motion.

### **BACKGROUND:**

The Wildflower Reservoir Upgrade project has been approved by Council in the 2024 and 2025 Capital Budgets (including expenditures for 2024, 2025, and 2026). Preliminary work was completed in 2024, with project carry-forwards and debt financing approved to complete the work in 2025 and 2026.

The project is very large in scope, and contains several financing sources to fund the project: Debt, Grants, Offsite Levies, and Capital Reserves.

Council approved the 2025-2034 Capital Budget on December 4, 2024

Council approved 2024 Capital Budget Carry Forwards on March 19, 2025

Council approved Bylaw 25-03 Water Reservoir Borrowing Bylaw on April 2, 2025

The Town was notified of successful awarding of the Alberta Municipal Water/Wastewater Partnership Grant in the amount of \$731,202.10 to assist with funding the project (Attachment I). Administration recommends this grant funding be used to remove the Capital Reserve funding component of the existing financing, to permit more flexibility and less commitment strain on Capital Reserves.

**KEY ISSUE(S)/CONCEPT(S):**

This motion for proposed funding change has no request new budget dollars, or changes to the scope of the project. The recommendation of this report is to improve our financial position by applying the AMWWP Grant to the project, to alleviate the existing burden on Strathmore's Capital Reserves. This recommendation is based on best practice and usage of non-reoccurring program grants.

**DESIRED OUTCOMES:**

That Council approves the motion as described.

**COMMUNICATIONS:**

N/A

**ALTERNATIVE ACTIONS/MOTIONS:**

Council can choose not to amend the financing, and continue as previously approved, or defer the matter to a Committee of a Whole for further discussion.

**ATTACHMENTS:**

[Attachment I: Letter from Honourable Devin Dreesen - Wildflower Reservoir Pumping Upgrades](#)

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Ethan Wilson, Manager of Infrastructure	Approved - 02 Jul 2025
Kara Rusk, Director of Strategic, Administrative, and Financial Services	Approved - 16 Jul 2025
Kevin Scoble, Chief Administrative Officer	Approved - 16 Jul 2025
Veronica Anderson, Legislative Services Officer	Approved - 16 Jul 2025
Johnathan Strathdee, Manager of Legislative Services	Approved - 16 Jul 2025



ALBERTA

TRANSPORTATION and ECONOMIC CORRIDORS

*Office of the Minister  
MLA, Innisfail-Sylvan Lake*

April 29, 2025

AR 102323

His Worship Patrick Fule  
Mayor  
Town of Strathmore  
1 Parklane Drive, PO Box 2280  
Strathmore, AB T1P 1K2  
[pat.fule@strathmore.ca](mailto:pat.fule@strathmore.ca)

Dear Mayor Fule:

I am pleased to advise you and your council the following project will be funded under the Transportation and Economic Corridors' Alberta Municipal Water/Wastewater Partnership program.

Wildflower Reservoir Pumping Upgrades, maximum grant of \$731,202.10

The final grant amount will be based on the actual eligible costs at the time of project completion, up to the approved maximum grant amount. Please note, as a condition of this grant, no cost increases will be considered.

Although I know you are looking forward to sharing this important announcement, I request your confidentiality at this time. I ask you do not publicly communicate this project approval until provincial announcements are made.

Our government continues to make investments in developing and maintaining transportation, water and wastewater infrastructure to support municipalities in improving critical local transportation infrastructure, creating jobs, and stimulating the economy.

.../2

Transportation and Economic Corridors staff will be in contact with your administration to formalize the funding agreement to undertake this work.

Sincerely,

A handwritten signature in blue ink, appearing to read "Devin Dreeshen".

Honourable Devin Dreeshen, ECA  
Minister of Transportation and Economic Corridors

cc: Chantelle de Jonge  
MLA for Chestermere-Strathmore

Darren Davidson  
Regional Director, Transportation and Economic Corridors



# Request for Decision

**To:** Council

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

**Date Prepared:** July 2, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** **Culture and Wellbeing Task Force Funding Recommendations**

**RECOMMENDATION:** THAT Council approve funding through the Culture and Wellbeing Task Force:

- \$7,000.00 to The Vault Cultural Collective Society
- \$5,200.00 to the Strathmore Municipal Library
- \$5,500 to Hope Bridges.

## STRATEGIC PRIORITIES:



Affordable  
Living



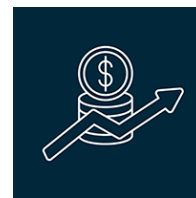
Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

## **HOW THE STRATEGIC PRIORITIES ARE MET:**

The mandate for the Culture and Wellbeing Task Force is to identify, coordinate, and support cultural and wellness initiatives that enhance Strathmore's profile, community identity, and civic pride.

The recommendations brought forward by the Culture and Wellbeing Task Force will provide support to organizations who connect and engage the community by integrating culture and wellbeing into the daily life of residents.

---

## SUSTAINABILITY

### **ECONOMIC SUSTAINABILITY:**

Economic sustainability is not applicable.

**SOCIAL SUSTAINABILITY:**

The foundation of the Culture and Wellbeing Task Force is grounded in Strathmore's vision of recreation, culture, and social-based programs and activities contributing to its overall identity, sense of place, and quality of life.

**ENVIRONMENTAL SUSTAINABILITY:**

Environmental sustainability is not applicable.

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**IMPLICATIONS OF RECOMMENDATION:****GENERAL:**

Should Council approve this recommendation, there would be \$12,300.00 remaining from the funds allocated to the Culture and Wellbeing Task Force.

**ORGANIZATIONAL:**

There are no organizational implications.

**OPERATIONAL:**

Should the Council decide not to approve the recommendation of the Culture and Wellbeing Task Force, the funding request for The Vault would be denied or returned to the Task Force for reconsideration.

Funding requests for the Strathmore Library and Hope Bridges may also be returned to the Task Force due to lack of quorum but this may delay funding for these groups due to Council schedule.

**FINANCIAL:**

Should Council approve this recommendation, there would be \$12,300.00 remaining from the funds allocated to the Culture and Wellbeing Task Force.

**POLICY:**

The Culture and Wellbeing Task Force was established by Council and falls under the authority of the Boards and Committees Bylaw No. 22-26: Section 6.

**IMPLEMENTATION:**

If approved, Administration will issue cheques to these organizations in the approved amounts.

---

**BACKGROUND:**

On June 11, 2025, the Culture and Wellbeing Task Force met. As part of the agenda, they received a funding request from The Vault Cultural Collective Society to support honoraria for speakers and facilitators for a series of events, and to support their youth summer drama camp.

The Culture and Wellbeing Task Force members were in unanimous support of this funding request.

On July 9, 2025, the Culture and Wellbeing Task Force met. As part of the agenda, they received funding requests from the Strathmore Municipal Library for Alberta Culture Days and other programs, as well as a request from Hope Bridges to support reconditioning efforts for eleven of their Painted Quilts. Unfortunately, there were insufficient Task Force members present to meet quorum, so a subsequent meeting was scheduled for July 16th.

On July 16, 2025, the Culture and Wellbeing Task Force met, but there were insufficient Task Force members present to meet quorum. Considering the timing of these requests and upcoming Council meetings, the Task Force members decided to proceed to review the two funding requests.

Requests from the Strathmore Municipal Library was to support their Alberta Culture Days events specifically,

- International film festival at Joyland Theatre
- Author visit from Young Alberta Book Society author(s)
- Medicine pouch making with teachings
- Book folding class
- Writing classes

In addition, Strathmore Municipal Library also requested funds to support their Poetry Cafes and a 5 For Life for Creative Critters program.

Likewise, the Culture and Wellbeing Task Force reviewed a funding request from Hope Bridges to support reconditioning efforts for eleven of their Painted Quilts. Hope Bridges indicated eleven (11) of the Painted Quilts needed to be reconditioned due to their age and degradation from sunlight, rain/snow, and other environmental factors.

The Culture and Wellbeing Task Force members were in unanimous support of the requests from the Strathmore Library and Hope Bridges and hoped that Council would support these funding requests.

**KEY ISSUE(S)/CONCEPT(S):**

Quorum was not met for the July 17th meeting.

**DESIRED OUTCOMES:**

THAT the recommendation of the Culture and Wellbeing Task Force be supported.

**COMMUNICATIONS:**

If approved, Administration would advise these organizations that their funding request application was approved.

**ALTERNATIVE ACTIONS/MOTIONS:**

1. That Council may provide further direction.
2. That Council request additional information from the Culture and Wellbeing Task Force.
3. Council may defeat the recommended motion.

**ATTACHMENTS:**

[Attachment I: Culture & Wellbeing Task Force Agenda June Minutes](#)

[Attachment II: Culture & Wellbeing Task Force Agenda July Minutes](#)

---

Kevin Scoble, Chief Administrative Officer

Approved  
- 17 Jul  
2025

Johnathan Strathdee, Manager of Legislative Services

Approved  
- 18 Jul  
2025



## Culture & Wellness Task Force Minutes

### Members:

Carolyn Steeves  
Councillor Melissa Langmaid

Jarrett Fawdry  
Nyala Ponce

Kelly Keating

Mark Pretzlaff (staff)

Lisa Montgomery (staff)

Janice Little (Hope Bridges)

Shantelle Vermeylan (Prospects)

- 
1. 2025 Canada Day
    - Felt it may be too late to support or contribute to this event.
  2. Public Art Project – Strathmore Skatepark & Prospect Human Services (Skills for Success)

**Motion: To recommend that Council approve the Skills for Success' public mural, at the Strathmore Skatepark.**

3. Alberta Culture Day
  - Invite the Strathmore Library to attend the next meeting with a formal request for money to support the event.
4. Hope Bridges Painted Quilts
  - Invite Janice (Hope Bridges) to attend the next meeting with a formal request to support their project.
5. The Vault Cultural Collective – Funding Request

**Motion: To recommend that Council approve funding in the amount of \$7,000.00 to The Vault Community Collective through the Culture & Wellness Task Force.**

- Request that The Vault provide a report, within one (1) year, on how the money was spent.

Strathmore.ca

1 Parklane Dr. (Box 2280)  
Strathmore AB T1P 1K2

(403) 934-3133



6. Roundtable

- Carolyn – Joyland Theatre is for sale

7. Next Meeting

- Second Wednesday in July (July 9<sup>th</sup>) from 12:00pm to 1:00pm?

## Culture & Wellness Task Force Minutes

### Members:

Councillor Melissa Langmaid

Jarrett Fawdry

Tiffany Carlson

Mark Pretzlaff (staff)

Connie Kopp (Hope Bridges)

Laura Henderson (Strathmore Municipal Library)

Sheila Konschuh (Hope Bridges)

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**Note:** Insufficient Task Force members for quorum. Based on the timing of the funding requests and the upcoming Council meeting, Task Force members decided to proceed to review the two funding requests.

#### 1. Alberta Culture Day

- Laura H. spoke about the Library's plans for Alberta Culture Days events:
  - International film festival at Joyland Theatre
  - Author visit from Young Alberta Book Society author(s)
  - Medicine pouch making with teachings
  - Book folding class
  - Writing classes
- In addition, Laura also requested funds to support their Poetry Cafes and a 5 For Life for Creative Critters program.
- Requests for Alberta Culture Days were \$4,100.00 and an additional \$500 for the Poetry Cafes and \$600 for the Creative Critters program.

#### 2. Hope Bridges Painted Quilts

- Sheila K. and Connie K. spoke the Painted Quilts project and eleven (11) of the quilts needed to be reconditioned due to their age and degradation from sunlight, rain/snow, and other environmental factors.
- Reconditonal costs associated with one (1) quilt was approximately \$500 with an overall request for \$5,500.00

#### 3. Next Meeting

- Second Wednesday in August (August 23<sup>rd</sup>) at 12:00pm to 1:00pm.

Strathmore.ca

1 Parklane Dr. (Box 2280)  
Strathmore AB T1P 1K2

(403) 934-3133





# Request for Decision

**To:** Council

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

**Date Prepared:** June 23, 2025

**Meeting Date:** July 23, 2025

**SUBJECT:** Public Art Mural Strathmore Skatepark - Skills for Success

**RECOMMENDATION:** THAT Council approve the installation of Skills for Success' public mural, at the Strathmore Skatepark.

## STRATEGIC PRIORITIES:



Affordable  
Living



Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

## **HOW THE STRATEGIC PRIORITIES ARE MET:**

As part of its Strategic Plan, Council has prioritized the maintenance, protection, and improvement of Community Wellness services that support optimum lifestyles for residents of Strathmore.

Public art is a vital ingredient in the cultural fabric of a community. Art can connect communities in cultural experiences, creating a sense of belonging and connectedness to people, places, stories, and creative ideas. Art also engages citizens and artistic leaders in planning and building an inclusive, attractive, liveable, healthy, and thriving community for the future.

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## SUSTAINABILITY

### **ECONOMIC SUSTAINABILITY:**

Economic sustainability is not applicable.

**SOCIAL SUSTAINABILITY:**

These types of endeavours could stimulate growth in the community's arts and culture sector; helping to build an attractive, healthy, and thriving community where creative spaces emerge and art, design, and culture flourish.

**ENVIRONMENTAL SUSTAINABILITY:**

Environmental sustainability is not applicable.

**IMPLICATIONS OF RECOMMENDATION:****GENERAL:**

While the Town's current public art policy is outdated and should be reviewed, requests from external stakeholders should not be impacted.

With the revised Terms of Reference for the Culture & Wellness Task Force (see attached), this Council Committee is tasked with evaluating public art projects that advance public art, culture, and wellness in the town and provide recommendations to Council for final approval for all public art projects.

Administration coordinated with Prospect Human Services to present their mural concept and preferred location to the Culture & Wellness Task Force. The Task Force reviewed the concept and proposed location and indicated their support for this public art mural.

**ORGANIZATIONAL:**

Administration previous met with Prospect Human Services about their proposed location and key stakeholder surrounding the desired location.

After reviewing the initial proposal and vandalism concerns, Prospect Human Services updated its proposal.

**OPERATIONAL:**

While there are many benefits to public art, there is a possibility of some negative effects (i.e. vandalism) that could impact the mural and potential Town staff.

Installation would occur, Tuesday through Friday, beginning August 19th until September 18th so the skatepark would be closed to the public and reopen on Mondays and the weekends.

Administration would need to provide barracks to limit access during the installation times.

**FINANCIAL:**

None, at this time but additional costs could arise with basic maintenance.

### **POLICY:**

Moving forward, the existing public art policy should be reviewed with recommended revisions.

### **IMPLEMENTATION:**

Should Council approve this location for the mural, Administration will continue to work with Prospect Human Services to facilitate a concept for this mural.

### **BACKGROUND:**

In April 2025, Prospect Human Services contacted Administration to inquire about a public art project for their Skills for Success program. This program aims to help unemployed or underemployed improve their skills in the following areas (reading, writing, numeracy, digital, problem-solving, communication, collaboration, adaptability, creativity and innovation) using art-based learning.

Aligning with the revised Terms of Reference for the Culture & Wellness Task Force, Administration coordinated with Prospect Human Services to present their mural concept and preferred location to the Culture & Wellness Task Force. The Task Force reviewed the concept and proposed location and indicated their support for this public art project.

Concepts for this public art project include:

- Exterior Wall of the Bowl (Stairwell Side): A bold, graffiti-inspired mural of the words “*Strathmore Skatepark*” in bright, dynamic lettering.
- Interior of the Stairwell: Handprints and signatures of participating artists, celebrating their contribution in a colorful, community-based display. This project is intended to be a collaborative effort that includes members of the Skatemore girls as well as local youth groups.
- Exterior of the Stairwell Wall: A large mural of our “Skater Boy,” tying the concept together through vibrant visuals and cohesive design.
- Backside of the Ramp: A whimsical, illustrated map of Strathmore highlighting local landmarks and attractions. While not a riding surface, we love how this design still ties into the original idea of connecting skaters with their community.

Installation of the mural would run from August 19th until September 18th from 10:00am to 3:00pm. The amenity would be closed to the public during installation and would reopen on Mondays and weekends.

### **KEY ISSUE(S)/CONCEPT(S):**

Following the recommendation of the Culture & Wellness Task Force, the final approval of the public art project must be approved by Council.

**DESIRED OUTCOMES:**

That Council approve the concept and location of the Prospect Human Services public art project.

**COMMUNICATIONS:**

Should Council approve this public art project, the Communications team will work together to inform the public.

**ALTERNATIVE ACTIONS/MOTIONS:**

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

**ATTACHMENTS:**

[Attachment I: Terms of Reference: Culture and Wellbeing Task Force](#)

[Attachment II: Skills for Success - Strathmore](#)

[Attachment III: Skills for Success Public Art Mural Concept - Strathmore Skatepark](#)

Mark Pretzlaff, Director of Community and Protective Services

Approved  
- 16 Jul  
2025

Kevin Scoble, Chief Administrative Officer

Approved  
- 16 Jul  
2025

Veronica Anderson, Legislative Services Officer

Approved  
- 16 Jul  
2025



# TASK FORCE

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**REFERENCE:**

Resolution No. 092.04.25  
Boards and Committees Bylaw No. 22-26: Section 6

**ADOPTED BY:**

Town Council

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**PREPARED BY: Community & Protective Services****DATE:** April 2, 2025

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**TITLE: Culture and Wellbeing Task Force**

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**MANDATE**

To identify and coordinate opportunities for stakeholder and community engagement and provide community input on matters relating to the provision of cultural and wellness initiatives in Strathmore, and to enhance Strathmore's profile, community identity, and civic pride to achieve the benefits of a community that connects and engages by integrating culture and wellbeing into the daily life of the Town. Initiatives may include:

- Raising awareness and understanding of the importance of wellness and culture through the delivery of a selection of cultural special events aimed at enhancing the community of Strathmore.
- Evaluate public art projects that advance public art, culture, and wellness in the town and provide recommendations to Council for final approval for all public art projects.
- Review Town facilities and infrastructure, programs, public services, activities and policies, to identify where issues or barriers for individuals with disabilities.

**TASK FORCE STRUCTURE**

The Culture and Wellbeing Task Force will consist of:

- One (1) Council member;
- A maximum of six (6) public-at-large representatives (Town residents);

Preference will be given to applicants who:

- Have skills, knowledge, and experience needed to contribute effectively to the Task Forces' mandate.
- Individuals with a broad interest, understanding, and commitment to cultural and wellness initiatives in the community.
- Have experience in event planning.

The Culture and Wellbeing Task Force will elect a Chair during the first meeting following the Town of



Strathmore's Organizational Meeting.

## **ADMINISTRATIVE RESOURCES**

The Recreation & Culture staff will provide support and liaise with the Task Force.

## **QUORUM**

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

## **TERM**

The term of the Task Force will be six (6) months, ending September 2025.

## **AUTHORITY**

The Culture and Wellbeing Task Force shall:

- Identify and coordinate community-wide cultural and wellness initiatives to enhance Strathmore's community identity and civic pride.
- Increase awareness of cultural and wellness initiatives for Strathmore residents;
- Review and submit recommendations to Council on public art projects;
- Advise Council on a process for receiving comments from the public on the Town's accessibility plan and barriers to individuals in or interacting with the organization; and
- Comply with the Town of Strathmore Boards and Committees Bylaw, Council Procedural Bylaw, and *Municipal Government Act*.

## **SUPPORTING DOCUMENTS**

- Bylaw No. 22-26 – Town of Strathmore Boards and Committees Bylaw

## **MEETING SCHEDULE**

The Culture and Wellbeing Task Force will meet monthly or as agreed upon at a previous Task Force meeting.



**Trouble finding a job? We can help.**

The Skills for Success Program will help unemployed or underemployed Albertans from the greater Strathmore area improve their skills in the following areas:

- Reading
- Writing
- Numeracy
- Digital
- Problem-solving
- Communication
- Collaboration
- Adaptability
- Creativity
- Innovation

Using art-based learning, participants will engage in structured lessons to learn the Skills for Success and to move closer to the work force.

The program will include 5 weeks of skill-building in the classroom, followed by 7 weeks of applying the new skills to develop public art projects in the Strathmore community. Working on a public art project will allow participants to build their community networks and further their employability skills while receiving career advising and employment support from Prospect.

A new group of participants will begin every 12 weeks. Scheduling will be flexible and modified to meet the needs of participants within each group.

## What Does Prospect Do?

Prospect is an employment organization that focuses on people. Recognized as one of Alberta's most innovative not-for-profits, Prospect has decades of experience in creating employment services for unemployed and underemployed Albertans through skill development, guided supports, and career, employment and information services.

## Interested?

For more information, please contact the Skills for Success Team Lead, Shantelle Vermeylen directly at **587-600-7863** or visit **[www.prospectnow.ca/skillsforsuccess](http://www.prospectnow.ca/skillsforsuccess)**

To learn more about other employment supports offered by Prospect, please call **1-877-483-2562** or visit **[prospectnow.ca](http://prospectnow.ca)**



The Province of Alberta is working in partnership with the Government of Canada to provide employment support programs and services.





















June 23, 2025

His Worship Pat Fule  
Mayor, Town of Strathmore  
1 Parklane Drive  
PO Box 2280  
Strathmore, AB T1P 1K2

**Delivered via email to:** [pat.fule@Strathmore.ca](mailto:pat.fule@Strathmore.ca); [veronica.anderson@strathmore.ca](mailto:veronica.anderson@strathmore.ca)

Dear Mayor Fule:

Thank you for your letter extending your congratulations on my appointment as Minister of Indigenous Relations. I am honoured to have been appointed Minister of this important portfolio. Your thoughtful words and support are sincerely appreciated during this time of transition to my new ministry.

I look forward to enhancing our intergovernmental collaboration and cultivating inclusive, forward-looking relationships that support both social and economic development—contributing to the well-being of all communities we serve together.

Thank you for recognizing Treaty 7 territory in your letter, and for honouring the region's rich Indigenous heritage. Your ongoing efforts to build respectful, enduring relationships with Indigenous communities, including the Siksika Nation, are essential to fostering mutual understanding and long-term prosperity.

I am committed to fostering a strong and collaborative partnership as we work together towards shared goals that reflect local priorities, respect our Treaty relationships and move us all towards a more prosperous future.

Sincerely,



Rajan Sawhney  
Minister of Indigenous Relations



Hon. Mike Ellis  
Deputy Premier and Minister of Public Safety and Emergency Services  
404 Legislature Building  
10800 - 97 Avenue  
Edmonton, AB  
T5K 2B6

Sent Via Email: [PSES.minister@gov.ab.ca](mailto:PSES.minister@gov.ab.ca)

Dear Minister Ellis,

As you may know, MCMC is a collection of 24 municipalities across Alberta whose population is between 100,000 and 12,000. Our members represent 28 provincial ridings and over one million Albertans, spanning from Grande Prairie to Lethbridge. Alberta's mid-sized cities include some of the most attractive and fastest-growing communities in the province, averaging across our 24 communities a seven per cent annualized growth rate over the past five years. We aim to connect, collaborate, and set strategic priorities that we can advance through partnership with the Government of Alberta.

We are a diverse group of mayors representing a broad range of communities, and we share many similar needs and issues. Our size also allows us to find strategic and collaborative solutions to complex problems. As you know, we face big city problems without the same resources and have to think outside the box to ensure appropriate service levels in ways that cannot apply to smaller or larger communities.

This applies to many issues, but nowhere is it a more pressing matter for our residents than emergency services like fire and ambulance. Municipal Affairs is undertaking a consultation process intended to shape how a mandatory level of service would look when implemented across all of Alberta's municipalities. This has stemmed from the recently completed Municipal Affairs Fire Service Review. While we welcome the desire to enhance fire services across the province, mandating specifics across the diverse municipalities that make up the province will prevent us from finding solutions that are more affordable, but also more effective, than blanket personnel or equipment mandates.

We have a duty to provide the most efficient service in the most sustainable manner to ensure everyone in our community is kept safe, but mandating levels of service to all municipalities will prevent us from doing so. Many of our members have already implemented unique solutions to emergency service delivery, including dynamic staffing, that will not align with provincially mandated levels of service, but provide efficient and effective services, nonetheless.

It is also important to remember that even in some of our mid-sized cities, we have volunteer or auxiliary firefighters. In fact, between 70 and 80 per cent of Alberta's firefighters are volunteers. These men and women provide an essential service to our communities for free, but mandatory levels of service would put our ability to engage them in the future in doubt, severely harming our ability to keep citizens safe. Volunteer firefighters form the largest and most important cohort of first responders in the province, and any policies that would hinder their recruitment or deployment would seriously put Albertans at risk.

We know that implementing mandatory levels of service arose from the engagement done by Municipal Affairs, but we do not believe there needs to be a one-size-fits-all approach. This policy should be changed so that mid-sized communities like ours are allowed more freedom to solve local problems locally. Problem-solving must be put first, not a solution in search of a problem. The Government of Alberta continues to emphasize the value of local decision-making in problem-solving and policymaking, especially in relation to the provincial-federal relationship. The same practice should be applied here.

And, just like your government, we must prioritize fiscal responsibility. Mandating service levels will have significant financial implications. Alberta's mid-sized cities are the most affordable communities because we can enact local

solutions cost-effectively. Mandated service levels will tie our hands and force us to either cut other services or raise taxes.

This is a pressing issue for our member municipalities, and I would like to meet with you as soon as possible to discuss the policy's implementation. Should you have any further questions, please do not hesitate to reach out, and I look forward to meeting you soon.

Sincerely,

A handwritten signature in black ink, appearing to read "Jeff Genung". The signature is stylized with a large, sweeping "J" and a long, horizontal stroke.

Jeff Genung  
Chair, Alberta Mid-Sized Cities Mayors' Caucus  
Mayor, Cochrane

# Strathmore Municipal Library

## 2024 Value of Your Investment



As a Marigold Library System member, Strathmore Municipal Library maximizes cost-savings and benefits from shared library collections and resources, enhancing public library service for Strathmore residents.

### 2024 levy payments from Strathmore to Marigold (2023 Municipal Affairs population)

	Per Capita Levy	Population	Contribution
Municipality	\$6.46	14,339	\$92,629.94
Library Board	\$4.50	14,339	\$64,525.50
TOTAL levy payments from Strathmore to Marigold			\$157,155.44

### 2024 financial value of Strathmore Municipal Library’s membership in Marigold

This amount indicates what it would cost Strathmore Municipal Library, where costs are known, to offer the same standard of service to meet community needs and interests without membership in Marigold.

The value of core services for Strathmore Municipal Library includes managed IT services and helpdesk support, library software, books, ebooks and other collections, deliveries of interlibrary loans, training materials for staff and patrons, and more.

Value calculations are detailed on the following pages	\$1,250,482.65
Cash and spending accounts from Marigold for Strathmore Library	
Transfer payments (cash)	\$37,973.00
IT Capacity Fund (spending account)	\$1,000.00
Collection allocation & bestsellers (spending accounts)	\$48,825.00
TOTAL value of membership	\$1,338,280.65

2024 Levy Payments from Strathmore to Marigold  
\$157,155.44

2024 Value of Strathmore Municipal Library’s Membership in Marigold  
\$1,338,280.65

# Strathmore Municipal Library

## 2024 Value of Your Investment



### Financial Value of Marigold Services

These amounts indicate what it would cost your library to offer the same standard of services to meet community needs and interests without membership in Marigold.

#### Collections

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##### **Collections Discounts for Your Library** \$17,088.75

This value represents the amount of money your library saved on collection materials in 2024. Marigold's bulk purchasing power provides deep discounts for new collection items. Without membership in Marigold, your library would spend more to purchase the same collection materials. Marigold staff save library staff time by assisting with collection selection.

##### **Cataloguing & Processing of New Materials by Marigold** \$15,900.00

Professional cataloguing enables patrons to locate and request popular books, video games, movies, equipment, and more in the online catalogue or app. New materials are delivered to your library ready for patrons to borrow, complete with barcodes, protective wrapping, durable cases for AV, and labelling.

##### **Unique eBook & eAudiobook Titles Borrowed by Your Cardholders** \$519,658.29

Marigold provides a wide range of digital collections for reading, watching, listening, and learning. The average cost for an eBook is \$36, and for an eAudiobook, it is \$53. Marigold's membership in The Regional Automation Consortium (TRAC) allows your patrons access to shared Overdrive/Libby and Cloud Library collections.

##### **eResources** \$22,640.00

Licensed online resources provide digital, online content for your patrons. eResources include Ancestry.com, Consumer Reports, Auto Repair, Kanopy Plus, Pronunciator Language Learning, and more.

##### **Kits, Games & Travelling Displays Borrowed from Marigold** \$540.00

Libraries save money by borrowing kits, games, and displays from Marigold, such as craft and makerspace kits, travelling book displays, a karaoke machine, life-size games like Snakes and Ladders, and more.

##### **Collection Insurance** \$1,798.94

Marigold provides insurance for the physical collections at member libraries.

# Strathmore Municipal Library

## 2024 Value of Your Investment



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### Delivery & Resource Sharing

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**Unique Physical Titles Borrowed from Other Libraries by Your Patrons** \$359,373.00

As a member of TRAC and an Alberta Public Library Network Partner, patrons registered at Marigold libraries can request an item from any of the 185+ libraries in TRAC, plus other libraries across Alberta. The TRACpac online catalogue and app allow your patrons to place holds on an item anywhere in Alberta and have it delivered to their local library through Marigold van delivery.

Library to You (L2U) is a free mail service for those facing physical or geographic difficulties visiting their public library in person. For patrons across Marigold, Marigold staff fill holds for homebound or remote patrons and mail items to the patron with a free return label.

**Weekly Van Delivery Service** \$116,235.71

All items requested by patrons pass through Marigold headquarters for sorting and transportation to their destination through Marigold van delivery. Likewise, items being sent out for loan at other libraries and library systems are transported to Marigold for sorting before going on to the next location, either by Marigold van, provincial courier (other systems), or by mail (e.g. academic libraries). Drivers also deliver new collection materials, kits, games, supplies, and promotional materials.

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### IT

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**IT Site Visits, Helpdesk, Remote Support & Consultation** \$15,071.02

IT staff provide remote support, troubleshooting, cybersecurity training, and on-site installations and upgrades for your library. Their goal is reliable IT support for library staff and a positive patron experience. Marigold helps library staff plan for the lifecycle of their computer equipment.

Marigold IT manages the network of computers, devices, and systems that connect member libraries and library service to the world. Member libraries can rely on our team to offer technical support, monitor bandwidth, implement firewall protocols, troubleshoot connection issues, and perform software updates.

**Equipment, Software, Licensing, and Library Software** \$154,563.06

Libraries need the right equipment, software, and network, and Marigold provides the expertise to bring it all together. Networked services include email hosting, cloud-based storage, software licensing, file sharing, a toll-free phone system, and a

secure environment for patrons to access library collections and digital content. Marigold staff negotiate complex IT vendor contracts on behalf of the system.

# Strathmore Municipal Library

## 2024 Value of Your Investment



<b>Supernet &amp; Internet</b>	\$10,237.20
Internet and Wi-Fi are available to patrons and staff at member libraries via Marigold on a robust, secure, fibre-optic network. The Alberta Public Library Services Branch (PLSB) pays for monthly SuperNet costs for Marigold member libraries, and Marigold pays for monthly internet costs (bandwidth).	

<b>Website</b>	\$9,197.37
Marigold provides a website where your library can share information on everything it offers. The websites allow libraries to engage with community members and provide information, resources, and services to the public. Marigold staff are available to assist libraries with website updates.	

### Training, Professional Development & Consultation

<b>Marigold Conference &amp; Professional Development</b>	\$7,000.00
Marigold pays for up to two library staff members to travel and attend the Marigold Conference, which featured keynote speaker Nick Tanzi in 2024. The conference also included a day of sessions and networking with peers. Marigold also organizes and pays for library staff to travel and attend Library Leaders training in September. The 2024 meeting featured sessions on public speaking and working with the media.	

<b>Consultation, Support &amp; Expertise</b>	\$880.31
Each member library is assigned a consultant from our team of professional librarians. Marigold consultants have a wide range of skills and backgrounds and are experts in problem-solving and teamwork.	

Your Library Services Consultant provides advice, solutions, and support for library managers and staff on personnel management, professional development, program planning and support, collection development, weeding and inventory, board and policy development, standards and best practices, reference questions, performance measures, space planning, and more.

Library Services Consultants also train library staff on a wide range of skills and topics (this is not reflected in the value assigned here).

# Strathmore Municipal Library

## 2024 Value of Your Investment



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### Customized Plastic Library Cards

Marigold subsidizes new plastic library cards, which require a special numbering sequence for each library.	\$299.00
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<b>Financial Benefit TOTAL</b>	<b>\$1,250,482.65</b>
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July 9, 2025

Town of Strathmore

Dear Mayor Pat Fule, and Councillors Langmaid, Mitzner, Montgomery, Peterson, Wegener and Wiley.  
Tessa Galandy has been selected to represent her country as a member of Team Canada at the 2025 World Ringette Championships in Lahti, Finland. Countless hours of training and sacrifice has allowed Tessa to finally achieve her dream of representing Canada.

Like all members of the 2025 Junior National Team, Tessa has been asked to contribute \$9,000 to help fund her journey. The majority of the players on the Junior National Team are students or just beginning their careers, so we as a group, are pursuing fundraising activities and team sponsorship requests to try and reduce these player costs.

Tessa has been given the opportunity to go to businesses, friends, and anyone who would like to help them accomplish their dream of winning the World Ringette Championships. We have established two levels of sponsorship, all of which are exciting opportunities for the athletes, as well as their chosen sponsor(s).

**'Bring Home the Gold' Sponsor: \$5,000 or greater contribution**

For contributing as a Bring Home the Gold Sponsor the funding will go directly to cover athlete costs (80%) and provide them with additional specialized support (20%) mental performance, athletic therapy and strength and conditioning support, the Sponsor would receive the following:

- A mention (and tag if relevant social media accounts are provided) from Ringette Canada's Social Media accounts (~40 000 followers), as the athlete's sponsor during the 2025 World Ringette Championships
- Recognition as the individual player's sponsor on Team Canada's website on our page featuring the individual athlete's profiles. Logo to be provided from sponsor
- Thank you letter from the athlete
- A functional link from our athlete page to your website through the logo (relevant link and logo provided)
- A business tax receipt would be provided to the Sponsor. The receipt would not be a charitable tax receipt
- A cheque can be made out to Ringette Canada on behalf of Tessa Galandy

**'United in Red': Any amount up to \$4999 contribution**

- For contributing as a United by Red Sponsor **100% of the funding provided will go directly to your athlete.**
- A mention (and tag if relevant social media accounts are provided) from the athlete's personal Social Media accounts, as the athlete's individual sponsor for the 2025 World Ringette Championships
- Thank you letter from the athlete
- No tax receipt would be provided
- A cheque can be made out directly to Tessa Galandy

If you are interested in working further with Ringette Canada or becoming a larger partner of the National Team Programs please feel free to reach out directly to Ringette Canada at the email address below. Businesses that want to work further with Ringette Canada towards the entire National Team program are eligible for a Charitable tax receipt. Our sport is growing and we would love to work with you.

We look forward to the next few months as we train and prepare to compete in the 2025 World Ringette Championships. Partnerships with organizations such as yours will not only help our National Team athletes focus on their training, it will also provide an opportunity for your organization to be associated with role models as they train and pursue their dream to win gold on the world stage.

Thank you for your consideration. Please do not hesitate to contact me at [TeamCanada@ringette.ca](mailto:TeamCanada@ringette.ca) with any questions.

Sincerely,

*Kristen Leblanc*

Kristen Leblanc  
High Performance Coordinator  
Ringette Canada  
[teamcanada@ringette.ca](mailto:teamcanada@ringette.ca)



Abbreviated History of Ringette Team Canada and Tessa

Tessa played for the 2023 U18 Team Western Canada at the World Ringette Championship in Calgary. Although the 2023 U18's did not officially participate in the World Championships, the U18 Team Western Canada played U18 Team Finland in the prime time spot on Saturday night as it was anticipated to be a closely contested game. It was a back and forth battle that was sure to end in a 5-5 tie, except Tessa managed to collect the ring in the offensive zone with 6 seconds left in regulation, drove the net and made a no-look pass across the goal crease to a wide open teammate who made no mistake and buried the winner with less than 2 seconds to go.

Back in 1990 when the first World Championship was played and for many years afterward, Team Canada has dominated all countries. But Team Finland learned the game and since 1990, has in turn dominated all countries including Team Canada. 1990 was the last time any Canadian Team has beaten Team Finland, until two years ago, when the 2023 U18 Team Western Canada beat Team Finland 6-5. Many of the girls competing back then will be back for both countries, so there should be some spectacular games leading up to the Gold Medal Game in Finland on November 9, 2025.



This particular picture was taken in 2023 when Tessa was playing vs. the U18 Team Finland in Calgary at Winsport and made the pass for the winning goal.

Tessa would be happy to mention your company on her Instagram account of 1180 followers.

For more information, please contact Tessa at 403-901-3821 (or Dion at 403-998-5132)

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CANADA



**RINGUETTE**  
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## Junior National TEAM PROGRAM

### 2025 Junior National Team program

Training together is a beginning, playing together is progress and working together is success! - Henry Ford



**Sophie Daigle**  
**GOALIE**  
Team: Atlantic  
Avalanche (NHL)  
Hummelstown, Pennsylvania, USA



**Julia Harvie**  
**GOALIE**  
Team: Calgary  
Blaze  
Hummelstown, Pennsylvania, USA



**Aeva Lott**  
**GOALIE**  
Team: Zone 2  
Blaze  
Hummelstown, Pennsylvania, USA



**Mya Althen**  
**DEFENCE**  
Team: Calgary  
Blaze  
Hummelstown, Pennsylvania, USA



**Charlotte Anderson**  
**CENTER**  
Team: East  
Ancaster/Milton  
Hummelstown, Pennsylvania, USA



**Kaylee Armstrong**  
**DEFENCE**  
Team: Calgary  
Blaze (NHL)  
Hummelstown, Pennsylvania, USA



**Isabelle Beech**  
**FORWARD**  
Team: BC Thunder  
(NHL)  
Hummelstown, Pennsylvania, USA



**Kélyane Boucher**  
**FORWARD**  
Team: Eastern  
Quebec  
Hummelstown, Pennsylvania, USA



**Talisa Cowley**  
**FORWARD**  
Team: Zone 2  
Blaze  
Hummelstown, Pennsylvania, USA



**Marissa Dyck**  
**DEFENCE**  
Team: BC Thunder  
(NHL)  
Hummelstown, Pennsylvania, USA



**Madison Fitzpatrick**  
**DEFENCE**  
Team: Zone 2  
Blaze  
Hummelstown, Pennsylvania, USA



**Morgan Forrest**  
**FORWARD**  
Team: Eastern  
Orlando/Chicago  
Hummelstown, Pennsylvania, USA



**Tessa Galandy**  
**FORWARD**  
Team: Zone 2  
Blaze  
Hummelstown, Pennsylvania, USA



**Kailee Leskiw**  
**DEFENCE**  
Team: Eastern  
Orlando/Chicago  
Hummelstown, Pennsylvania, USA



**Claire Lodge**  
**FORWARD**  
Team: Cambridge  
Hurricanes (NHL)  
Hummelstown, Pennsylvania, USA



**Alyssa Perreault**  
**FORWARD**  
Team: Eastern  
Orlando/Chicago  
Hummelstown, Pennsylvania, USA



**Dylan Pighin**  
**DEFENCE**  
Team: Zone 2  
Blaze  
Hummelstown, Pennsylvania, USA



**Sydney Rock**  
**DEFENCE**  
Team: Calgary  
Blaze (NHL)  
Hummelstown, Pennsylvania, USA



**Lauren Schoenhofen**  
**CENTER**  
Team: Saskatchewan  
Blaze (NHL)  
Hummelstown, Pennsylvania, USA



**Mia Tanguay**  
**CENTER**  
Team: Eastern  
Quebec  
Hummelstown, Pennsylvania, USA

### Junior National Team coaching staff



**Andrea Ferguson**  
**Head Coach**  
Hummelstown, Pennsylvania, USA



**Keely Brown**  
**Assistant Coach**  
Hummelstown, Pennsylvania, USA



**Colleen Hagan**  
**Assistant Coach**  
Hummelstown, Pennsylvania, USA



**Donnell Schoenhofen**  
**Assistant Coach**  
Hummelstown, Pennsylvania, USA

### Junior National Team integrated support team

**Jocelyn McLeod**  
Manager

**Coey Turner**  
Mental Performance Consultant

**Brooke Simard**  
Strength & Conditioning Consultant

**Melinda Krulicich**  
Athletic Therapist

### Thank you to our Athlete Sponsors!

Countless hours of training and sacrifice has allowed our athletes to finally achieve their dream of representing Canada at the 2025 World Ringette Championships in Latvia, Finland. The athletes have dozens of personal sponsors who have supported them on their journey.

We would like to thank you all for the wonderful sponsors listed below who have generously contributed their services to our athletes and our Junior & Senior National teams. The display of these sponsors has given directly to support of the athletes.

We thank you with organizational efforts as they not only help our National Team athletes focus on their training & we will provide an opportunity for these organizations to be associated with young role models as they pursue their dreams to win gold on the world stage.

Royal Canadian Mounted Police

Commanding Officer  
Alberta



Gendarmerie royale du Canada

Commandant  
de l'Alberta

June 25, 2025

His Worship Patrick Fule  
Town of Strathmore  
1 Parklane Drive, P.O. Box 2280,  
Strathmore, AB T1P 1K2

Dear Mayor Patrick Fule:

I'm writing to introduce myself as the new Commanding Officer of the Alberta Royal Canadian Mounted Police (RCMP). It is an incredible honour to step into this role and lead a police service with such an extensive history of service to the communities and citizens of Alberta.

People are at the heart of everything we do. That includes the dedicated employees on the front lines and behind the scenes, the citizens we serve, and the communities and governments we proudly partner with. None of our work is possible without the commitment, support and collaboration of people.

With 37 years of policing experience - much of it in Alberta - I have seen firsthand how people working together can shape strong communities. I have witnessed the remarkable impact that this committed partnership can have, not only during moments of crisis, but in the everyday interactions that build trust and strengthen public confidence.

Trust is not something that is given; it is earned, day in and day out. My leadership is grounded in public trust, transparency, accountability, and meaningful results. These principles will guide how we serve you and the citizens you represent. I firmly believe that our success is rooted in the strength of our relationships with the communities we serve and the partners we stand beside. That is why I am committed to fostering strong, open, and meaningful connections with you, listening actively, and ensuring our work reflects the needs and values of your community.

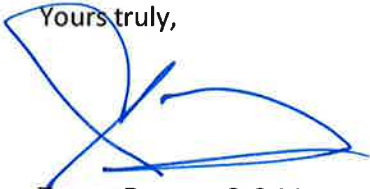
While I am proud of the high-quality policing services the Alberta RCMP delivers, I also recognize that there is always room to evolve. We are embracing innovation and leveraging technology to enhance effectiveness. You can see through initiatives like the Real Time Operations Centre (RTOC) and the Remotely Piloted Aircraft Systems (RPAS) program, that the Alberta RCMP is embracing innovation and applying technology in ways that enhance how we serve, protect, and connect with the public.

One of the most pressing challenges we face today is staffing. Recruitment continues to be a top priority - but it is only part of the solution. Retention is equally critical. We are actively exploring new strategies to attract and retain dedicated employees who see the Alberta RCMP as not only a great place to work, but a place to grow, lead and make a difference.

We have an exciting path ahead. While challenges exist, so too do opportunities to modernize, to collaborate and to build an even stronger, more community-focused provincial police service.

Thank you for your ongoing partnership and support. I look forward to working alongside each of you to build safer communities and ensure they remain the best place to live, work and raise our families.

Yours truly,



Trevor Daroux, O.O.M.  
Deputy Commissioner  
Commanding Officer Alberta RCMP

11140 – 109 Street  
Edmonton, AB T5G 2T4

Telephone: 780-412-5444  
Fax: 780-412-5445