



**AGENDA**  
**COMMITTEE OF THE WHOLE MEETING**  
**Wednesday, April 8, 2026 @ 6:00 PM**  
**Council Chambers, 1 Parklane Drive, Strathmore AB**

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	Page
<b>1. CALL TO ORDER</b>	
<b>2. CONFIRMATION OF AGENDA</b>	
<b>3. PUBLIC COMMENTS</b>	
<b>4. DELEGATIONS</b>	
<b>5. CONFIRMATION OF MINUTES</b>	
5.1. Committee of the Whole Meeting Minutes – March 11, 2026	2 - 8
<a href="#">Agenda Item - AIR-26-076 - Pdf</a>	
<b>6. BUSINESS</b>	
6.1. Proposed Cemetery Bylaw No. 26-04	9 - 164
<a href="#">Agenda Item - AIR-26-060 - Pdf</a>	
6.2. Services and Service Levels Inventory Review	165 - 277
<a href="#">Agenda Item - AIR-26-094 - Pdf</a>	
<b>7. QUESTION AND ANSWER PERIOD</b>	
<b>8. CLOSED MEETING</b>	
8.1. Council CAO Dialogue – Advice from officials – ATIA S. 29(1)(b)(iii)	
8.2. Strathmore Stampede Discussion – Advice from officials – ATIA S. 29(1)(a)	
<b>9. ADJOURNMENT</b>	



# Request for Decision

To: Council

Staff Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: March 11, 2026

Meeting Date: April 8, 2026

**SUBJECT:** Committee of the Whole Meeting Minutes – March 11, 2026

**RECOMMENDATION:** THAT Council adopt the March 11, 2026 Committee of the Whole 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

**IMPLICATIONS OF RECOMMENDATION:**

**GENERAL:**

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the March 11, 2026 Committee of the Whole Meeting are given to Council for adoption.

**ORGANIZATIONAL:**

N/A

**OPERATIONAL:**

N/A

**FINANCIAL:**

N/A

**POLICY:**

N/A

**IMPLEMENTATION:**

N/A

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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 March 11, 2026 Committee of the Whole Meeting Minutes will be posted on the Town's website.

**ALTERNATIVE ACTIONS/MOTIONS:**

1. Council may adopt the recommended motion.

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

**ATTACHMENTS:**

[Attachment I: COMMITTEE OF THE WHOLE - 11 Mar 2026 - Meeting Minutes](#)

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Veronica Anderson, Legislative Services Officer

Approved  
- 16 Mar  
2026

Johnathan Strathdee, Manager of Legislative Services

Approved  
- 17 Mar  
2026



# MINUTES COMMITTEE OF THE WHOLE MEETING

6:00 PM - Wednesday, March 11, 2026

Council Chambers, 1 Parklane Drive, Strathmore AB

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**COUNCIL PRESENT:** Mayor Pat Fule, Councillor Claude Brown, Councillor Jim Chisholm, Councillor Matt Hyde, Councillor Melissa Langmaid, Councillor Richard Wegener, and Deputy Mayor Brent Wiley

**STAFF PRESENT:** Kevin Scoble (Chief Administrative Officer), Jamie Dugdale (Director of Infrastructure, Operations, and Development Services), Mark Pretzloff (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 March 11, 2026 Committee of the Whole to order at 6:04 p.m.

2. **CONFIRMATION OF AGENDA**

**Resolution No. 009.03.26A**

Moved by Councillor Wiley

THAT Council adopt the March 11, 2026 Committee of the Whole Agenda as amended:

MOVE:

8.2. *2025 Human Resources and Safety Review – Advice from officials – ATIA S. 29(1)(b)(iii)* to come before 8.1 in the Closed Meeting.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, Councillor Wegener, and Councillor Wiley

**AGAINST:** None.

**CARRIED**

3. **PUBLIC COMMENTS**

None.

4. **DELEGATIONS**

4.1. **2025-2026 RCMP Q3 Municipal Policing Report**

**5. CONFIRMATION OF MINUTES**

**5.1. Committee of the Whole Meeting Minutes – February 11, 2026**

**Resolution No. 010.03.26A**

Moved by Councillor Hyde

THAT Council adopt the February 11, 2026 Committee of the Whole Meeting Minutes as presented in Attachment I.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, Council Wegener, and Councillor Wiley

**AGAINST:** None.

**CARRIED**

**6. BUSINESS**

**6.1. Medical Services Update**

**7. QUESTION AND ANSWER PERIOD**

**7.1. Speed Radar Sign – Westmount Dr.**

Councillor Wegener asked about the speed radar visible sign that is no longer along Westmount Dr. and Lawrence Hilton Memorial Park.

**7.2. Paved Pathways – Centre Lines**

Mayor Fule asked if centre lines would be painted on the Town of Strathmore pathways.

**7.3. Civic Centre – Main Doors**

Councillor Hyde asked for an update on the inoperable doors at the Civic Centre.

**8. CLOSED MEETING**

**Resolution No. 011.03.26A**

Moved by Councillor Chisholm

THAT Council move In Camera to discuss items related to section 29(1)(b)(iii) of the *Access to Information Act* at 7:30 p.m.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, Council Wegener, and Councillor Wiley

**AGAINST:** None.

**CARRIED**

**8.1. 2025 Human Resources and Safety Review – Advice from officials – ATIA S. 29(1)(b)(iii)**

**Resolution No. 012.03.26A**

Moved by Councillor Langmaid

THAT Council move out of Camera at 8:29 p.m.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, Councillor Wegener, and Councillor Wiley

**AGAINST:** None.

**CARRIED**

**Resolution No. 013.03.26A**

Moved by Councillor Langmaid

THAT Council take a 15-minute recess.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, Councillor Wegener, and Councillor Wiley

**AGAINST:** None.

**CARRIED**

Mayor Fule reconvened the March 11, 2026 Committee of the Whole at 8:49 p.m.

**Resolution No. 014.03.26A**

Moved by Councillor Langmaid

THAT Council move In Camera to discuss items related to section 29(1)(b)(iii) of the Access to Information Act at 8:49 p.m.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, Councillor Wegener, and Councillor Wiley

**AGAINST:** None.

**CARRIED**

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

**Resolution No. 015.03.26A**

Moved by Councillor Langmaid

THAT Council move out of Camera at 9:54 p.m.

**FOR:** Mayor Fule, Councillor Brown, Councillor Chisholm, Councillor Hyde, Councillor Langmaid, Councillor Wegener, and Councillor Wiley

**AGAINST:** None.

**CARRIED**

**9. ADJOURNMENT**

Mayor Fule adjourned the March 11, 2026 Committee of the Whole Meeting at 9:54 p.m.

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Mayor

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Director of Strategic, Administrative,  
and Financial Services



# Request for Further Direction

To: Council

Staff Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: March 10, 2026

Meeting Date: April 8, 2026

**SUBJECT:** Proposed Cemetery Bylaw No. 26-04

**RECOMMENDATION:** For information and discussion.

**STRATEGIC PRIORITIES:**



Affordable Living



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

**HOW THE STRATEGIC PRIORITIES ARE MET:**

It is in the interest of the Town to maintain the cemetery efficiently and plan for long-term growth in a fiscally responsible way, while honoring the needs of the community.

To ensure financial sustainability, and as a solution to operational concerns occurring at the cemetery, Council and Administration began to undertake a review of the Cemetery Bylaw for efficiencies.

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**SUSTAINABILITY**

**ECONOMIC SUSTAINABILITY:**

N/A

**SOCIAL SUSTAINABILITY:**

N/A

**ENVIRONMENTAL SUSTAINABILITY:**

Maintenance and upkeep have been a challenge, moving forward with additional supports in place will help ensure a cleaner and safer environment for all.

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## **IMPLICATIONS OF RECOMMENDATION:**

### **GENERAL:**

There is a need to establish clear direction for clients, visitors, contractors and administrators of the cemetery. Updates are required to provide:

- oversight on conduct and work within the cemetery;
- the ability to recover costs; and
- guidance for record keeping in accordance with the [Cemeteries Act](#).

### **ORGANIZATIONAL:**

Steps have been taken to try and successfully find a resolution to address the concerns raised by the community when it comes to changes needed to maintain a safe environment for visitors and staff.

- Delegations have been welcomed and Public Comments have been heard at several Council Meetings regarding the needs of the community.
- The Bylaw had undergone a number of revisions to incorporate the previous Council's feedback and strike a balance. Due to lapse in time and with several new members of Council, Administration is bringing the first version to Council for consideration.
- Legal reviews have been completed and feedback included in the updated bylaw.

Proposed Bylaw 26-04 incorporates changes required in order to be in compliance with the Cemeteries Act and Regulations, to rectify administrative inconsistencies, and to incorporate industry best practices with regards to cemetery operations. These changes ensure a cost efficient approach to cemetery operations.

### **OPERATIONAL:**

Decisions made may have impact on administrative and operational staff in terms of service level delivery and overall costs. The current rules in place for the cemetery provide operational challenges in terms of upkeep and safety (i.e. broken glass, unkept plots, and insufficient room to work).

### **FINANCIAL:**

The service level expectations from the community do not currently align with the Town's existing budget and resource allocation. The proposed Bylaw seeks to provide a solution that strikes a balance between the needs of the community and the need to mitigate costs and risk on behalf of the Town.

Significant staff resourcing has been used to manage this file to date, which include supporting with the development and amendments to the previously drafted bylaws and legal costs for review's of the bylaw and the overall management of the cemetery.

## **POLICY:**

Currently, there are issues with the Town's existing Cemetery Bylaw not complying with the *Cemeteries Act*, which include:

- Buy back of previous purchased plot - it was stated at previous purchased price, the *Cemeteries Act* states a re-purchase needs to be at 85% of current purchase price.
- Maintenance
  - (29)(1) The owner of a cemetery may direct or permit
    - (a) any monument or other item referred to in section 28 to be removed for necessary repairs, and
    - (b) any fence or railing or other work for protection or ornamentation erected on or around a grave lot to be removed if the fence or railing or other work is in such a state of disrepair as to be unsightly or dangerous.
  - (2) Where a monument for other item is removed under subsection (1)(a), it shall be returned as soon as practicable.
  - (3) The owner of a cemetery shall not act under subsection (1)(b) until the owner has taken reasonable steps to determine that
    - (a) no interested person, including any close relative of the deceased, is prepared to make repairs,
- Evidence of ownership
  - (36) The owner of a cemetery shall, at the time of the sale or agreement for the sale of each grave lot, compartment or other space in the cemetery or mausoleum, deliver to the purchaser a certificate, agreement or other documentation showing the following:
    - (a) the name of the purchaser;
    - (b) the date of the purchase;
    - (c) the amount of the sale and terms of payment, if any;
    - (d) the amount, if any, to be deposited to the perpetual care fund;
    - (e) in the case of a grave lot, its location, its area or dimensions and the number of grave spaces in it;
- Columbarium in cemetery
  - (44) Where a columbarium is situated in a cemetery,
    - (a) it shall be considered for administrative purposes to be part of the cemetery, and
    - (b) the person who is appointed to maintain the cemetery records shall maintain any records concerning the columbarium that are required or other legislation.
- Evidence of ownership
  - (46) A columbarium operator shall, at the time of the sale or agreement for sale of each compartment or space in the columbarium, deliver to the purchaser a certificate, agreement or other document showing the following:

- (a) the name of the purchaser;
- (b) the date of the purchase;
- (c) the amount of the sale and terms of payment, if any.

Bylaw specific updates:

- Definitions and interment methods have changed and require updating.
- The Town has not been financially sustainable with its cemetery operations, and they need to be aligned with the *Cemeteries Act* and Regulations to ensure staff are managing records and disputes of ownership appropriately.
- Maintenance and upkeep have been challenging due to many grave decorations impeding maintenance and have caused liability issues with regards to safety in the cemetery.
- Monument size in the current bylaw does not align with industry standard sizes, requiring loved ones of the deceased to custom build monuments if they choose to maximize the allowable the bylaw dimensions, resulting in higher costs.
- Clarity on notifications, work and conduct within the cemetery.

**IMPLEMENTATION:**

With the input from Council, Administration will bring a final draft of the Bylaw back for adoption, with implementation to follow.

**BACKGROUND:**

Over the past several years, there have been multiple conversations with Council regarding proposed amendments to the Cemetery Bylaw. Feedback was received from the community that individuals were looking for opportunities to manage plots in a way that allowed them to grieve their loved ones as desired.

The bylaw that was previously being debated has since lapsed, due to timing, and therefore needs to be reinitiated through discussions with Council. One of the key reasons that the bylaw needs to come forward is because there are items that are not currently consistent with the *Cemeteries Act and Regulations*. Bringing this bylaw to Committee of the Whole will restart this process.

On February 18, 2026 Council gave direction via Resolution No. 049.02.26:

THAT Council rescind Resolution No. 195.09.24 which states:

“THAT COUNCIL defer further debate and discussion of Bylaw 24-12 to a future Regular Council Meeting;

AND THAT Council direct Administration to formally solicit interest from the Sacred Heart Parish in Strathmore regarding acquiring and operating the Catholic section of the Town of Strathmore Cemetery as permitted by the *Cemeteries Act*;

AND THAT Council direct Administration to include all relevant correspondence and meeting recordings to Council’s discussions of the proposed Cemetery Bylaw to the Sacred Heart Parish of Strathmore as a representative cross-section of the feedback

received from local Catholic Church members regarding how they wish to grieve their loved ones;

AND THAT Council direct Administration to bring a report back to Council for further direction upon receiving a response from Sacred Heart Parish.”

**AND THAT Council direct Administration to return to a future Committee of the Whole Meeting with the Cemetery Bylaw.**

#### History of actions to date

October 2023, Administration presented information regarding the cemetery as well as a proposed Cemetery Bylaw. During these meetings there were meaningful discussions on many improvements that are needed in the bylaw to ensure a clear understanding of all conduct and operations within the cemetery.

On November 1, 2023, Administration returned with an amended version of the proposed bylaw and were seeking third reading. Administration had also received feedback from citizens and people who had loved ones interred in the cemetery who were looking for more flexibility in the bylaw with regards to placement of grave decorations. Third reading was not given at this time with Council deferring further discussion to the May 2024 Committee of the Whole, Resolution No. 292.11.23.

On March 6, 2024 a Notice of Motion was brought forward with a request for Administration to prepare a bylaw with amendments.

March 6, 2024

Resolution No. 150.03.24

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

- That section 8.3(a) be amended to state:  
“Monuments sitting on a full-size burial plot are recommended to not exceed a maximum height of three feet (3’) including base, maximum depth of one foot (1’) including base, and a maximum width of two and a half feet (2.5’) not including the base. The Cemetery Coordinator, at their discretion, can prevent monuments considered to be too large for: safety reasons; deemed to impede other plots; or prevent landscaping and maintenance. Where there is a ribbon or base present, all monuments will be placed upon the base or the ribbon.”
- That section 8.4(a) be amended to state:  
“Flat grave markers must be flush with the ground and not impede other plots or landscaping and maintenance.”
- That section 13.1 be amended to state:  
“The public may visit the cemetery at any time that Strathmore’s regular parks are open.”

- That section 13.8 be deleted in its entirety.
- That section 13.9 be deleted in its entirety.
- That the following be added to section 13 of the bylaw:  
 “Grave decorations such as, but not limited to, statues, crosses, plaques, benches, and vases must be made of granite, marble, metal craft or another equally durable material. Items made of glass, ceramic, china, or other easily breakable material will be removed immediately and placed in storage. The town will make reasonable efforts to provide written notice to the authorized representative of any disrepair of the grave decorations. The authorized representative will be provided 30 days to contact the Town with a repair or replacement plan. If no contact is made, the Town will hold it for an additional 90 days. If no contact is made at the expiry of 90 days of the removal, the Town will dispose of the grave decoration.”
- That section 13.12 be amended to state:  
 “Seasonal decorations shall be allowed to be placed one (1) week prior to a holiday but cannot impede maintenance or be a safety hazard. Seasonal decorations that are still in place one (1) week from the conclusion of the holiday will be removed and disposed of without notice.”

On May 8, 2024 proposed changes were discussed at the Committee of the Whole. A new version of the bylaw was presented that was a compromise that met the majority of the requirements of provincial legislation, in addition to improving clarity around operations. Subsequent to the comments received during the Committee of the Whole, staff took the input and updated the draft of 24-12 and had a full legal review done.

On September 4, 2024 Administration brought back to Council a legal-reviewed and updated bylaw. It is this Bylaw that is included as Attachment I on this report for consideration.

Due to the length of time that has passed since previous readings and discussion the bylaw must be freshly revisited. The new proposed draft bylaw for discussion is No. 26-04.

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

Administration is looking for direction from Council on the most recent version of the Cemetery Bylaw and any items in it that would still need to be addressed.

#### **DESIRED OUTCOMES:**

For the Bylaw to be brought to a future Council meeting for Adoption to ensure the Town is aligned with the *Cemeteries Act*.

#### **COMMUNICATIONS:**

When required, Administration will communicate with any individuals affected by amendments to the Bylaw, and provide appropriate time for people to process the changes requested.

**ALTERNATIVE ACTIONS/MOTIONS:**

Council may direct Administration to make additional alterations before bringing back for review.

**ATTACHMENTS:**

[Attachment I: Draft Cemetery Bylaw No. 26-04 - NEW](#)

[Attachment II: Draft Cemetery Bylaw No. 26-04 - Redlined](#)

[Attachment III: Cemetery Bylaw No. 14-16](#)

[Attachment IV: 2020 01 09 18-241 StrathmoreCemMP Final EXP \(1\)](#)

[Attachment V: Cemetery presentation for Council - April 8 2026](#)

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

Kevin Scoble, Chief Administrative Officer

Approved  
- 02 Apr  
2026

Approved  
- 02 Apr  
2026

**BYLAW NO. 26-04  
OF THE TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA**

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

**WHEREAS** the Town of Strathmore is the owner of the Cemetery situated at Plan 9612032, Block C;  
**AND WHEREAS** Council deems it necessary and expedient to have certain regulations pertaining to the management and administration of the Cemetery;

**Now Therefore**, the Council of the Town of Strathmore, duly assembled, hereby enacts as follows:

**1. SHORT TITLE**

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

**2. PURPOSE**

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

**3. DEFINITIONS**

3.1. In this Bylaw, unless context otherwise requires, the following definitions shall apply:

- a) "Authorized representative" means the plot owner, or in the event the plot owner is deceased, the person that has the right to control interment rights for a purchased plot, in the order of priority as outlined within section 11(2) of the *Cemeteries Act* General Regulation;
- b) "Base" means a footing of concrete, marble, granite, stone or other approved material that supports a monument;
- c) "Burial permit" means a burial permit issued under the *Vital Statistics Act*, Alberta;
- d) "Burial plot" means an interment space in ground measuring four feet (4') by 10 feet (10') in size as identified on a plan of the Cemetery and shown on record in the office of the Cemetery Coordinator;
- e) "Business days" means Monday to Friday 8:30 a.m. to 4:30 p.m. excluding weekends and holidays;
- f) "Cemetery" means the land that is set apart or used as a place for the burial of dead human bodies or cremated human remains or in which dead human bodies or other human remains are buried and that is managed by

- the Town of Strathmore;
- g) "Cemetery Coordinator" means the person(s) employed by the Town of Strathmore who is designated to administer and oversee the Strathmore Cemetery affairs;
  - h) "Child" means a person from the day of birth up to six years of age inclusive;
  - i) "Columbarium" means a structure containing niches that is designed for storing the ashes of dead human bodies that have been cremated;
  - j) "Cremation plot" means a single burial plot measuring two feet (2') by three feet (3') in size for the purpose of the burial of cremated human remains;
  - k) "Disinterment" means the authorized removal of dead human remains or cremated human remains from a burial plot, double depth plot, cremation plot or niche;
  - l) "Double depth plot" means those burial plots designated and constructed to a depth which will accommodate two bodies in separate caskets at the same or different times in such a manner that one casket is placed above the other;
  - m) "Field of Honour" means an area of the Cemetery set aside and reserved for the interment of veterans;
  - n) "Flat grave marker" means a memorial constructed of bronze, marble, granite or other approved material for memorial purposes placed at the head or foot of a burial plot set level into the ground;
  - o) "Foundation" means a rectangular concrete slab of specific proportion, that is flush with the ground and supports the base and the monument;
  - p) "Grave decoration" means anything that is placed on a plot or columbarium for memorial purposes;
  - q) "Grave subsidence" means sinking of a grave;
  - r) "Holiday" means all general and statutory holidays identified by the Town of Strathmore, the Province of Alberta and/or the Country of Canada;
  - s) "Interment" means the burial or placement of dead human remains, or cremated human remains, in a burial plot, double depth plot, cremation plot or niche;
  - t) "Interment right" means the right to require or direct interment or disinterment of human remains or cremated remains in a burial plot, double depth plot, cremation plot or niche;
  - u) "Monument" means a structure of granite, marble, stone or other approved

material which projects above the level of the surrounding ground, to a maximum height of three feet (3') and a maximum width of two and a half feet (2'.5") and maximum one foot deep (1')

- v) "Niche" means a compartment within a columbarium designed for storing the ashes of human remains that have been cremated;
- w) "Plot" means a burial plot, double depth plot, cremation plot, or niche as defined in this bylaw;
- x) "Ribbon" means a continuous strip of concrete used for the placement of monuments;
- y) "Rights certificate" means a document issued by the Town either prior to or upon the passing of this Bylaw, that conveys the right to use a plot upon payment by the purchaser. Ownership of any space remains with the Town of Strathmore. Formerly known as "Deed";
- z) "Town" means the Municipal Corporation of the Town of Strathmore;
- aa) "Urn" means a container used for storing cremated human remains;
- bb) "Vehicle" means a device in, on or by which a person or thing may be transported or drawn on a highway and includes a combination of vehicles but does not include a mobility aid; and
- cc) "Veteran" has the same meaning given to it in the War Veterans Allowance Act (Canada) and the regulations under that Act.

#### **4. RULES OF INTERPRETATION**

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

#### **5. ADMINISTRATION**

- 5.1. The Cemetery Coordinator or their delegate shall have charge and be responsible over all matters concerning the organization, operation, and management of

the Cemetery in accordance with the Cemeteries Act (Alberta) and the Regulations under that Act, including:

- a) preparing and maintaining all records and files necessary for the proper administration, operation and management of the Cemetery;
  - b) overseeing the general maintenance of the Cemetery;
  - c) reviewing, issuing and administering contracts, applications, permits and other documents relating to the Cemetery;
  - d) authorizing an interment or disinterment;
  - e) coordinating, supervising and directing the work of all employees, contractors, and suppliers relating to the Cemetery;
  - f) dividing the Cemetery into blocks or sections, including imposing restrictions on the types and forms of memorials or other markers; and
  - g) with the approval of the Town Chief Administrative Officer, establishing from time to time such further policies, procedures and regulations respecting the Cemetery as is deemed necessary to ensure the safe and proper management of the Cemetery in accordance with this Bylaw.
- 5.2. The Town has the sole management of the affairs of the Cemetery, and the Council may amend this bylaw from time to time.
- 5.3. The Town may, by agreement with a society, church or other organization reserve a section of the cemetery to be used exclusively for the interment of deceased members of the society, church or other organization.
- 5.4. The Town shall keep available for public inspection during regular office hours, a copy of the Cemetery Plan which shall show the area for interment purposes subdivided into sections, blocks and plots.
- 5.5. The Cemetery Coordinator shall issue a rights certificate to each purchaser of a plot and will be responsible to collect all fees as set in the Town Fees Bylaw pertaining to the sale, transfer, opening and closing of each plot.
- 5.6. A rights certificate, and the rights granted thereunder, shall not be sold, transferred, or disposed of in any way by any person without the written consent of the Cemetery Coordinator.
- 5.7. In the case of dispute of ownership, controlling rights shall be recognized in accordance with the *Cemeteries Act* (Alberta) General Regulation. The burden of proof is on the person asserting the rights, not the Town of Strathmore.
- 5.8. All people employed in the construction, erecting of monuments, foundations, bases, columbarium, niche covers or doing other work in the Cemetery, whether employed by the Town or not, shall be subject to the policies and procedures put in place by the Town respecting work within

the Cemetery.

- 5.9. If the Town for any reason deems a previously purchased plot unusable, the Town will supply a similar plot at no additional cost to the rights holder, and the original plot shall revert to the Town.
- 5.10. The Cemetery Coordinator shall ensure that a plot of the Cemetery is made available for the burial of indigent people as required by the *Cemeteries Act* (Alberta) and the regulations under that Act.
- 5.11. Authorized representatives shall keep their name and address or the next of kin of each deceased person up to date with the Town.

## **6. INTERMENT**

- 6.1. Only dead human remains, or cremated human remains shall be interred in the Cemetery.
- 6.2. An application for interment shall include:
  - a) the name, age, date of birth, and date of death of the deceased person;
  - b) a copy of the burial permit;
  - c) the time and date of the funeral;
  - d) the location of the plot or niche where the person is to be interred;
  - e) the name and mailing address of the authorized representative;
  - f) payment of all applicable fees and charges as set out in the Fees Bylaw;
  - g) all other information the Cemetery Coordinator deems necessary or appropriate.
- 6.3. No person shall apply to be interred in any plot unless the person is the registered rights holder of the plot, has received written consent from the rights holder or is the agent of the rights holder, or unless where the plot is held by two or more persons, the surviving person or persons consent thereto in writing.
- 6.4. All applications for an interment must be made a minimum of three (3) business days before the time of interment, unless approved by the Cemetery Coordinator. This notice does not include weekends and holidays.
- 6.5. No interments or disinterment shall take place on a Sunday or holiday, unless the interment is necessary to comply with the *Public Health Act* governing communicable diseases or other special circumstances, which, in the Town, warrants departure from this Act.
- 6.6. A maximum of two (2) casket burials per plot shall be allowed in a single burial plot providing the first burial is of sufficient depth to allow for a second

burial.

- 6.7. A maximum of one (1) cremation burial shall be allowed in each cremation plot in the cremation section.
- 6.8. A maximum of six (6) cremation urns shall be allowed in a single burial plot in addition to one (1) casket.
- 6.9. A maximum of two (2) cremation urns shall be allowed in a single niche.
- 6.10. The Funeral Director or other person officiating at the interment shall be responsible for the supply and operation of lowering devices and the supply and placement of mats, wreaths, flowers, etc., around the plot.
- 6.11. The Town shall not be responsible for the condition of cremated human remains or the container of the cremated human remains if a permanent outer box was not used at the time of interment.
- 6.12. Plots may only be opened for interments by people employed by the Town and under the direction of the Town and no person or persons not in the employment or direction of the Town shall open any plot for the purpose of interring or disinterring a body.
- 6.13. Scattering of cremated remains is not permitted in the Cemetery.
- 6.14. In the case of an interment of a child, the opening and closing fee will be that of a child as set in the Fees Bylaw.

## **7. DISINTERMENT**

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

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

## **8. INSTALLATION OF MONUMENTS, MARKERS AND NICHE COVERS**

- 8.1. No person can erect a monument or flat grave marker until the Town of Strathmore has approved the design, descriptions, and a permit for the erection of such a monument has been issued. Any monument company must contact the Cemetery Coordinator a minimum of three (3) business day prior to the date and time a monument is to be installed. Foundation and base installation is the responsibility of the monument company to install. Where there is a ribbon present, just the base installation is the responsibility of the monument company.
- 8.2. Repairs and replacements of foundations are the responsibility of the authorized representative.
- 8.3. Full Size Burial Plot
  - a) All Monuments sitting on a full-size burial plot must not exceed a maximum height of three feet (3'), including the base, maximum depth of one foot (1') including the base and a maximum width of two and half feet (2'.5") not including the base. Where there is a ribbon or foundation present, all monuments including a base will be placed upon this foundation or ribbon.
  - b) In the case where multiple cremated interments are placed within a full-size plot, one flat grave marker may be placed within the boundaries of the plot and must be level with the ground.

8.4. Cremation Plots

- a) Flat grave markers which must be flush with the ground must be no larger than two feet (2') wide by one and a half feet (1'5") tall.
  - b) All foundations, bases, monuments and flat grave markers shall be confined within the boundaries of a burial plot and shall be placed in such a manner as to maintain proper alignment.
  - c) Only one (1) monument will be allowed on each burial plot. In the case where there is more than one interment, one (1) flat grave marker, flush with the ground may be placed at each grave in addition to the monument.
  - d) All monuments must be installed on a base and the base must be at least four inches (4") wider than the widest portion of the monument and must be of sufficient strength and depth to properly support the monument. All bases must be installed on a foundation, except where there is a ribbon present.
- 8.5. Installations of monuments, flat grave markers or foundation work shall only occur from May 1 until October 31, Monday to Friday, excluding weekends and holidays and shall only be installed between the hours of 8:30 a.m. and 4:30 p.m.
- 8.6. The authorized representative is responsible for the proper condition and replacement of monuments and markers, and the Town assumes no liability or responsibility for loss or damage to any monument, base or foundation including but not limited to, damage, through acts of vandalism, natural erosion, or damage caused by third parties.
- 8.7. The Town of Strathmore will make reasonable efforts to provide written notice to the authorized representative of any disrepair of markers or monuments that pose a safety hazard. The authorized representative will be provided 30 days to contact the Town with a repair, removal, or replacement plan. If no contact is made, the Town will remove the unsafe marker or monument and will hold it for one additional month. If no contact is made at the expiry of one month of the removal, the Town will dispose of the monument or marker.
- 8.8. All Monument work is subject to review, inspection, and approval by the Cemetery Coordinator.
- 8.9. Ownership of gravestones, flat grave markers, and monuments belong to the authorized representative.
- 8.10. No burial plot, double depth plot or cremation plot shall be covered by a full or partial grave cover.
- 8.11. Existing plots that do not meet current grave cover, monument, or flat grave marker specifications will be grandfathered, however, if any of the

grandfathered items require repairs or removal, the authorized representative within this Bylaw will be required to meet current regulations.

**9. MAINTENANCE, PLANTING, CONSTRUCTION AND WORK**

- 9.1. The Town will act in a respectful manner when conducting all maintenance, planting, construction, and work in the Cemetery. No disrespect is intended to facilitate these activities.
- 9.2. The Town will be responsible for mitigating grave subsidence after a casket or cremation burial. Depending on site conditions, some plots may need to be topped up several times and can take up to one year to settle. Once the plot has stabilized seeding and establishment of the grass will occur.
- 9.3. The Town will be responsible for seeding of plots, grave surfaces, re-seeding, when necessary, any cultivation that may be necessary in connection with such seeding and re-seeding, watering, seasonal cutting of grass and weeds, keeping plots in neat condition and of good appearance, and such other work as may be authorized by the Operations Manager or Cemetery Coordinator.
- 9.4. Live flowers left at the time of interment will be left for a minimum of one week or until the live flowers have desiccated. All cellophane wrapping is to be removed.
- 9.5. The Town reserves the right to remove any items that are prohibited, that pose a safety hazard, become unsightly, impede maintenance operations, or pose a safety risk to visitors, authorized representatives, or staff without prior notice.
- 9.6. The Town of Strathmore is not responsible for lost, stolen or damaged items.
- 9.7. Vehicles in the Cemetery shall keep to the roads provided except Town Cemetery employees or authorized representatives in the performance of their work. Vehicles shall maintain a speed of 15km per hour or less.
- 9.8. The Town of Strathmore will be responsible for clearing the Cemetery roads of snow. Every effort will be made to minimize windrows on plots; however, it is sometimes unavoidable.
- 9.9. The Town of Strathmore will be responsible for clearing snow to access plots for interments in the winter. Every effort will be made to minimize windrows on plots; however, it is sometimes unavoidable.
- 9.10. The Town of Strathmore will not be responsible for clearing snow for visitation of individual plots.
- 9.11. To facilitate Cemetery operations, the Town of Strathmore may drive or

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walk on plots. This will be avoided when possible.

- 9.12. To facilitate the opening of a plot, the Town may need to temporarily move monuments. Every effort will be made to return the monument to its proper location in a timely manner.
- 9.13. The Town may direct or permit any monument to be removed for repairs and any other structure in the Cemetery to be removed if is in a state of disrepair that is unsightly or dangerous. The Town will make reasonable efforts to determine that no interested person or relative of the deceased are prepared to make the repairs and that no other contract arrangements are in place.
- 9.14. The Town of Strathmore is responsible for the repair and replacement of ribbons for monuments.
- 9.15. The Town of Strathmore will be responsible for repairs to damaged monuments and plots caused by gross negligence during work done by the Town.

#### **10. FIELD OF HONOUR**

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

**11. SALES OF PLOTS**

- 11.1. Council is hereby authorized to adopt by Bylaw, tariffs, and charges to be made for the purchase of a plot and the opening and closing of the plot in the Cemetery, as deemed necessary from time to time.
- 11.2. The cost of a plot includes maintenance of the plot but does not include the placement, maintenance, or removal of monuments or flat grave markers.
- 11.3. All plots shall be held and disposed of free from the provisions of the Land Titles Act.
- 11.4. Burial rights in the Cemetery may be sold to the Town of Strathmore at 85% of the current market value as per Regulations in the Cemeteries Act.
- 11.5. The Town shall have the right to refuse to sell the use of more than four (4) single plots or niches to any one individual or estate.
- 11.6. The right to use any plot may be transferred, upon approval from the cemetery coordinator, provided that;
  - a) The authorized representative signifies in writing to the Town to transfer their rights to another person; and
  - b) The Town is provided with the full details of the name, address or other description of the person to whom such transfer is desired to be made; and
  - c) The administration transfer fee is paid to the Cemetery Coordinator; and
  - d) After the transfer is implemented, any interment made in the plot shall be subject to interment fees as set in the Fees Bylaw.
- 11.7. A purchaser of burial plots is permitted to choose the section of the Cemetery. The Cemetery Coordinator at their discretion can accommodate requests for specific plots when possible; however, the Town cannot guarantee accommodation of all requests.
- 11.8. Pre-purchase of a burial plot is not permitted in the Field of Honour.

**12. VISITATION**

- 12.1. The public may visit the Cemetery at any time between the hours of sunrise and sunset.
- 12.2. Vehicles shall be driven with care and shall be restricted to the roads provided. Vehicles should drive no faster than 15 km. per hour or less.
- 12.3. The owner of a moving vehicle shall be responsible for any damage done by such vehicle within the boundaries of the Cemetery.
- 12.4. Grave decorations made of glass, ceramic, porcelain, delicate plastic or any other breakable or fragile item that could pose a danger or safety

- hazard if they break shall be affixed to the monument or base of the monument. Affixing these items to a foundation is not permitted.
- 12.5. A small vase is permitted to be affixed to a niche.
  - 12.6. The Town of Strathmore is not responsible for lost, stolen or damaged grave decorations and has no responsibility for the care of grave decorations. As the Cemetery is a public space it is recommended not to place grave decorations.
  - 12.7. The authorized representative is responsible for the appearance and upkeep of all grave decorations. Every effort will be made to place a grave decoration on the monument that has fallen off or become loose and fallen off. It is not the responsibility of the Town to affix the grave decoration back onto the monument or base.
  - 12.8. Approved grave decorations in Section 12.18 may be placed maximum one (1) foot in the grassy area directly in front of the monument. Grave decorations that are placed elsewhere within the plot's grassy area are not permitted. Any unapproved decorations, or those placed outside the designated area, will be removed and disposed of during regular maintenance intervals, regardless of their condition.
  - 12.9. The Town will have two annual cemetery cleanups which will occur in May and October.
  - 12.10. No person shall bury an animal in the cemetery.
  - 12.11. No person shall bring an animal into the cemetery except where the animal remains within a vehicle.
  - 12.12. Section 13.11 does not apply to a service dog as defined in the *Service Dogs Act* in the possession and control of an owner who holds an identification card proving ownership of the service dog for his or her use.
  - 12.13. No person shall, while in the Cemetery willfully destroy, mutilate, deface, damage, injure, write upon, or remove any monument, flat grave marker, or other structure placed in the Cemetery.
  - 12.14. Persons within the Cemetery shall use only the walkways, and no one is permitted to walk upon or across plots, except Cemetery staff in the performance of their work. The Town expressly disclaims liability for any injuries sustained by anyone violating this rule.
  - 12.15. No person shall erect, construct, or place upon or around a plot or in any part of the Cemetery any foundations, full or partial grave covers, curbs, fences, railings, walls, copings, coping stones, gravel, mulch, sand, chippings, trellises, benches, or oversized decorations.
  - 12.16. Open flame candles are prohibited. Battery operated (flameless) candles are permitted.

- 12.17. Placement of benches and planting of trees and shrubs will be in accordance with the Memorial Bench and Tree Purchasing Policy No. 7603. Benches that have previously been placed without approval from the Town may be approved to remain by the Cemetery Coordinator. The bench must be in good repair and be placed to not impede grounds maintenance.
- 12.18. Metal objects such as shepherd hooks, vases, and solar lights may be placed up to a maximum of one (1) foot in the grassy area directly in front of a monument or flat grave marker. These items are to be placed in a manner that they do not encroach into adjacent plots or impede ground maintenance. All items shall be stable and durable enough to withstand routine grounds maintenance, including frequent contact with equipment such as weed whips. To allow for efficient grounds maintenance activities any items hung from shepherd hooks must not extend into the grassy area of the plot. The Town is not responsible for replacing damaged or deteriorated items. Any items that have deteriorated or pose a safety hazard will be removed and disposed of without notification. Items placed in front of flat grave markers must be removed by October 1 and cannot be placed back until May 15. Items not removed will be disposed of, regardless of their condition.
- 12.19. Permanent in ground Cemetery vases that are made of granite, bronze or metal craft with coating are permitted to be affixed to or beside the flat grave marker at the head of the burial plot. The Town of Strathmore is not responsible for vases that become damaged due to temperature extremes, people, wildlife, or maintenance activities. Vases that are broken are considered a safety hazard and will be removed.
- 12.20. No person in any part of the Cemetery except those employed by the Town, under the direction of the Town or those with consent from the Cemetery coordinator shall in any part of the Cemetery plant any shrubs, hedges, trees, grass, or flowers.
- 12.21. No person shall care for or cultivate any plot without the consent of the Cemetery Coordinator.
- 12.22. No person shall hang, tie, or attach by any means any items to trees, bushes, or benches in or around a plot or any other location in the Cemetery.
- 12.23. No person shall remove, destroy, prune, or interfere with any trees, shrubs, plants, or flowers in the Cemetery.
- 12.24. No person shall remove any object erected, maintained, planted, or placed in the Cemetery with exception to those employed by the Town and under the direction of the Town.
- 12.25. The Town of Strathmore reserves the right to remove any memorial or

grave decoration that is offensive.

### **13. OFFENCES AND PENALTIES**

- 13.1. A person who contravenes any provision of this Bylaw is guilty of an offence.
- 13.2. A person who is guilty of an offence is liable to a fine in an amount not less than that established in this section and not exceeding \$10,000.00.
- 13.3. Under no circumstances shall a person contravening any provision of this Bylaw be subject to the penalty of imprisonment.
- 13.4. A peace officer is hereby authorized and empowered to issue a violation ticket pursuant to the *Provincial Offences Procedure Act* to any person who the peace officer has reasonable and probable grounds to believe has contravened any provision of this Bylaw.
- 13.5. If a violation ticket is issued in respect of an offence, the violation ticket may:
  - a) specify the fine amount established by this Bylaw for the offence; or
  - b) require a person to appear in court without the alternative of making a voluntary payment.
- 13.6. A person who commits an offence may make a voluntary payment by submitting to a supervisor of the Alberta Court of Justice on or before the initial appearance date indicated on the violation ticket, the specified penalty set out on the violation ticket if:
  - a) a violation ticket is issued in respect of the offence; and
  - b) the violation ticket specifies the fine amount established by this Bylaw for the offence.

### **14. FEES AND RATES**

- 14.1. The cemetery fees will be located in the Strathmore Fees Bylaw, as amended (the "Fees Bylaw")

### **15. SEVERABILITY**

- 15.1. If any section or part of this Bylaw is found in any course of law to be illegal, or beyond the power of Council to enact, such section or parts shall be deemed to be severable and all other sections or parts of this Bylaw shall be deemed to be separate and independent there from and be enacted as such.

### **16. GENERAL**

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

**17. EFFECTIVE DATE**

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

**READ A FIRST TIME** this \_\_\_ day of \_\_\_, 2026.

**READ A SECOND TIME** this \_\_\_ day of \_\_\_, 2026.

**READ A THIRD AND FINAL TIME** this \_\_\_ day of \_\_\_, 2026.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Director of Strategic,  
Administrative and Financial Services

DRAFT

BYLAW NO. **XX-XX**

THE TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA

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

~~UNDER AUTHORITY~~ of and pursuant to Section 3 of the Municipal Government Act, being Chapter M26, of the R.S.A.2000, and amendments thereto, provides for the passing of a Bylaw by the municipal Council for cemetery management.

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

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

**Now Therefore**, the Council of the Town of Strathmore, *duly assembled, hereby* enacts as follows:

**1. SHORT TITLE**

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

**2. PURPOSE**

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

**3. DEFINITIONS**

- 3.1. In this Bylaw, unless context otherwise requires, the following definitions shall apply:
- a) "Authorized representative" means the plot owner, or in the event the plot owner is deceased, the person that has the right to control interment rights for a purchased plot, in the order of priority as outlined within section 11(2) of the *Cemeteries Act* General Regulation;
  - b) ~~a)~~ "Base" means a ~~foundation or~~ footing of concrete, ~~marble~~,

granite, stone or other approved material that ~~to~~ supports a monument;

- ~~b) "Block" means a block shown on a plan of subdivision of a cemetery on record in the Town of Strathmore office;~~
- ~~c) "Burial" means the opening and preparation of the cemetery grave plot for interment, the lowering of the vault, casket or cremation urn, and the back filling of the grave plot;~~
- c) ~~d)~~ "Burial permit" means a ~~permit for~~ burial permit issued under the *Vital Statistics Act*, ~~Government of~~ Alberta;
- d) ~~e)~~ "Burial plot" means an interment space in ground measuring four feet (4') by 10 feet (10') in size as identified on a plan of the Cemetery and shown on record in the office of the Cemetery Coordinator;
- e) ~~f)~~ "Business days" means Monday to Friday 8:30 a.m. to 4:30 p.m. excluding weekends and holidays;
- f) ~~g)~~ "Cemetery" means the land that is set apart or used as a place for the burial of dead human bodies or cremated human remains or in which dead human bodies or other human remains are buried and that is managed by the Town of Strathmore;
- ~~h) "Cemeteries Act" means the Cemeteries Act, RSA 2000 c. C-3, together with any amendment and regulations made thereunder;~~
- g) ~~i)~~ "Cemetery Coordinator" means the person(s) employed by the Town of Strathmore who is designated to ~~control~~ administer and oversee the Strathmore Cemetery affairs;
- h) ~~j)~~ "Child" means a person from the day of birth up to six years of age inclusive;
- i) ~~j)~~ "Cremation plot" means a single ~~grave~~ burial plot measuring two ~~(2)~~ feet (2') by three ~~(3)~~ feet (3') in size for the purpose of the burial of cremated human remains;
- j) ~~k)~~ "Columbarium" means a structure containing niches that is designed for storing the ashes of dead human bodies that have been cremated;

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- k) ~~m)~~ "Disinterment" means the authorized removal of dead human remains or cremated human remains from a ~~grave~~ burial plot, double depth plot, cremation plot or niche;
- l) ~~n)~~ "Double depth plot" means those ~~grave-burial~~ plots designated and constructed to a depth which will accommodate two bodies in separate caskets at the same or different times in such a manner that one casket is placed above the other;
- m) ~~p)~~ "Field of Honour" means an area of the Cemetery set aside and reserved for the interment of veterans;
- n) ~~e)~~ "Flat grave marker" means a memorial constructed of bronze, marble, granite or other approved material for memorial purposes placed at the head or foot of a burial plot set level into the ground;
- o) ~~r)~~ "Foundation" means a rectangular concrete slab of specific proportion, that is flush with the ground and ~~base~~ Base to support ~~the base and the a~~ monument;
- p) ~~s)~~ "Grave decoration" means anything that is placed on a plot or columbarium for memorial purposes;
- ~~t) "Grave plot" means land in a cemetery shown on a plan on record with the Town which has been designated for interment of dead human remains or cremated human remains;~~
- q) ~~u)~~ "Grave subsidence" means sinking of a grave;
- r) ~~v)~~ "Holiday" means all general and statutory holidays ~~proclaimed~~ identified by the Town of Strathmore, the Province of Alberta and/or the ~~Dominion~~ Country of Canada;

- s) ~~x)~~ "Interment" means the burial or placement of dead human remains, or cremated human remains, in a ~~Grave~~burial plot, double depth plot, cremation plot or niche;
- t) ~~y)~~ "Interment right" means the right to require or direct interment or disinterment of human remains or cremated remains in a burial plot, double depth plot, cremation plot or niche;
- u) ~~z)~~ "Monument" means a structure of granite, marble, ~~or stone or~~ other approved material which projects above the level of the surrounding ground, to a maximum height of three feet (3') ~~feet~~ ~~(3')~~ and a maximum width of two and a half feet (2'.5") and maximum one foot deep (1') ~~two feet four inches (2'4")~~
- v) ~~aa)~~ "Niche" means a compartment within a columbarium designed for storing the ashes of human remains that have been cremated;
- ~~bb)~~ "Non-resident" means ~~where they have resided beyond the geographical boundaries of the Town of Strathmore;~~
- w) ~~cc)~~ "Plot" means a burial plot, double depth plot, cremation plot, or niche ~~or grave plot~~ as defined in this bylaw;
- ~~dd)~~ "Resident" means ~~a person who is within the boundaries of the Town of Strathmore, a current property owner within the service area or has lived within the service area and currently resides elsewhere;~~
- x) ~~ee)~~ "Ribbon" means a continuous strip of concrete used for the placement of monuments;
- y) ~~ff)~~ "Rights certificate" means a document issued by the Town either prior to or upon the passing of this Bylaw, that conveys the right to use a plot upon payment by the purchaser. Ownership of any space remains with the Town of Strathmore. Formerly known as "Deed";

- z) ~~hh)~~ "Town" means the **Municipal** Corporation of the Town of Strathmore;
- aa) ~~ii)~~ "Urn" means a container used for storing cremated human remains;
- bb) ~~jj)~~ "Vehicle" means ~~the same as it has in the Highway Traffic Act,~~ a device in, on or by which a person or thing may be transported or drawn on a highway and includes a combination of vehicles but does not include a mobility aid; and
- ~~kk) "Veteran" means a former member of His Majesty's Armed Forces as determined by the Department of Veteran's Affairs Canada.~~
- cc) "Veteran" has the same meaning given to it in the *War Veterans Allowance Act* (Canada) and the regulations under that Act.

#### **4. APPLICATION RULES OF INTERPRETATION**

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

#### **5. ADMINISTRATION SUPERVISION AND CONTROL**

- 5.1. The Cemetery Coordinator ~~or his/her designate or their delegate~~ shall have charge and be responsible ~~for the care and maintenance over all matters~~ concerning the organization, operation, and management of the Cemetery, ~~according to the provisions in this bylaw in~~ accordance with the Cemeteries Act (Alberta) and the Regulations under that Act, including:

- a) preparing and maintaining all records and files necessary for the proper administration, operation and management of the Cemetery;
  - b) overseeing the general maintenance of the Cemetery;
  - c) reviewing, issuing and administering contracts, applications, permits and other documents relating to the Cemetery;
  - d) authorizing an interment or disinterment;
  - e) coordinating, supervising and directing the work of all employees, contractors, and suppliers relating to the Cemetery;
  - f) dividing the Cemetery into blocks or sections, including imposing restrictions on the types and forms of memorials or other markers; and
  - g) with the approval of the Town Chief Administrative Officer, establishing from time to time such further policies, procedures and regulations respecting the Cemetery as is deemed necessary to ensure the safe and proper management of the Cemetery in accordance with this Bylaw.
- 5.2. ~~4.1.~~ The Town has the sole management of the affairs of the Cemetery, and the Council may amend this bylaw from time to time.
- 5.3. The Town may, by agreement with a society, church or other organization reserve a section of the cemetery to be used exclusively for the interment of deceased members of the society, church or other organization.
- 5.4. ~~4.2.~~ ~~The Cemetery Coordinator or his/her designate shall have charge and be responsible for the care and maintenance of the Cemetery, according to the provisions of this bylaw and in accordance with the Cemeteries Act (Alberta) and the Regulations under that Act.~~
- 5.5. ~~4.3.~~ ~~The Cemetery Coordinator, or authorized representative designate, shall be responsible for the selling of burial plots in the Cemetery, and keeping and making of all records required by law and as ordered by Council.~~

- 5.6. ~~4.4.~~ The Town shall keep available for public inspection during regular office hours, a copy of the Cemetery Plan which shall show the area for interment ~~burial~~ purposes subdivided into sections, blocks and plots.
- 5.7. ~~4.5.~~ The Cemetery Coordinator shall issue a ~~deed rights certificate~~ to each purchaser of a ~~burial~~ plot and will be responsible to collect all fees ~~pertaining as set in the Town Fees Bylaw~~ pertaining to the ~~sale, transfer,~~ opening and closing of each ~~burial~~ plot.
- 5.8. ~~4.6.~~ ~~Burial~~ rights ~~in the Cemetery certificate,~~ and the rights granted ~~thereunder,~~ shall not be sold, transferred, or disposed of in any way by any person without the written consent of the Cemetery Coordinator.
- ~~4.7. No person shall further subdivide or alter any block or plot in any manner at variance with the subdivision plans on record in the Town of Strathmore municipal building.~~
- ~~4.8. No person shall be buried in any plot unless the person is the registered rights holder of the plot, received written consent from the rights holder or agent of the rights holder, or unless where the plot is held by two or more persons, the surviving person or persons consent thereto in writing.~~
- 5.9. ~~4.9.~~ In the case of dispute of ownership, ~~the controlling rights shall be recognized in accordance with the Cemeteries Act (Alberta) General Regulation.~~ The burden of proof is on the ~~holder of person~~ asserting the ~~Deed rights certificate,~~ not the Town of Strathmore.
- ~~4.10. All applications for burial must be made a minimum of seventy two (72) hours before the time of burial, unless approved by the Cemetery Coordinator. This notice does not include weekends and holidays.~~
- 5.10. ~~4.11.~~ All people employed in the construction, erecting of monuments, foundations, ~~bases,~~ columbarium, niche covers or doing other work in the Cemetery, whether employed by the Town or not, shall be subject to the policies and procedures put in place by the Town respecting work within the Cemetery.
- 5.11. ~~4.12.~~ If the Town for any reason deems a previously purchased plot unusable, the Town will supply a similar plot at no additional cost to the rights holder, and the original plot shall revert to the Town.

- 5.12. The Cemetery Coordinator shall ensure that a plot of the Cemetery is made available for the burial of indigent people as required by the *Cemeteries Act* (Alberta) and the regulations under that Act.
- 5.13. Authorized representatives shall keep their name and address or the next of kin of each deceased person up to date with the Town.

**6. ~~5.~~ INTERMENT**

- 6.1. ~~5.1.~~ Only dead human remains, or cremated human remains shall be interred in the Cemetery.
- 6.2. An application for interment shall include:
- a) the name, age, date of birth, and date of death of the deceased person;
  - b) a copy of the burial permit;
  - ~~c) a completed contract for burial;~~
  - d) the time and date of the funeral;
  - e) the location of the plot or niche where the person is to be interred;
  - f) the name and mailing address of the authorized representative;
  - g) payment of all applicable fees and charges as set out in the Fees Bylaw;
  - h) all other information the Cemetery Coordinator deems necessary or appropriate.
- 6.3. No person shall apply to be interred in any plot unless the person is the registered rights holder of the plot, has received written consent from the rights holder or is the agent of the rights holder, or unless where the plot is held by two or more persons, the surviving person or persons consent thereto in writing.
- 6.4. All applications for an interment must be made a minimum of three (3) business days before the time of interment, unless approved by the

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Cemetery Coordinator. This notice does not include weekends and holidays.

6.5. ~~5.2.~~ No interments or disinterment shall take place on a Sunday or **Statutory** holiday, unless the **burial interment** is necessary to comply with the **Public Health Act Regulations** governing communicable diseases or other special circumstances, which, in the Town, warrants departure from this **Regulation Act**.

~~6.6.~~ ~~5.3.~~ A maximum of two (2) casket burials per plot shall be allowed in a single burial plot providing the first burial is of sufficient depth to allow for a second burial.

~~6.6-6.7.~~ A maximum of one (1) cremation burial ~~per plot~~ shall be allowed in each **cremation** plot in the cremation section.

~~6.7-6.8.~~ ~~5.5.~~ A maximum of six (6) cremation urns shall be allowed in a single burial plot in addition to one (1) casket ~~with a maximum of one (1) marker or Mounument.~~

~~6.8-6.9.~~ ~~5.6.~~ A maximum of two (2) cremation urns shall be allowed in a single niche.

~~5.6.~~ ~~No burials shall be permitted in the Strathmore Cemetery unless the party applying for the burial provides a burial permit from the Government of Alberta, Vital Statistics or if the death occurred out of province documentation deemed acceptable by the Cemetery Coordinator.~~

~~6.9-6.10.~~ ~~5.7.~~ The Funeral Director or other person officiating at the interment shall be responsible for the supply and operation of lowering devices and the supply and placement of mats, wreaths, flowers, etc., around the plot.

~~6.10-6.11.~~ ~~5.8.~~ The Town shall not be responsible for the condition of cremated human remains or the container of the cremated human remains if a permanent outer box was not used at the time of interment.

~~6.11-6.12.~~ ~~5.9.~~ **Grave** Plots may only be opened for interments by people **authorized by the Cemetery Coordinator** employed by the Town and under the direction of the Town and no person or persons not in the employment or direction of the Town shall open any plot for the purpose of interring or disinterring a body.

~~6.13.~~ ~~5.10.~~ Scattering of cremated remains is not permitted in the Cemetery.

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~~6.12-6.14.~~ In the case of an interment of a child, the opening and closing fee will be that of a child as set in the Fees Bylaw.

**7. ~~6.~~ DISINTERMENT**

- 7.1. Disinterment must be authorized by the legal-owner of the rights holder-certificate or the authorized representative. Approval must be provided in writing to the Town of Strathmore.
- 7.2. No human remains or cremains shall be disinterred from the Cemetery unless the Cemetery Coordinator has received:
  - a) a written request for disinterment from the authorized representative;
  - b) payment of all applicable fees and charges as set out in the Fees Bylaw;
  - c) in the case of human remains, a disinterment permit issued in accordance with section 42 of the *Vital Statistics Act* (Alberta).
- 7.3. The authorized representative requesting a disinterment shall give complete and precise written instructions. The Town shall not be liable or responsible for any errors or omissions in relation to a disinterment when the instructions provided to the Town were incomplete, incorrect or lacked specificity.
- 7.4. No person other than the Cemetery Coordinator shall authorize the opening of a plot or niche for a disinterment in the Cemetery.
- 7.5. No casket, urn or container may be opened without a Court Order or the written consent of the authorized representative.
- 7.6. The Town is not responsible for damage to any casket, urn or container sustained during disinterment.
- 7.7. The authorized representative shall be responsible for all costs associated with disinterment.
- 7.8. Upon approval, disinterment/reinterment of caskets will be the responsibility of the customer to select a funeral home of their choice for this service. The funeral home will be responsible for bringing the casket to the surface.

~~6.3.-No person not employed by the Town shall disinter or remove a body from any Plot. A written order from the owner of the Plot and a permit for the Disinterment or removal of a body must be provided to the Town prior to the Town disinterring a body.~~

~~6.4. Once a funeral home has been selected the customer must apply to Alberta Vital Statistics to receive a permit to disinter/reinter.~~

~~6.5. Once the permit has been received by the Town of Strathmore and all fees owed to the Town of Strathmore are paid in full, booking of the disinterment/reinternment can occur.~~

7.9. ~~6.5.~~ The Town of Strathmore will be responsible for digging to the depth of the concrete liner, vault, casket, or urn.

~~6.6. The Town of Strathmore will not be responsible for damage to any casket, urn, vault, or container which occurs during the course of the disinterment.~~

7.10. ~~6.7.~~ If there is no concrete liner, casket, or the liner cannot be recovered from the plot, additional shoring will be required at an additional fee to ensure safe access to the plot.

7.11. ~~6.8.~~ In the case of a disinterment, double the amount of the opening and closing fee will be charged.

7.12. ~~6.9.~~ The Town of Strathmore staff are not permitted to enter plots for any reason.

7.13. ~~6.10.~~ The Town of Strathmore staff are not to handle human remains.

7.14. ~~6.11.~~ Disinterment's of caskets or in ground cremains will not occur from November 1st to April 30th unless an exception is granted by the Town.

## **8. ~~7.~~ INSTALLATION OF MONUMENTS, MARKERS AND NICHE COVERS**

8.1. ~~7.1.~~ No person can erect a monument or flat grave marker until the Town of Strathmore has approved the design, ~~and~~ descriptions, and a permit for the erection of such a monument has been issued. Any monument company must contact the Cemetery Coordinator ~~to advise a minimum of three (3) business day prior to~~ the date and time a monument is to be installed. Foundation and base installation is the responsibility of the monument company to install. Where there is a ribbon present, just the base installation is the responsibility of the monument company.

8.2. ~~7.2.~~ Repairs and replacements of foundations are the responsibility of the authorized representative.

**8.3. ~~7.3.~~ Full Size Burial Plot**

- a) All Monuments sitting on a full-size burial plot must not exceed a maximum height of three ~~(3)~~ feet (3'), including the base, maximum depth of one ~~(1)~~ foot (1') ~~not~~ including the base and a maximum width of ~~two and half feet (2'.5")~~ ~~2 feet 4 inches~~ not including the base. ~~In certain sections of the Cemetery where no ribbon or foundation is present the Cemetery Coordinator may approve alternate sizes.~~ Where there is a ribbon or foundation present, all monuments including a base will be placed upon this foundation or ribbon.
- b) In the case where multiple cremated interments are placed within a full-size plot, one flat grave marker may be placed within the boundaries of the plot and must be level with the ground.

**8.4. ~~7.4.~~ Cremation Plots**

- a) ~~Cremation~~ Flat grave markers which must be flush with the ground must be no larger than two ~~(2)~~ feet (2') wide by one and a half ~~(1.5)~~ feet (1'.5") tall.
- b) All foundations, bases, monuments and flat grave markers shall be confined within the boundaries of a Grave burial plot and shall be placed in such a manner as to maintain proper alignment.
- c) Only one (1) monument will be allowed on each burial plot. In the case where there is more than one interment, one (1) flat grave marker, flush with the ground may be placed at each grave in addition to the monument. ~~Any monument installed in the cremation sections must be flush with the ground.~~
- d) All monuments must be installed on a concrete base and the concrete base must be at least four ~~(4)~~ inches (4") wider than the widest portion of the monument and must be of sufficient strength and depth to properly support the monument. ~~The concrete base must be installed flush with the ground~~ All bases must be installed on a foundation, except where there is a ribbon present.
- 8.5. ~~7.5.~~ No Monuments or Markers shall be installed from November 1 to April 30. Installations of monuments, flat grave markers or foundation work shall only occur from May 1<sup>st</sup> until October 31<sup>st</sup>, Monday to Friday, excluding weekends and holidays and shall only be installed between the hours of



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

8:30 a.m. and 4:30 p.m.

8.6. ~~7.6:~~ The authorized representative, is responsible for the proper condition and replacement of monuments and markers and the Town assumes no liability or responsibility for loss or damage to any monument, base or foundation including but not limited to, damage through acts of vandalism, natural erosion, or damage caused by third parties.

8.7. ~~7.7:~~ The Town of Strathmore will make reasonable efforts to provide written notice to the authorized representative of any disrepair of markers or monuments that pose a safety hazard. The authorized representative will be provided 30 days to contact the Town with a repair, removal, or replacement plan. If no contact is made, the Town will remove the unsafe marker or monument and will hold it for one additional month. If no contact is made at the expiry of one month of the removal, the Town will dispose of the monument or marker.

8.8. ~~7.8:~~ All Monument work is subject to review, inspection, and approval by the Cemetery Coordinator.

~~7.9. Monuments or flat grave markers shall only be installed from May 1st to October 31st.~~

8.9. ~~7.10:~~ Ownership of gravestones, flat grave markers, and monuments belong to the authorized representative. ~~estate of the deceased person(s).~~

8.10. ~~7.11:~~ No burial plot, double depth plot or cremation plot shall be covered by a full or partial grave cover.

8.11. ~~7.12:~~ Existing plots that do not meet current grave cover, monument, or flat grave marker specifications will be grandfathered, however, if any of the grandfathered items require repairs or removal the authorized representative within this Bylaw will be required to meet current regulations.

**~~8. MAINTENANCE AND CONTROL~~, PLANTING, CONSTRUCTION AND WORK**

8.12. ~~8.1:~~ The Town will act in a respectful manner when conducting all maintenance, planting, construction, and work in the Cemetery. No disrespect is intended to facilitate these activities.

8.13. ~~8.2:~~ The Town will be responsible for mitigating grave subsidence after a casket or cremation burial. Depending on site conditions, some plots may need to be topped up several times and can take up to one year to settle.

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- Once the plot has stabilized seeding and establishment of the grass will occur.
- ~~8.3. In the interest of overall appearance of the Cemetery, no shrubs, trees or flowers may be planted in any part of the Cemetery other than those planted by the Strathmore Parks Department or authorized representatives.~~
- 8.14. ~~8.4. Endowment Care to be supplied by~~ The Town ~~means and includes:~~ will be responsible for seeding of ~~grave~~ plots, grave surfaces, re-seeding, when necessary, any cultivation ~~that as~~ may be necessary in connection with such seeding and re-seeding, watering, seasonal cutting of grass and weeds, keeping ~~grave~~ plots in neat condition and of good appearance, and such other work as may be authorized by the ~~Parks Supervisor Operations Manager~~ or Cemetery Coordinator.
- 8.15. ~~8.4. Live flowers left at the time of interment will be left for a minimum of one week or until the live flowers have desiccated. All cellophane wrapping is to be removed.~~
- ~~8.5 The Parks Department, or authorized representntatives, shall have the authority to have removed from any grave any weeds, grass, funeral designs or floral pieces that have become wilted, or any other articles or things that in his/her opinion are unsightly~~
- ~~8.7. No person shall erect upon a grave Plot any curbs, fences, railings, walls, copings, trellises, hedges, trees, or shrubs without a permit obtained from the Town of Strathmore.~~
- 8.16. ~~8.8. The Town reserves the right to remove any items that are prohibited, that pose a safety hazard, become unsightly, impede maintenance operations, or pose a safety risk to visitors, authorized representatives, or staff without prior notice.~~
- ~~8.9. No Grave Plot shall be covered by a full or partial cement grave cover.~~
- 8.17. ~~8.10. The Town of Strathmore is not responsible for the loss or damage to any flower holder or any portable object placed on any plots.~~lost, stolen or damaged items.
- 8.18. ~~8.11. Vehicles in the Cemetery shall keep to the roads provided except~~ Town Cemetery employees or authorized representatives in the performance of their work. Vehicles shall maintain a speed of 15km per hour or less.

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- 8.19. ~~8.12.~~ The Town of Strathmore will be responsible for clearing the Cemetery roads of snow. Every effort will be made to minimize windrows on plots; however, it is sometimes unavoidable.
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- 8.20. ~~8.13.~~ The Town of Strathmore will be responsible for clearing snow to access plots for interments in the winter. Every effort will be made to minimize windrows on plots; however, it is sometimes unavoidable.
- 8.21. ~~8.14.~~ The Town of Strathmore will not be responsible for clearing snow for visitation of individual plots.
- 8.22. ~~8.15.~~ To facilitate Cemetery operations, the Town of Strathmore may drive or walk on plots. This will be avoided when possible.
- 8.23. ~~8.16.~~ To facilitate the opening of a plot, the Town may need to temporarily move monuments. Every effort will be made to return the monument to its proper location in a timely manner.
- 8.24. ~~8.17.~~ The Town may direct or permit any monument to be removed for repairs and any other structure in the Cemetery to be removed if is in a state of disrepair that is unsightly or dangerous. The Town will make reasonable efforts to determine that no interested person or relative of the deceased are prepared to make the repairs and that no other contract arrangements are in place.
- 8.25. ~~8.18.~~ The Town of Strathmore is responsible for the repair and replacement of ribbons for monuments.
- 8.26. ~~8.19.~~ The Town of Strathmore will be responsible for repairs to damaged monuments and plots caused by gross negligence during work done by the Town.

## 9. ~~9.~~ FIELD OF HONOUR

- 9.1. ~~9.1.~~ The Town of Strathmore maintains a Field of Honour section for the burial of service and ex-service men and women of the Canadian Armed Forces. ~~Appropriate identification will be required.~~
- 9.2. In order to confirm that a deceased person is eligible to be interred in the Field of Honour, the authorized representative must provide the Cemetery Coordinator the following information:
- a) the deceased person's service number; and
  - b) a copy of supporting documents from Veterans Affairs Canada; or

g an affidavit identifying the deceased person as a veteran.

- 9.3. ~~9.2.~~ A spouse may be interred in a veteran's plot in a double depth plot ~~grave~~. All plots within the Field of Honor shall have a maximum of two (2) interments.
- 9.4. ~~9.3.~~ For a spouse not qualifying as a veteran, but interred in the same plot, the name and date of the spouse may be engraved on the headstone, or a brass plate may be attached.
- 9.5. ~~9.4.~~ Only headstones, consistent with those approved by Veterans Affairs Canada are permitted.
- ~~9.6.~~ ~~9.5.~~ ~~Grave~~Burial plots, double depth plots and cremation plots shall not be reserved in the Field of Honour.

10. Wreaths and flags may be placed by the Royal Canadian Legion at the head of the burial plot one week leading up to and on Remembrance Day.

## 11. ~~10.~~ SALE OF PLOTS

- 11.1. ~~10.1.~~ Council is hereby authorized to adopt by Bylaw, tariffs, and charges to be made for the purchase of a ~~grave~~ plot and the opening and closing of the ~~grave~~ plot in the Cemetery, as deemed necessary from time to time.
- 11.2. ~~10.2.~~ The cost of a ~~grave~~ plot includes ~~perpetual care~~ maintenance of the ~~grave~~ plot but does not include the placement, maintenance, or removal of ~~m~~Monuments or flat grave markers.
- 11.3. ~~10.3.~~ All ~~grave~~ plots shall be held and disposed of free from the provisions of the Land Titles Act.
- ~~11.4.~~ ~~10.4.~~ Burial rights in the Cemetery ~~may~~ be sold to the Town of Strathmore at 85% of the current market value as per Regulations in the Cemeteries Act. ~~only for the identical amount the purchaser paid for the plot, regardless of the date of the original purchase.~~
- 11.5. The Town shall have the right to refuse to sell the use of more than four (4) single plots or niches to any one individual or estate.
- 11.6. The right to use any plot may be transferred, upon approval from the cemetery coordinator, provided that;

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- a) The authorized representative signifies in writing to the Town to transfer their rights to another person; and
- b) The Town is provided with the full details of the name, address or other description of the person to whom such transfer is desired to be made; and
- c) The administration transfer fee is paid to the Cemetery Coordinator; and
- d) After the transfer is implemented, any interment made in the plot shall be subject to interment fees as set in the Fees Bylaw.

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## 12. ~~11.~~ PRE-PURCHASE OF GRAVE BURIAL PLOT(S)

- 12.1. ~~11.1.~~ A purchaser of burial plots is permitted to choose the section of the Cemetery, ~~but choice of the grave burial plot is not permitted. The next available grave burial plot will be used at the time of need.~~ The Cemetery Coordinator at their discretion can accommodate requests for specific plots when possible; however, the Town cannot guarantee accommodation of all requests.
- 12.2. ~~11.2.~~ Pre-purchase of a grave burial plot is not permitted in the Field of Honour.

## 13. ~~12.~~ VISITATION

- 13.1. ~~12.1.~~ The public may visit the Cemetery at any time between the hours of ~~8:30 a.m. sunrise.~~ and sunset.
- 13.2. ~~12.2. Cars and other~~ Vehicles shall be driven with care and shall be restricted to the ~~driveways roads provided. and the maximum speed limit of 20km per hour.~~ Vehicles should drive no faster than 15 km. per hour or less.
- 13.3. ~~12.3.~~ The owner of a moving vehicle shall be responsible for any damage done by such vehicle within the boundaries of the Cemetery.
- 13.4. ~~12.4.~~ Grave decorations made of glass, ceramic, porcelain, delicate plastic or any other breakable or fragile item that could pose a danger or safety hazard if they break shall be affixed to the monument or base of the monument. Affixing these items to a foundation is not permitted.
- 13.5. A small vase is permitted to be affixed to a niche.
- 13.6. The Town of Strathmore is not responsible for lost, stolen or damaged

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grave decorations and has no responsibility for the care of grave decorations. As the Cemetery is a public space it is recommended not to place grave decorations.

- 13.7. ~~12.5.~~ The authorized representative is responsible for the appearance and upkeep of all grave decorations. Every effort will be made to place a grave decoration on the monument that has fallen off or become loose and fallen off. It is not the responsibility of the Town to affix the grave decoration back onto the monument or base.
- 13.8. ~~12.6.~~ Approved grave decorations in Section 12.18 may be placed maximum one (1) foot in the grassy area directly in front of the monument. Grave decorations that are placed elsewhere within the plot's grassy area are not permitted. Any unapproved decorations, or those placed outside the designated area, will be removed and disposed of during regular maintenance intervals, regardless of their condition.
- 13.9. The Town will have two annual cemetery cleanups which will occur in May and October.
- 13.10. ~~12.7. No dogs or other animals shall be allowed in the Cemetery.~~
- 13.11. ~~12.8.~~ No person shall bury an animal in the cemetery.
- 13.12. No person shall bring an animal into the cemetery except where the animal remains within a vehicle.
- 13.13. Section 13.11 does not apply to a service dog as defined in the *Service Dogs Act* in the possession and control of an owner who holds an identification card proving ownership of the service dog for his or her use.
- 13.14. ~~12.9.~~ No person shall, while in the Cemetery willfully destroy, mutilate, deface, damage, injure, write upon, or remove any monument, flat grave marker, or other structure placed in the Cemetery. ~~Or any fence, railing or wood installed for protection or ornamentation.~~
- 13.15. ~~12.10.~~ Persons within the Cemetery shall use only the walkways, and no one is permitted to walk upon or across plots, except Cemetery staff in the performance of their work. The Town expressly disclaims liability for any injuries sustained by anyone violating this rule.
- 13.16. ~~12.11.~~ No person shall erect, construct, or place upon or around a plot or in any part of the Cemetery any foundations, full or partial grave covers,

curbs, fences, railings, walls, copings, coping stones, gravel, mulch, sand, chippings, trellises, or oversized decorations.

13.17. Open flame candles are prohibited. Battery operated (flameless) candles are permitted.

13.18. Placement of benches and planting of trees and shrubs will be in accordance with the Memorial Bench and Tree Purchasing Policy – 7603. Benches that have previously been placed without approval from the Town may be approved to remain by the Cemetery Coordinator. The bench must be in good repair and be placed to not impede grounds maintenance.

13.19. Metal objects such as shepard hooks, vases, and solar lights may be placed up to a maximum of one (1) foot in the grassy area directly in front of a monument or flat grave marker. These items are to be placed in a manner that they do not encroach into adjacent plots or impede grounds maintenance. All items shall be stable and durable enough to withstand routine grounds maintenance, including frequent contact with equipment such as weed whips. To allow for efficient grounds maintenance activities any items hung from shepard hooks must not extend into the grassy area of the plot. The Town is not responsible for replacing damaged or deteriorated items. Any items that have deteriorated or pose a safety hazard will be removed and disposed of without notification. Items placed in front of flat grave markers must be removed by October 1<sup>st</sup> and cannot be placed back until May 15<sup>th</sup>. Items not removed will be disposed of, regardless of their condition.

13.20. ~~12.12.~~ Permanent in ground Cemetery vases that are made of granite, bronze or metal craft with coating are permitted to be affixed to or beside the flat grave marker at the head of the burial plot. The Town of Strathmore

is not responsible for vases that become damaged due to temperature extremes, people, wildlife, or maintenance activities. Vases that are broken are considered a safety hazard and will be removed.

13.21. ~~12.13. In the interest of overall appearance of the Cemetery, no shrubs, trees or flowers may be planted in any part of the Cemetery.~~ No person in any part of the Cemetery except those employed by the Town, under the direction of the Town or those with consent from the Cemetery coordinator shall in any part of the Cemetery plant any shrubs, hedges, trees, grass, or flowers.

- 13.22. ~~12.14.~~ No person shall care for or cultivate any plot without the consent of the Cemetery Coordinator.
- 13.23. ~~12.15.~~ No person shall hang, tie, or attach by any means any items to trees, bushes, or benches in or around a plot or any other location in the Cemetery.
- 13.24. ~~12.16.~~ No person shall remove, destroy, prune, or interfere with any trees, shrubs, plants, or flowers in the Cemetery.
- 13.25. ~~12.17.~~ No person shall remove any object erected, maintained, planted, or placed in the Cemetery with exception to those employed by the Town and under the direction of the Town.
- 13.26. ~~12.18.~~ The Town of Strathmore reserves the right to remove any memorial or grave decoration that is offensive.

#### **14. OFFENCES AND PENALTIES**

- 14.1. A person who contravenes any provision of this Bylaw is guilty of an offence.
- 14.2. A person who is guilty of an offence is liable to a fine in an amount not less than that established in this section and not exceeding \$10,000.00.
- 14.3. Under no circumstances shall a person contravening any provision of this Bylaw be subject to the penalty of imprisonment.
- 14.4. A peace officer is hereby authorized and empowered to issue a violation ticket pursuant to the *Provincial Offences Procedure Act* to any person who the peace officer has reasonable and probable grounds to believe has contravened any provision of this Bylaw.

14.5.   If a violation ticket is issued in respect of an offence, the violation ticket may:

- a) specify the fine amount established by this Bylaw for the offence; or
- b) require a person to appear in court without the alternative of making a voluntary payment.

14.6. A person who commits an offence may:

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

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

**15. ~~13.~~ FEES AND RATES**

~~15.1. – 13.1.~~ The cemetery fees will be located in the Strathmore Fees Bylaw, as amended (the "fees Bylaw") ~~See Bylaw #13-21 Fees Bylaw~~

**~~16. – 14.~~ GENERAL**

16.1. ~~14.1.~~ Bylaw # 14-16 and all amendments thereto are hereby rescinded.

**17. ~~15.~~ EFFECTIVE DATE**

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

**READ A FIRST TIME** this \_\_\_ day of \_\_\_, 2026.

**READ A SECOND TIME** this \_\_\_ day of \_\_\_, 2026.

**READ A THIRD AND FINAL TIME** this \_\_\_ day of \_\_\_, ~~2022.~~2026.



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



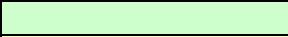


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\_\_\_\_\_  
MAYOR

\_\_\_\_\_  
CHIEF ADMINISTRATIVE OFFICER

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**BYLAW NO. 14-16  
OF THE TOWN OF STRATHMORE  
IN THE PROVINCE OF ALBERTA**

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

UNDER AUTHORITY of and pursuant to Section 3 of the Municipal Government Act, being Chapter M26, of the R.S.A., 2000, and amendments thereto, provides for the passing of a Bylaw by the municipal Council for cemetery management.

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

**AND WHEREAS** Council deems it necessary and expedient to have certain regulations pertaining to the management and control of the Cemetery.

**NOW THEREFORE THE COUNCIL OF THE TOWN OF STRATHMORE  
ENACTS AS FOLLOWS:**

**SHORT TITLE**

1. This bylaw may be cited as the "**Cemetery Bylaw**".

**DEFINITIONS**

2. In this bylaw, unless context otherwise requires, the following definitions shall apply:
  - (a) "**Base**" means a foundation or footing of concrete to support a Monument.
  - (b) "**Block**" means a block shown on a Plan of Subdivision of a cemetery on record in the Town of Strathmore Office.
  - (c) "**Burial**" means the opening and preparation of the Cemetery Grave Plot for Interment, the lowering of the Vault, Casket or Cremation Urn, and the back filling of the Grave Plot.
  - (d) "**Burial Permit**" means a permit for burial issued under the Vital Statistics Act, Government of Alberta.



- (e) **“Cemetery”** means the land that is set apart or used as a place for the burial of dead human bodies or cremated human remains.
- (f) **“Cemetery Coordinator”** means the person employed by the Town of Strathmore who is designated to control and oversee the Strathmore Cemetery affairs.
- (g) **“Cremation Plot”** means a single grave Plot measuring two (2) feet by three (3) feet in size for the purpose of the burial of cremated human remains.
- (h) **“Disinterment”** means the removal of dead human remains or cremated human remains from a Grave Plot.
- (i) **“Double Depth Plot”** means those Grave Plots designated and constructed to a depth which will accommodate two bodies in separate caskets at the same or different times in such a manner that one casket is placed above the other.
- (j) **“Foundation”** means a rectangular concrete Base to support a Monument.
- (k) **“Grave Plot”** means land in a Cemetery shown on a Plan on record with the Town which has been designated for Interment of dead human remains or cremated human remains.
- (l) **“Holiday”** means all general and statutory holidays proclaimed by the Town of Strathmore, the Province of Alberta or the Dominion of Canada.
- (m) **“Interment”** means the Burial or placement of dead human remains or cremated human remains in a Grave Plot.
- (n) **“Monument”** means a structure of granite, marble or stone which projects above the level of the surrounding ground, to a maximum height of three (3) feet and maximum width of two feet four inches (2’4”).
- (o) **“Ribbon”** means a continuous strip of concrete used for the placement of monuments.
- (p) **“Town”** means the Corporation of the Town of Strathmore.
- (q) **“Urn”** means a container used for storing cremated human remains.



- (r) **“Vehicle”** means the same as it has in the Highway Traffic Act.
- (s) **“Veteran”** means a former member of Her Majesty’s Armed Forces as determined by the Department of Veteran’s Affairs Canada.

**SUPERVISION AND CONTROL**

3.

- (1) The Town has the sole management of the affairs of the Cemetery and the Council may amend this Bylaw from time to time. The Cemetery Coordinator or his/her designate shall have charge and be responsible for the care and maintenance of the Cemetery, according to the provisions of this Bylaw.
- (2) The Cemetery Coordinator, or authorized representative, shall be responsible for the selling of Burial Plots in the Cemetery and keeping and making of all records required by law and as ordered by Council. The Town shall keep available for public inspection during regular office hours, a copy of the Cemetery plan which shall show the area for Burial purposes subdivided into Section, Block and Plots.
- (3) The Cemetery Coordinator shall issue a Deed to each purchaser of a Burial Plot and will be responsible to collect all fees pertaining to the opening and closing of each Burial Plot.
- (4) Burial rights in the Cemetery shall not be sold, transferred or disposed of in any way by any person without the written consent of the Cemetery Coordinator.
- (5) No person shall further subdivide or alter any Block or Plot in any manner at variance with the subdivision plans on record in the Town Office.
- (6) No person shall be buried in any Plot unless he is the registered owner of the Burial rights in the said Plot, received written consent from the owner or agent of the owner, or unless where the Plot is held by two or more persons, the surviving person or persons consent thereto in writing.
- (7) In the case of dispute of ownership, the burden of proof is on the holder of the Deed, not the Town of Strathmore.



- (8) All applications for Burial must be made at least seventy-two (72) hours before the time of Burial.

### INTERMENT

4.

- (1) Only dead human remains or cremated human remains shall be interred in the Strathmore Cemetery.
- (2) No Interments or Disinterment shall take place on a Sunday or Statutory Holiday, unless Burial is necessary to comply with Public Health Regulations governing communicable diseases or other special circumstances, which, in the Town, warrants departure from this Regulation.
- (3) Maximum of two (2) Casket Burials per Plot shall be allowed in a single Burial Plot providing the first Burial is of sufficient depth to allow for a second Burial.
- (4) Maximum of one (1) Cremation Burial per Plot shall be allowed in each plot in the Cremation Section.
- (5) Maximum of six (6) Cremation urns shall be allowed in a single Burial Plot in addition to one (1) Casket, with a maximum of one (1) Marker or Monument.
- (6) No burials shall be permitted in the Strathmore Cemetery unless the party applying for the Burial provides a Burial Permit from the Government of Alberta, Vital Statistics.
- (7) The Funeral Director or other person officiating at the Interment shall be responsible for the supply and operation of lowering devices and the supply and placement of mats, wreaths, flowers, etc., around the Plot.
- (8) The Town shall not be responsible for the condition of cremated human remains or the container of the cremated human remains if a permanent outer box was not used at the time of interment.
- (9) Grave Plots may only be opened for Interments by persons authorized by the Cemetery Coordinator.

### DISINTERMENT



- 5.
- (1) In the case of Disinterment, double the amount of the opening and closing fee will be charged.
  - (2) No person not employed by the Town shall disinter or remove a body from any Plot. A written order from the owner of the Plot and a permit for the Disinterment or removal of a body must be provided to the Town prior to the Town disinterring a body.

### **INSTALLATION OF MONUMENTS AND MARKERS**

- 6.
- (1) No person can erect a Monument or Marker until the Town of Strathmore has approved the design and descriptions and a permit for the erection of such a Monument has been issued. Any monument company must contact the Cemetery Coordinator to advise of the date and time a monument is to be installed.
  - (2) Full Size Burial Plot  
All Monuments sitting on a full size burial plot must not exceed a maximum height of three (3) feet including the base, maximum depth of one (1) foot not including the base and a maximum width of 2 feet 4 inches not including the base.  
  
Cremation Plots  
Cremation markers which must be flush with the ground must be two (2) feet wide by one and a half (1.5) feet tall.
  - (2) All foundations, Monuments and Markers shall be confined within the boundaries of a Grave Plot and shall be placed in such a manner as to maintain proper alignment.
  - (3) Only one (1) Monument will be allowed on each Burial Plot. One (1) Marker, flush with the ground may be placed at each grave in addition to the Monument. Any monument installed in the cremation section must be flush with the ground.
  - (4) All Monuments must be installed on a concrete base and the concrete base must be at least four (4) inches wider than the widest portion of the Monument and must be of sufficient strength and depth to properly support the Monument. The concrete base must be installed flush with the ground.



- (5) All Monument work is subject to review, inspection and approval by the Cemetery Coordinator.
- (6) No Monuments or Markers shall be installed from November 1 to April 30.
- (7) Ownership of gravestones, grave Markers, and Monuments belongs to the estate of the deceased person(s).

### **MAINTENANCE AND CONTROL**

7.

- (1) In the interest of overall appearance of the Cemetery, no shrubs, trees or flowers may be planted in any part of the Cemetery other than those planted by the Strathmore Parks Department or authorized representatives.
- (2) Endowment Care to be supplied by the Town means and includes: seeding of Grave Plots, grave surfaces, re-seeding when necessary, cultivation as may be necessary in connection with such seeding and re-seeding, watering, seasonal cutting of grass and weeds, keeping Grave Plots in neat condition and of good appearance, and such other work as may be authorized by the Parks Supervisor or Cemetery Coordinator.
- (3) The Parks Department, or authorized representatives, shall have the authority to have removed from any grave any weeds, grass, funeral designs or floral pieces that have become wilted, or any other articles or things that in his/her opinion are unsightly.
- (4) No person shall erect upon a grave Plot any curbs, fences, railings, walls, copings, trellises, hedges, trees, or shrubs without a permit obtained from the Town of Strathmore.
- (5) No Grave Plot shall be covered by a full or partial cement grave cover.
- (6) The Town of Strathmore is not responsible for the loss or damage to any flower holder or any portable object placed on any plots.

### **FIELD OF HONOR**



8.

- (1) The Town of Strathmore maintains a Field of Honour Section for the Burial of service and ex-service men and women of the Armed Forces. Appropriate identification will be required.
- (2) A spouse may be interred in a veteran's plot in a double depth grave. All plots within the Field of Honor shall have a maximum of two (2) interments.
- (3) For a spouse not qualifying as a veteran, but interred in the same plot, the name and date of the spouse may be engraved on the headstone, or a brass plate may be attached.
- (3) Only headstones, consistent with those approved by Veterans Affairs Canada are permitted.
- (4) Grave Plots shall not be reserved in the Field of Honour.

#### **SALE OF PLOTS**

9.

- (1) Council is hereby authorized to adopt by Bylaw, tariffs and charges to be made for the purchase of a Grave Plot and the opening and closing of the Grave Plot in the Cemetery, as deemed necessary from time to time.
- (2) The cost of a Grave Plot includes Perpetual Care of the Grave Plot but does not include the placement, maintenance or removal of Monuments or Markers.
- (3) All Grave Plots shall be held and disposed of free from the provisions of the Land Titles Act.
- (4) Burial rights in the Cemetery may be sold to the Town of Strathmore only for the identical amount the purchaser paid for the Plot, regardless of the date of the original purchase.

#### **PRE-PURCHASE OF GRAVE PLOT(S)**

10.



- (1) A Purchaser of Plots is permitted to choose the Section of the Cemetery but choice of the grave plot is not permitted. The next available Grave Plot will be used at the time of need.
- (2) Pre-purchase of a Grave Plot is not permitted in the Field of Honour.

### VISITATION

11.

- (1) The public may visit the Cemetery at any time between the hours of 8:30 a.m. and sunset.
- (2) Cars and other vehicles shall be driven with care and shall be restricted to the driveways and the maximum speed limit of 20 km. per hour.
- (3) No dogs or other animals shall be allowed in the Cemetery.
- (4) No person shall, while in the Cemetery willfully destroy, mutilate, deface, injure, write upon or remove any Monument, Marker or other structure placed in the Cemetery, or any fence, railing or wood installed for protection or ornamentation.
- (5) Persons within the Cemetery shall use only the walkways, and no one is permitted to walk upon or across plots, except Cemetery staff in the performance of their work. The Town expressly disclaims liability for any injuries sustained by anyone violating this rule.

### FEES AND RATES

12. See Bylaw #13-21 Fees Bylaw

### GENERAL

13. Bylaw #08-03 and all amendments thereto are hereby rescinded.



**EFFECTIVE DATE OF BYLAW**

14. This Bylaw shall come into full force on the date it is passed.

**READ A FIRST TIME** this 18th day of March, 2015.

**READ A SECOND TIME** this 18<sup>th</sup> day of March, 2015.

**READ A THIRD TIME** and finally passed this 18<sup>th</sup> day of March, 2015.

  
MAYOR

  
CAO



# TOWN OF STRATHMORE CEMETERY MASTER PLAN UPDATE

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Cemetery Master Plan Update  
Town of Strathmore

Accepted for Information:

---

Town of Strathmore Town Council Meeting  
December 18, 2019

LEES  
ASSOCIATES



## Acknowledgments

We would like to thank all those who contributed to this report:

### Town of Strathmore

Jennifer Sawatzky, Strategic and Administrative Services  
Debra Heemeryck, Legislative Services  
Kelcie Wilson, Infrastructure Operations and Development  
Mike Brazel, Parks Operations  
Max Vickers, Parks Operations

### Stakeholders

#### Western Historical Society

Lyne Fiar  
Rhonda Stockwell  
Tom Sadler

#### Wheatland Funeral Home

Francis Van Bussel  
Don Van Bussel

### CONSULTANT TEAM of EXP and LEES + Associates

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# Table of Contents

<b>Executive Summary</b> .....	<b>5</b>
<b>1. Introduction</b> .....	<b>9</b>
Project Scope .....	9
Cemetery Site Overview .....	9
<b>2. Staff + Stakeholder Engagement</b> .....	<b>10</b>
Engagement Events .....	10
Key Observations .....	10
<b>3. Operations Analysis</b> .....	<b>13</b>
Key Findings .....	13
Administration + Human Resources .....	14
Maintenance and Operations .....	16
Operations Analysis - Recommendations .....	19
<b>4. Demand + Needs Analysis</b> .....	<b>20</b>
Key Findings .....	20
Demographic Characteristics .....	21
Religious + Ethnic Demographic Profile .....	24
Disposition Trends .....	25
Defining the Community Served .....	26
Projected Community Need .....	28
Projected Sales + Interments .....	30
Land Capacity Analysis .....	31
Existing Inventory .....	32
Potential Capacity + Expansion Options .....	35
Demand + Needs Analysis - Conclusion .....	36
<b>5. Perpetual Care Fund Analysis</b> .....	<b>37</b>
Key Findings .....	37

# Table of Contents

Historical Financial Performance, 2016 to 2018 .....	38
Financial Scenarios .....	42
Status Quo Scenario .....	43
Alternate Scenario 1 - 2020 Price Change .....	46
Alternate Scenario 2 - Gradual Price Change .....	48
Perpetual Care Fund Analysis - Recommendations .....	50
<b>6. Review of Products, Services + Price Benchmarking .....</b>	<b>51</b>
Key Findings .....	51
Current Cemetery Offerings .....	52
New Interment + Memorialization Options .....	52
Cemetery Pricing Review .....	55
Price Benchmarking .....	56
Price Benchmarking - Recommendations .....	61
<b>7. Site Analysis: Recommended Updates to Current Master Plan .....</b>	<b>63</b>
<b>8. Budget + Implementation Recommendations .....</b>	<b>72</b>
<b>Appendix A .....</b>	<b>74</b>
Full Consultation Summaries .....	74
<b>Appendix B .....</b>	<b>85</b>
Detailed Price Benchmarking Study .....	85
<b>Appendix C .....</b>	<b>87</b>
1975 Cemetery Memorandum of Agreement .....	87

# Executive Summary

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The original Cemetery Master Plan (approved February 2018) prepared by EXP, identified potential options to maximize interment space in the existing cemetery (approx. 4.1 acres) and preliminary layout options for future development of the adjacent undeveloped Town lands (approx. 3.4 acres).

On March 20, 2019, the kick-off meeting for the **Cemetery Master Plan Update** was held between the Town of Strathmore and the EXP and LEES + Associates team. The Cemetery Master Plan Update was the next logical step to better plan and budget for future expansion, as well understand practices and operations to better support perpetual care of the cemetery site as required by the Cemetery Act.

The work to prepare the Cemetery Master Plan Update included a review of background information, site visits, research, data collection, and comprehensive analyses. Importantly, the update also relied on input from Town staff as well as information provided from stakeholder engagements.

The **Cemetery Master Plan Update** provides detailed and comprehensive analyses, comparisons to current and best practices, and comparisons to communities having similar demographic profiles and geographic region. Here is a summary of critical findings and key recommendations:

## Operations Analysis

This chapter reviewed and compared the administration, customer service, and maintenance of the Town's cemetery to current and best practices and offers the following key recommendations:

- Take steps to administer the entire cemetery site, including the Catholic section;
- Establish the total number of casket lots in the Catholic section reserved or utilized since 1975;
- Enhance Record Management practices and complete records for the existing columbaria units;
- Provide a meeting space for staff to meet families within the new Municipal Hall;
- Update the Cemetery Bylaw; add resident and non-resident definition, service offerings etc.;
- Develop and implement Cemetery Standard Operating Procedures for cemetery administration, maintenance and bylaw enforcement, and
- Develop a new brochure with a summary of cemetery services and bylaws.

### Demand + Needs Analysis

This chapter reviewed and identified the community's demographic characteristics and trends, cremation and burial trends affecting the capacity and service options of the Town's cemetery. In the final analysis, these critical findings address how long the Town's cemetery can continue to serve the community.

**Sales** – the Town has the following inventory for sale:

- 19 years of casket lots;
- 26 years of cremation lots, and
- 2 years of niches.

**Interments** – the Town should anticipate interments (for sale and pre-purchased) for:

- 43 years of casket lot interments;
- 41 years of cremation lot interments, and
- 11 years of niche interments.

The Town can gain **an additional 100+ years** of casket lot sales by developing the adjacent undeveloped cemetery lands (approx. 3.4 acres). Casket lots are the primary driver of cemetery expansion.

### Perpetual Card Fund Analysis

This section examined the financial sustainability of the cemetery operations including the Town's ability to support the perpetual care of the cemetery site as required by the Cemetery Act and offers the following key recommendations to achieve long-term sustainability:

- Increase prices for sales and services;
- Introduce non-resident premiums;
- Establish an annual rate increase of 3% to offset inflation and help narrow the gap between cemetery costs and cemetery revenue;
- Re-establish the Perpetual Care Fund, and
- Confirm the plan to fully fund PCF so it can reach the site care break-even point within the next 50 years.

### Review of Products, Services and Price Benchmarking

The chapter reviews existing products, services, and additional opportunities and compared these to similar communities and offers the following key recommendations:

- Investigate increased diversity of cemetery offerings; new interment options and wider spectrum of memorialization alternatives;
- Prioritize development of new cremated remains options (scattering gardens, family vessels, family columbaria, ossuaries);
- Increase cemetery pricing for sales and service, currently below the average market rate;

- Introduce additional premiums for services requiring additional costs (i.e. winter interment);
- Increase rates annually by 3% (rate of inflation + 1%);
- Assess differing pricing practices in the Catholic section.

### **Site Analysis: Recommended Updates to Current Master Plan**

The recommendations arising from the work conducted during the Master Plan Update for the most part reinforce the original proposed improvements for the existing cemetery (phase 1). Given the projected community need forecast for the next 25 years, the following key recommendations apply to phase 1 including:

- Relocate wayfinding / kiosk closer to entry
- Proposed unmarked graves memorial wall to include history
- New columbarium (west of entry) and add planting to allow privacy from road
- Explore adding cremation lots to infill spaces too small for casket burial
- Proposed cremation interment lot area to include separating elements
- Replace proposed Columbaria Plaza with proposed Scattering Garden including ossuary
- Remediate drifting snow / possible replacement of planting type
- Add seating

### **Budget + Implementation Recommendations**

Given the results of the analysis, the recommendations in this section focus on the financial management, operations, and preliminary costs for critical upgrades to phase 1 (Existing Cemetery). Development of future lands is not anticipated to be required for the next 10 – 15 years.

At present, for immediate consideration is the 2-year inventory for niches for cremated remains. The master plan has identified a new columbaria wall (west of main entry). We would recommend this be reviewed in concert with relocation of the wayfinding kiosk and northern edge transition between public and sacred space. The plan also identifies a location for a new scattering garden which would help to diversify existing cemetery offerings and align with other communities in the region offering this service.

Estimated budgets for these improvements are provided in the report.

**In summary, the Cemetery Master Plan Update** has comprehensively reviewed the needs of the Town, and outlines recommendations to serve as a guide to future cemetery site development and operations. The plan has identified that the Town of Strathmore Cemetery can effectively meet the interment and service needs of the community for the next 15- 20 years and has land resources to meet future needs for the next 100+ years. The plan update also charts a path forward to long term sustainable cemetery operations with options for financial sustainability over the next 50 years. It is important to continue to monitor changes in revenues, expenses, profit/loss and overall community response, to ensure the proposed plan and strategies evolve as expected and the impact of these changes on the cemetery – community relationship is measured.



  
 JAMES S. KERMACK  
 I. A. C.  
 R. C. A. F.  
 FEB. 2, 1931  
 JUL. 30  
 REST IN PEACE

  
 160427 PTE  
 H. HARMER  
 62ND BTY. C.E.F.  
 MAY 3, 1960  
 REST IN PEACE

  
 HARLEY F. HARRIMAN  
 CORPORAL  
 R. C. A. F.  
 13 DEC. 1930  
 MAY 68  
 REST IN PEACE

  
 2184359 PVT  
 S. H. GROWTH  
 14. FEB. 1885  
 1955  
 REST IN PEACE

# 1. Introduction

## Project Scope

The Master Plan update for Strathmore Cemetery builds upon the Cemetery Master Plan approved in February of 2018 by providing a feasibility study. A close collaboration between EXP and LEES + Associates Cemetery Design and Planning, this master plan update is supported by important research, data collection and analysis, staff and stakeholder interviews, and an analysis of site opportunities and constraints.

The key elements of this Master Plan Update for Strathmore Cemetery include:

- Staff and Stakeholder Engagement;
- Demand/Needs Analysis;
- Cemetery Operations Analysis;
- Perpetual Care Fund Analysis;
- Price Benchmarking Study;
- Short and Long Term Budget Planning.

## Cemetery Site Overview

Strathmore Cemetery, comprised of approximately 3 hectares (7.4 acres), is located on the west of Strathmore along Highway 1. It includes a developed area of approximately 1.7 hectares (4.1 acres) and undeveloped sections of 1.4 hectares (3.3 acres). Originally established in 1911 at what is now Kinsmen Park, Strathmore Cemetery was moved to its current site in the early 1920s. This land was donated to the Catholic Church by the Canadian Pacific Railroad, likely in 1914. Graves were exhumed and some remains were interred in marked and unmarked graves in the old section of the cemetery.

In 1935, the cemetery was surveyed and its layout was established, formally delineating the Sacred Heart section for Catholics and other section for use by town residents at large. In 1975, the Town of Strathmore made an agreement with the Diocese of Calgary to take over the full cemetery and the corresponding obligation for perpetual maintenance. 75 plots were included as part of this agreement and were reserved in the Catholic section of the cemetery for use by the Diocese. A copy of the agreement is found in Appendix C.

## 2. Staff + Stakeholder Engagement

Engagement with Strathmore staff, cemetery stakeholders and the Wheatland Funeral Home provided invaluable information for the development of this Master Plan update. Staff and stakeholders shared in-depth knowledge of the past and present operation and administration of the cemetery, while identifying public impressions of what currently works well in the cemetery and where there might be opportunities for improvements. Key observations are described below. Please see detailed meeting and workshop summaries in Appendix A.

### Engagement Events

#### Stakeholder Site Walk + Phone Interview

A cemetery site tour and conversation with Wheatland Funeral Home were conducted due to their long history and deep knowledge of the site. This provided key information informing this report.

#### Staff + Stakeholder Workshop

A workshop called “Cemeteries 101” was held in the Council Chambers at Strathmore Town Hall. Workshop participants included Town of Strathmore Legislative Services, Parks and Operations staff and members of the Western Historical Society members. The workshop provided participants with information on the varieties of cemetery design, interment, memorialization and community involvement options. This was followed by a discussion period with stakeholders and staff to understand cemetery operations, community involvement and public opinion.

### Key Observations

#### Aesthetics and Amenities

- Attendees felt that the aesthetics of the Cemetery had greatly improved over the years;
- The appreciation of trees in the cemetery was noted, with some planted through the Tree Memorization program;
- Attendees noted the traffic noise in the cemetery due to its proximity to the highway;
- Staff noted concerns about excessive grave ornamentation leading to unkempt appearance, impeding maintenance and not conforming to bylaw;
- There is interest in establishing an internal pathway system throughout the cemetery.



Figure 1: Entrance sign



Figure 2: Grave ornamentation

## Wayfinding and Signage

- The cemetery lacks wayfinding signage in the cemetery;
- Stakeholders expressed interest in wayfinding improvements such as a welcome kiosk and section markers;
- Stakeholders expressed interest in interpretive signage to describe the history of the site;
- There is interest in a memorial for unmarked graves in the old section.

## Maintenance and Operations

- Attendees noted that the level of maintenance of the cemetery has improved significantly over the years. The consensus is that the cemetery is currently maintained at a high level;
- Attendees noted that Wheatland County has two cemeteries, both accepting “Do It Yourself” grave markers and ornamentation. This includes allowing families to install their own headstones. Many families choose Strathmore Cemetery due to its higher level of service and maintenance;
- Staff noted that some grave ornamentation and monuments do not conform to the cemetery bylaw. These present maintenance, cost, liability, and safety concerns.

## Fee increase

- Staff noted that the most recent fee increase, approved by Council in November 2018 but later repealed, included an increase to both resident and non-resident fees;
- Workshop attendees expressed support for implementing higher non-resident rates and noted concerns about subsidizing interment for non-residents.

## Relationships

- The Strathmore Cemetery key players include the Town Legislative Services Staff, Parks and Operations and Wheatland Funeral Home;
- Town staff and operations staff report that they have a good relationship;
- No issues were reported between Town operations staff and Wheatland Funeral Home;
- Administrative staff and Wheatland Funeral Home both noted strains in the relationship due to different philosophies regarding cemetery fees and the impression that the Town Bylaw does not apply to the Catholic section.



Figure 3: Caragana row

## Community Events and Marketing

- The Remembrance Day celebration is the only community event that takes place at the cemetery. Attendees expressed interest in other community events occurring at the cemetery.



Figure 4: Night for all souls in Mountain View Cemetery, Vancouver BC (above); Community Ice Candles Festival at Christmas in Lake of the Woods Cemetery in Kenora, Ontario (below)

# 3. Operations Analysis

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This chapter reviews and compares the administration, customer service, and maintenance of the Town’s cemetery to current and best practices.

## Key Findings

### Administration + Human Resources

- Add a definition of resident and non-resident to the Cemetery Bylaw;
- Track sales and interment data by Catholic vs. General cemetery, pre-need vs. at-need sales, cremation niche vs. cremation lot;
- Move toward the Town of Strathmore administering the entire site, including the Catholic section;
- Establish the total number of casket lots in the Catholic section that have been reserved and utilized since 1975 to confirm if the agreed upon number of reserved lots have been used or if any lots remain.
- Remind families, funeral homes, and monument maker of the applicability of the cemetery bylaw to the Catholic section is also important. Inform them that non-conforming monuments will not be permitted.

### Customer Service

- Provide comfortable, private meeting space for staff to meet with families within the new Municipal Hall;
- Develop a brochure with a summary of cemetery services and bylaws for distribution to families and the community at times or need or interest.
- Implement the app for use by operations staff and public;

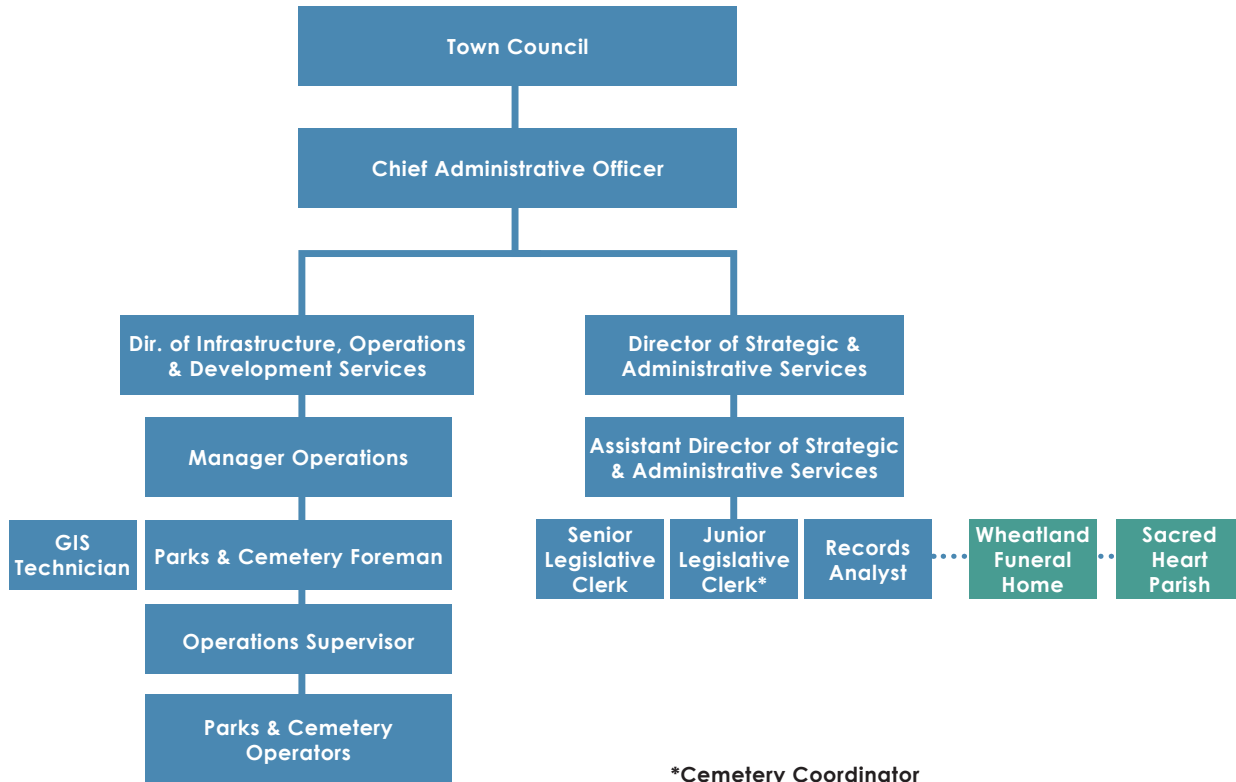
### Maintenance + Operations

- Develop and implement Cemetery Standard Operating Procedures, and
- Track hours for tasks.

## Administration + Human Resources

### Current Organization Structure

The organizational structure governing the administration and operations of the cemetery is outlined below.



The Wheatland Funeral Home functions as administrators of the reserved lots set aside for Sacred Heart Parish in 1975. The Funeral Home assigns pre-need and at-need lots, suggests that assignees make a donation to the Parish, and collects and passes on the records required by the Cemeteries Act to the Town’s Cemetery Coordinator. This role evolved out of Wheatland’s past role as caretakers of the site, but there is no formal agreement that clearly defines the roles and responsibilities of the different parties.

It is important to note that the Town is the legal owner of, and legally responsible party for the entire cemetery, including the Catholic Section. This means that the Town is responsible for the enforcement of the Cemetery Bylaws and conformance with the Cemetery Act in the Catholic Section as well as the rest of the Cemetery. The Cemetery Bylaws are applicable to the entire site.

Best practices would strongly encourage the use of a single administrator for all sections of the site to ensure fair and even application of the Act and the Bylaws. The first step for this is to establish the total number of casket lots in the Catholic section that have been reserved and utilized since

1975 to confirm if any lots reserved for use by the Diocese remain.

If there are any lots remaining, a formal agreement with the Diocese of Calgary and Wheatland Funeral Home should be established regarding the administration of the remaining rights of interment, whether by an agent of the Diocese or the Town. A reminder of the applicability of the cemetery bylaw to the Catholic section is also important.

If there are no remaining lots, the Town of Strathmore should notify the Diocese and Wheatland Funeral Home that the Diocese has used all of their rights of interment, and that all future sales and interments in the Strathmore Cemetery will be administered through the Town. If the Diocese of Calgary is interested in securing additional lots in the Catholic Section beyond the number of lots provided in 1975, the Diocese of Calgary could purchase additional rights of interment from the Town.

It is also important for the public to be confident that the finite municipal resources are not being used to provide free services for members of one religion when others are required to pay for the same services.

## Customer Service

### Customer Service Space

While there is currently no private meeting space for the Cemetery Coordinator to meet with grieving families, there will be a private space to meet with families in the new Town Hall, anticipated in the coming years.

### Marketing and Events

The Town of Strathmore website currently offers a high-level overview of services offered at the cemetery and the relevant bylaws. The cemetery has a brochure that was created for a previously held Town Open House.

Some cemetery records management systems, including Strathmore's current provider, Stone Orchard Software, offer an add-on to create a searchable online database showing the names, dates, and grave locations of decedents. This proves useful for administrative and maintenance staff, as well as the public. The cost to the Municipality is typically approximately \$400 for setup and \$250 per year for website maintenance. This increases public transparency and decreases staff time required to direct family members or genealogical researchers to grave locations.

Marketing, promotion and a program of events can increase public awareness of the cemetery within the community. This can be done by implementing a communication strategy to keep the public informed of ongoing work in the Cemetery, rules and public events such as community

**Record Keeping**

**35** The person who is appointed to maintain the cemetery records shall

- (a) maintain the records of interment or storage of bodies in any mausoleum located in the cemetery, and
- (b) submit any returns in the form, at the times and containing the information that the Director of Vital Statistics requires.

**Register**

**37 (1)** The owner of a cemetery shall keep a register in which the owner shall enter, with respect to each grave lot, compartment or other space in the cemetery or mausoleum,

- (a) the date of sale,
- (b) the sale price,
- (c) the name and address of the purchaser,
- (d) the name and address of any person to whom it is transferred on the date of transfer,
- (e) the date of each burial or interment in it,
- (f) the name of each deceased person buried or interred in it,

(g) the name and address of the personal representative or next of kin of each deceased person,

(h) the name of the funeral director or other person in charge of the funeral of the deceased person,

(i) the amount of any charge made for services rendered and the nature of those services rendered at the time of burial or interment, and

(j) the particulars of each disinterment or removal of a dead human body.

(2) The owner of a cemetery shall keep the register referred to in subsection (1) available for inspection by

(a) the Director or a person designated in writing by the Director,

(b) any police officer carrying out law enforcement duties, or

(c) any relative of a deceased person whose burial or interment is listed in the register.

Figure 5: Alberta Cemetery Act excerpt: Section 35 and 37

celebrations or heritage walking tours. Such a strategy could take many forms, but small articles on the Town's social media and website ahead of Remembrance Day, or informing people of tours held by the Historical Society would be a positive and welcome step.

## Maintenance and Operations

### Standard Operating Procedures

The Town currently does not have a standard operating procedures document to guide Staff, beyond what is presently included in the bylaw. Standard operating procedures usually include sections with detailed guidance and direction with respect to:

- Provincial Cemetery Legislation;
- Municipal Bylaws and Policies;
- Workplace Safety and Work Safe Procedures;
- Cemetery Section, Grave Location and Measurement;
- Opening and Closing Procedures;
- Cemetery Equipment – Care and Operations, and
- Cemetery Site Maintenance.

### **Records Management**

Cemetery records are kept up to date by the Cemetery Coordinator (Junior Legislative Clerk). The town is currently in the process of moving records management from CIMS to Stone Orchard. This has provided the Town an important opportunity to ensure record-keeping conforms with the Cemeteries Act. Town efforts to address past inconsistencies in record keeping are ongoing. Going forward, it is recommended to add labels to cemetery sales and interment records for resident/non-resident, Catholic Section Lot/General Cemetery Lot, cremation interment/casket interment, and pre-need/at-need sales.

The original columbaria unit was installed and is owned by the Wheatland Funeral Home. Current records for the original columbaria unit are incomplete due to inconsistencies in records sharing between the Wheatland Funeral Home and the Town. The guidance from the Province of Alberta Cemeteries Act, General Regulations includes:

- Operations of Cemeteries and Mausolea
  - o Record Keeping, Section 35, and
  - o Register, Section 37.
- Columbaria
  - o Columbarium in cemetery, Section 44, and
  - o Register, Section 47.

It's important to note that Section 35 identifies "the person who is appointed to maintain the cemetery shall (a) maintain the records of interment". While Wheatland Funeral Home currently administers the Catholic section and collects records, the ultimate legal responsibility for record keeping is appointed to the Town.

### **Maintenance Practices**

Maintenance of the cemetery is currently carried out by municipal staff from the Parks Operations sector. There are the equivalent of 1.5 FTE employees. Previously, maintenance was carried out by the owners of the Wheatland Funeral Home and prior to that mowing was done by the Lions Club and the Rotary. In April 2019, stakeholders expressed approval of the current level of maintenance and noted that it had greatly increased over the last 10 years.

There is currently no formal maintenance schedule and no standard assigned tasks or standard operating procedures for staff performing maintenance. Town of Strathmore Cemetery site maintenance includes:

- Snow removal
- Lawn mowing
- Flower bed planting and maintenance
- Grave leveling and seeding
- Monument leveling
- Weed control
- Gopher control
- Shrub and tree trimming
- Garbage pick up

There is no irrigation on site. In order to combat the rate at which grass dies off in the summer heat the maintenance staff have cut back on mowing frequency. Snow removal is done for interments and the Remembrance Day celebration. There is an issue with snow drifting due to a caragana hedge row.

Stakeholders and the public report positive impressions of field staff, particularly their sensitivity when interacting with bereaved families and staffing funerals. The site is also maintained at a relatively high level. There are challenges with bylaw enforcement. The practice of allowing non-conforming monuments, plantings, benches, grave adornment, and lighting - particularly common in the Catholic Section - presents maintenance challenges and occasional safety hazards. Solar lighting and excess grave adornment can slow or inhibit maintenance or may become damaged by mowers. Benches installed without foundations may become unstable and hazardous to sit on. The use of non-conforming materials for grave markers may present maintenance issues, requiring the Town to take on long term emergency maintenance obligations.

Currently there is no storage facility for operations equipment on site. A storage building would facilitate maintenance on site and minimize driving time to retrieve equipment.

## **Interments**

- Casket Burial is done year-round while cremation interment typically happens in warmer weather.
- Both residents and Wheatland Funeral Home reported satisfaction with the Town's operations staff before, during and after interments;
- The old section may have additional capacity for infill, but is not used anymore due to challenging terrain and a number of unmarked graves.

## Bylaw

While the Town of Strathmore's Cemetery Bylaw does not currently define residency or charge a premium to non-residents interred at its cemetery sites, most Canadian municipalities define residents as anyone living or owning property in the municipality's limits. The qualifying time period for residency usually ranges from 1 to 5 years.

## Operations Analysis - Recommendations

- Move toward the Town of Strathmore administering the entire site, including the Catholic section;
- Establish the total number of casket lots in the Catholic section that have been reserved and utilized since 1975;
  - o If there are lots remaining, a formal agreement with the Diocese of Calgary and Wheatland Funeral Home should be established regarding the administration of the remaining rights of interment, whether by an agent of the Diocese or the Town. A reminder of the applicability of the cemetery bylaw to the Catholic section is also important.
  - o If there are no remaining lots, the Town of Strathmore should notify the Diocese of Calgary and Wheatland Funeral Home that the Diocese has used all of their rights of interment and that all future sales and interments in the Strathmore Cemetery will be administered through the Town. It is also important for the public to be confident that the finite municipal resources are not used to provide free services for members of one religion when others are required to pay.
- Provide comfortable, private meeting space for staff to meet with families in the new Municipal Hall;
- Add a definition of resident and non-resident to the Cemetery Bylaw.
- Implement the searchable online interment database for use by town staff and public;
- Develop and implement Cemetery Standard Operating Procedures for maintenance and record keeping;
- Develop a brochure with a summary of cemetery services and bylaws for distribution to families and the community at times or need or interest,
- Inform all funeral and monument providers that, to protect public safety and avoid future maintenance and legal liabilities, the Town will require monuments to conform to the Strathmore Cemetery Bylaw in order for permits to be issued.

## 4. Demand + Needs Analysis

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This chapter identifies the population profile, cremation and burial trends that affect the capacity and service options at the Town's cemetery. This information is used to project the land needed to meet the expected demand for cemetery space over the next 25 years and estimate how long the Town's cemetery can continue to serve the community.

The purpose of analyzing these elements is to help inform long term financial planning, as well as the design of future cemetery land to serve residents over the next 25 years.

### Key Findings

#### Demographic Trends, Interment Rates and Community Served

- In 2018, the Town's death rate averaged 9.9 deaths per 1,000 residents. This is higher than the Provincial average of 6.0 deaths per 1,000 residents;
- 68% of Town residents identify as Christian, 1% follow other faiths, and 31% claim no religious affiliation. Catholics (19% of residents) are more likely to choose interment in a cemetery;
- Over the past 5 years:
  - o 82% of the Town's residents chose cremation and 18% chose casket burial. This is higher than the Provincial cremation rate average of 71%;
  - o The Town's cemetery serves 71% of residents choosing casket burial (below average for Canadian municipal cemeteries). One third of casket burial services are for non-residents, and
  - o The Town's cemetery served 4% of residents choosing cremation (below average for Canadian municipal cemeteries).

#### Projected Demographic Trends, Interment Rates and Community Served

- Starting in 2021, as Baby Boomers will begin to reach their life expectancy, there will be a steady increase in the demand for cemetery services that is expected to continue for the next 25 years;
- Over the next 25 years:
  - o 5,100 deaths are anticipated of residents;
  - o 500 casket burials and 4,600 cremations are anticipated from Town residents;
  - o The cemetery is projected to inter 520 caskets and 190 cremated remains. This

- includes residents and non-residents interred in at-need and pre-purchased burial lots and niches, and
- o The Town is projected to sell 400 casket lots and 390 cremation lots or niches.

The methodology and key components of the demand and needs analysis are outlined in sections to follow.

## Demographic Characteristics

This section of the report outlines the demographic variables that will affect the future demand for Town cemetery sales and interment services. These variables include:

- Age distribution;
- Historic and projected population growth;
- Historic and projected deaths;
- Historic and projected cremation rate, and
- Ethnicity and religion.

### Cemetery Market Area

The Town of Strathmore is 502 square kilometres in size and is located along the Trans-Canada Highway in southern Alberta's Wheatland County. It is approximately 50 kilometres (30 mi) east of the Calgary.

The residents of Strathmore comprise the primary market for the town's cemetery services and serve as the focus of this analysis. Additional cemetery customers come from the secondary market of Wheatland County, Vulcan County, and City of Calgary residents.

### Age Distribution

Residents of the Town of Strathmore are older than Alberta's average. Older communities usually have higher death rates, increasing the anticipated need for cemetery space.

The following figures compare the current age distribution profiles of Strathmore with those of the Province.

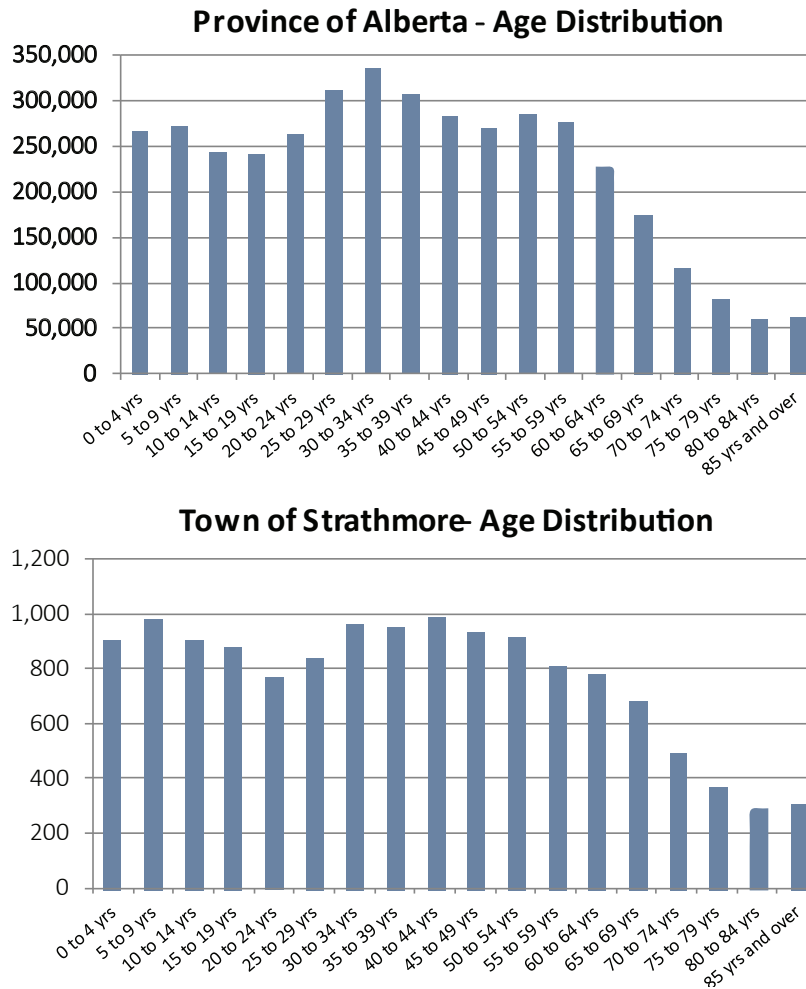


Figure 6: Age distribution of residents in the Town of Strathmore and Alberta, Source: Statistics Canada

The analysis of the Town’s demographic age distribution shows that:

- The average age of Town residents is 38.9, higher than the average age of Alberta residents at 37.8.

### Historic + Projected Population Growth

The following table summarizes the Town’s historic and projected population numbers:

Community	Population 2013	Population 2018	Average Growth 2013-2018	Population 2043	Average Growth 2019-2043
Town of Strathmore	12,352	13,528	1.9%	19,255	1.5%

Table 1: Town of Strathmore Historic + Projected Population, Source: Alberta Municipal Census, Alberta Interactive Health Data Application & Statistics Canada, Census 2016.

In keeping with best practices, this study assumed the maximum likely growth projections for a community’s population in order to help ensure that adequate land and interment capacity is available for future need.

This analysis of the Town of Strathmore population growth shows that:

- The Town’s yearly population growth is expected to average 1.5% over the next 25 years;
- The Town’s population is forecasted to reach 19,200 over the next 25 years.

**Historic and Projected Deaths**

The “Baby Boom” generation in Canada includes those born between 1952 and 1965<sup>1</sup>. As this cohort reaches its life expectancy, the average death rate is expected to rise, and increasing the need for cemetery services.

The average life expectancy for this cohort is approximately 80 years. By 2031, it is projected to rise to 82 for males and 86 for females, with the gap between the sexes continuing to narrow.

Statistics Canada expects that the aging of the population will cause an increase in the need for cemetery and funeral-related goods and services starting in 2022, when the oldest of the Baby Boom generation reaches the age of 70. The number of deaths is expected to increase towards 2045, as the youngest members of this generation turn 80. The following table compares the Town’s historic and projected death statistics:

Community	Annual Deaths 2018	Deaths per 1,000 in 2018	Annual Deaths 2043	Deaths per 1,000 in 2043
Town of Strathmore	134	9.9	292	14.8

Table 2: Town of Strathmore Historic and Projected, Deaths and Death Rates,Source: Province of Alberta Vital Statistics Department.

This analysis of historic and projected death statistics finds that:

- There were 638 deaths of Town residents from 2014 to 2018, averaging 128 per year;
- Over the next 25 years, 5,100 Town resident deaths will occur, and
- Over the next 25 years, the number of annual deaths will increase 200% due to population growth and the increasing death rate from the passing of Baby Boomers.

<sup>1</sup> “Canada’s Baby Boom Is Nothing like the One in the US,” Robert L. Brown, Past President of the Canadian Institute of Actuaries, expert advisor EvidenceNetwork.ca, [http://www.huffingtonpost.ca/robert-l-brown/canada-baby-boom\\_b\\_6478760.html](http://www.huffingtonpost.ca/robert-l-brown/canada-baby-boom_b_6478760.html)

## Religious + Ethnic Demographic Profile

Religious and ethnic affiliations influence decisions on whether and how to be interred in a cemetery. There are groups that encourage and mandate cremation or certain forms of interment, while other groups discourage or forbid cremation or other forms of interment. An example of a preference associated with ethnicity is the choice of mausoleums and columbaria rather than casket lots for some Italian and Portuguese families.<sup>2</sup> An example of a religious-based preference is the choice of burial by Orthodox Jews due to the prohibition on cremation. Since Vatican II in 1962<sup>3</sup>, cremation has been permitted for Catholics, provided that cremated remains are kept together. The prohibition on scattering ashes means that Catholics are more likely to choose interment in a cemetery due to church-mandated funeral customs.<sup>4</sup>

An understanding of the religious and ethnic profile of Strathmore's residents is important to understanding the likely range of future requests for the Town's cemetery services. This is illustrated in the following graphs:

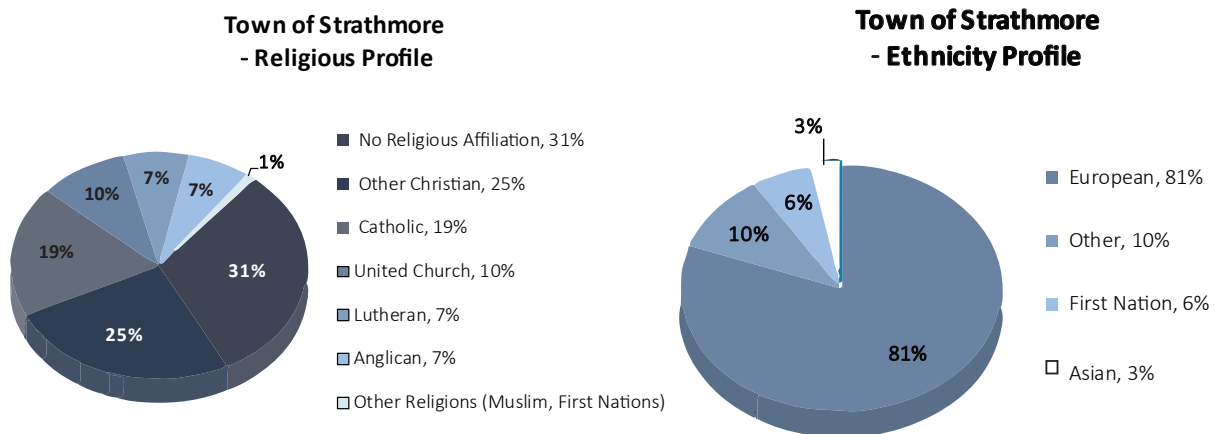


Figure 7: Town of Strathmore's Religious Profile of Residents, Source: Statistics Canada, National Household Study.  
 Figure 8: Town of Strathmore's Ethnic Profile of Residents, Source: Statistics Canada, National Household Study

In summary:

- Christianity is the main religion in the Strathmore with 68% of the resident population identifying as Christian, including 19% who identify as Catholic;
- The second largest group identified in this study are the 31% of residents that reported having no religious affiliation at all, and
- Most Town residents (81%) are of European descent, most with heritage in the British Isles, Germany and France. The Town's two largest visible minority groups are Indigenous (6%) and Asian (3%).

<sup>2</sup> Space and ethnic practices put heavy demands on cemeteries, <https://www.sbs.com.au/news/space-and-ethnic-practices-put-heavy-demands-on-cemeteries>

<sup>3</sup> Changing Catholic Attitudes about Cremation, <http://www.catholicworldreport.com/2012/11/03/changing-catholic-attitudes-about-cremation/>

<sup>4</sup> Vatican issues new rules on Catholic cremation-Remains cannot be scattered, divided, or kept at home <http://www.cbc.ca/news/world/vatican-catholic-cremation-1.3820336>

## Disposition Trends

Disposition describes the manner in which the body is handled after death. According to Canadian provincial and US state records, the most common disposition options in North America are casket burial and cremation. Cremation is the preferred disposition option in most of Canada.

### National Cremation Rate

The national average cremation rate rose from 58.6% in 2007 to 70.5% in 2017. It is expected to continue to rise across the country. The variations in preference for cremation across Canada is illustrated below.

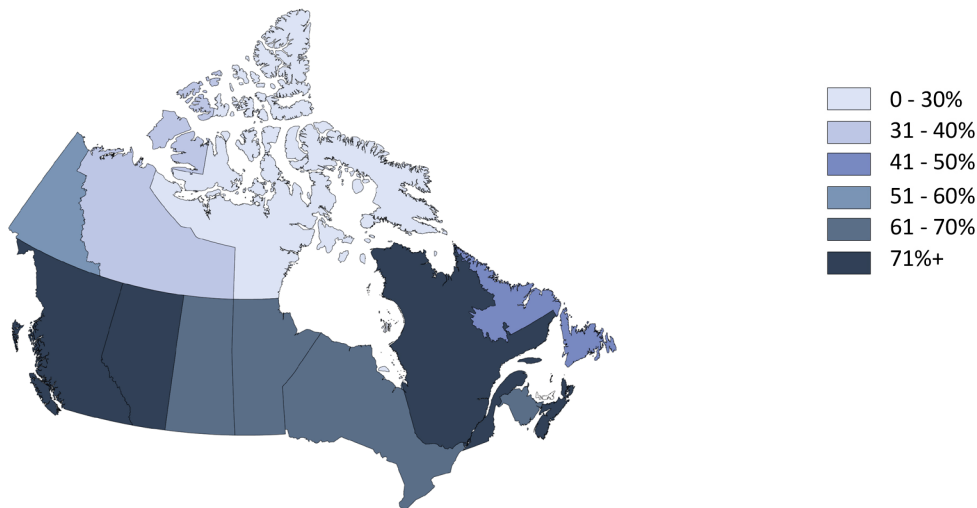


Figure 9: 2017 Canadian Cremation Rates Map, Source: Cremation Association of North America (CANA).

### Provincial Cremation Rate

Alberta has the fourth highest cremation rate in Canada. It has increased from **68.5%** in 2013 to **72.5%** in 2017. The Cremation Association of North America (CANA) predicts Alberta's cremation rate will rise to **76.7%** by 2022.

### Local Cremation Rate

In the last 5 years, the Town of Strathmore has averaged 127 deaths per year, with 104 cremations and 23 burials per year. This means the Town's cremation rate has averaged **82%**.

This trend analysis assumes that the Town's cremation rate will continue to grow at the rate anticipated for Alberta by the Cremation Association of North America (CANA). Given the Town's ethnic and religious demographic profile, we anticipate that cremation in the Town will not rise beyond **90%** of dispositions over the next 25 years.

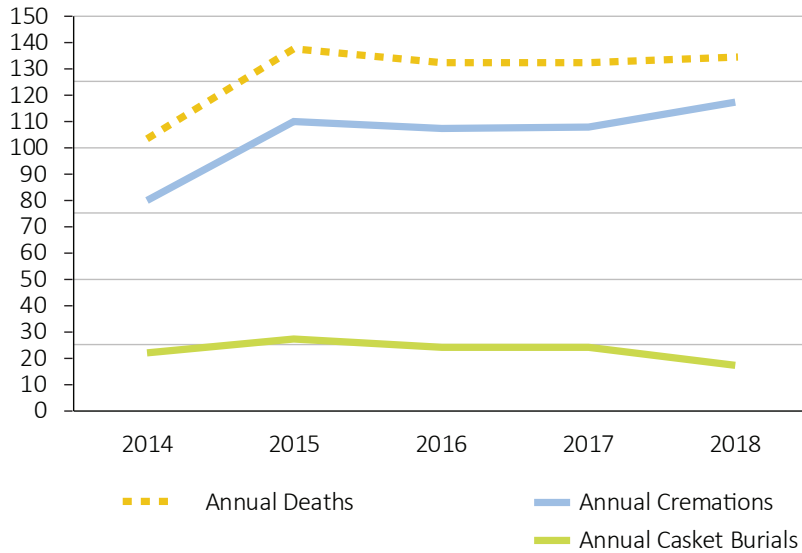
In summary:

- The Town's cremation rate is higher than the provincial average;
- The Town's cremation rate increased from **78%** in 2013 to **87%** in 2017, and
- The Town's cremation rate is expected to increase to **90%** by 2022.

## Defining the Community Served

### Community Demographic + Disposition Profile

The following graphs summarizes the demographic and disposition trends in the Town of Strathmore from 2014 to 2018.



The analysis of demographic and disposition trend find that from 2014 to 2018:

- 638 deaths occurred within the Town of Strathmore, averaging 127 per year;
- 114 deaths in the Town resulted in casket burial, averaging 23 per year, and
- 522 deaths in the Town resulted in cremation, averaging 104 per year.

Figure 10: Summary of the Community Served by the Town’s Cemetery, 2014 to 2018.



Figure 11: Town of Strathmore Cemetery Columbaria, Source: EXP.

## Historic Sales + Interments

Families may purchase a lot or niche at the Town’s cemetery when a resident dies (“at-need”) or before they die (“pre-need”). Since Canadian municipal cemeteries rarely market their services aggressively, they usually average a 2:1 ratio of at-need to pre-need sales, as opposed to the 2:3 ratio of at-need to pre-need sales at many private and religious cemeteries.

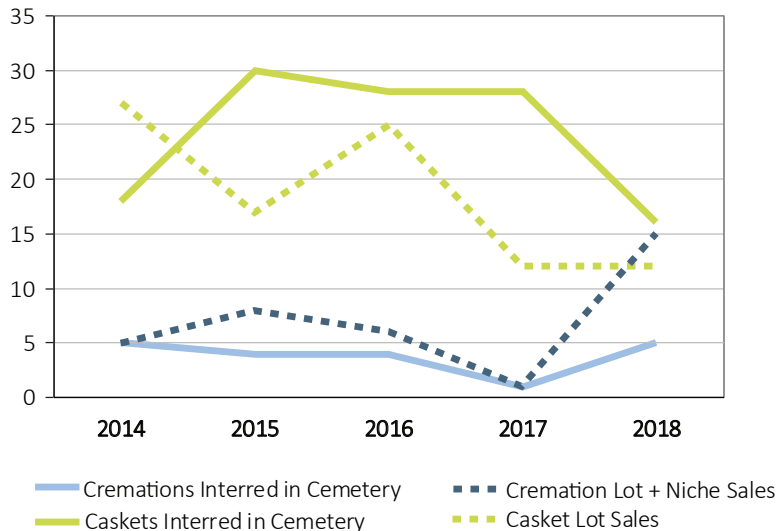


Figure 12: Town of Strathmore Demographic & Disposition Profile, 2014 to 2018, Source: Alberta Municipal Census, Alberta Interactive Health Data Application & Statistics Canada, Census 2016.

This analysis finds that from 2014 to 2018:

- 71% of casket burials from residents were accommodated at the Town’s cemetery;
- 4% of cremations from residents were served by the Town’s cemetery;
- **Sales:** The Town sold 93 casket lots and 23 cremation lots, averaging 19 casket, 4 cremation lot sales and 12 niches per year, of which:
  - o 74% of cremation lot sales came from residents while 26% came from non-residents;
  - o 65% of casket lot sales came from residents while 35% came from non-residents;
  - o 92% were bought by residents and 8% by non-residents<sup>5</sup>.
- **Interments:** The Town interred 120 caskets and 19 cremations, averaging 24 casket and 4 cremation interments per year;
  - o 68% of casket lot interments coming from Town residents and 32% from non-residents;
  - o 93% of cremation lot interments came from Town residents while 7% were non-residents;

<sup>5</sup> Strathmore started selling columbaria niches in 2018, with 12 niches sold.

- The Town has not historically tracked pre-need and at-need sales or interment activity. Staff estimate that over the past five years there has been:
  - o 1.1 pre-need casket lot sales for every at-need sale;
  - o 0.64 pre-need cremation lot sales for every at-need sale, and
  - o 2 pre-need cremation niche sales for every at-need sale.

If the estimate of pre-need sales are correct, the Town has a high proportion of pre-need sales for a municipal cemetery.

## Projected Community Need

The following graph projects the need for cemetery services from Town of Strathmore residents over the next 25 years.

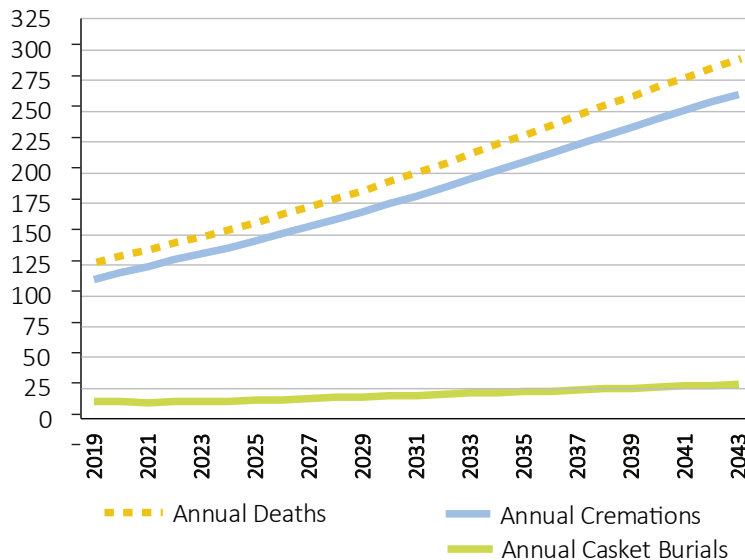


Figure 13: 25 Year Forecast of the Community Served by the Town’s Cemetery

This study predicts that over the next 25 years there will be:

- 5,100 deaths within the Town of Strathmore, averaging 200 per year;
- 500 casket burials, averaging 20 per year;
- 4,600 cremations, averaging 180 per year;
- An increase in residents choosing cremation from 172 in 2017 to 412 per year in 2042, due to the projected population growth and the increasing cremation trend, and
- An increase in the number of Town residents choosing casket burial from 117 in 2018 to 264 per year in 2043. This is due to the Town’s projected population growth and an increasing death rate from the passing of the Baby Boomers.

The following graph shows the expected distribution of deaths for residents, and summarizes how it is expected to be accommodated over the next 25 years.

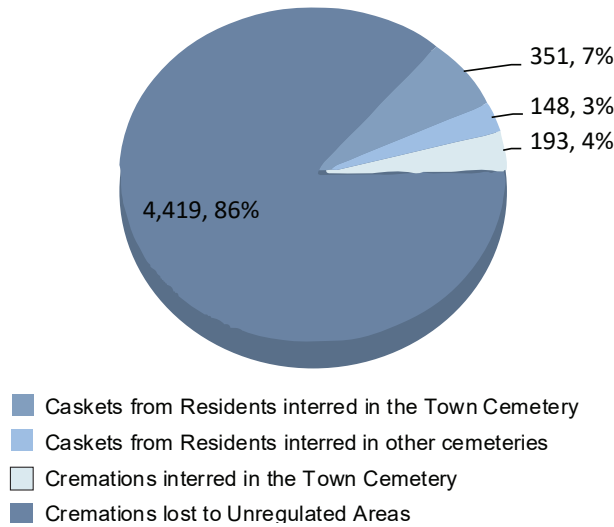


Figure 14: Burials and Cremations anticipated over the next 25 years from the Town residents

### Trends in Cemetery Services

The proportion of residents who choose to be buried in a cemetery is influenced by a number of factors. These include the attractiveness of the cemetery, the diversity of the product and service options, the ability to meet religious and ethnic traditions, the degree of community engagement, cemetery location, and site accessibility.

A high cremation rate affects use of the cemetery because most cremated remains are not interred in a cemetery. Typically, 80% of cremated remains are not interred in cemeteries, but instead are kept at home or scattered in a place of personal meaning. In contrast, the majority of families choosing casket burial will inter in their local cemetery. Our research of Canadian cemeteries finds that local cemeteries typically serve 10% to 20% of families that choose cremation and 80% to 90% of families that choose casket burial from their community of residence.

The Town is below average with respect to the number of resident caskets it inters (71% of the community served) and below average for the number of cremated remains it inters (4% of the community served).

## Projected Sales + Interments

The following graphs show a projection of the Town’s cemetery interments and sales over the next 25 years.

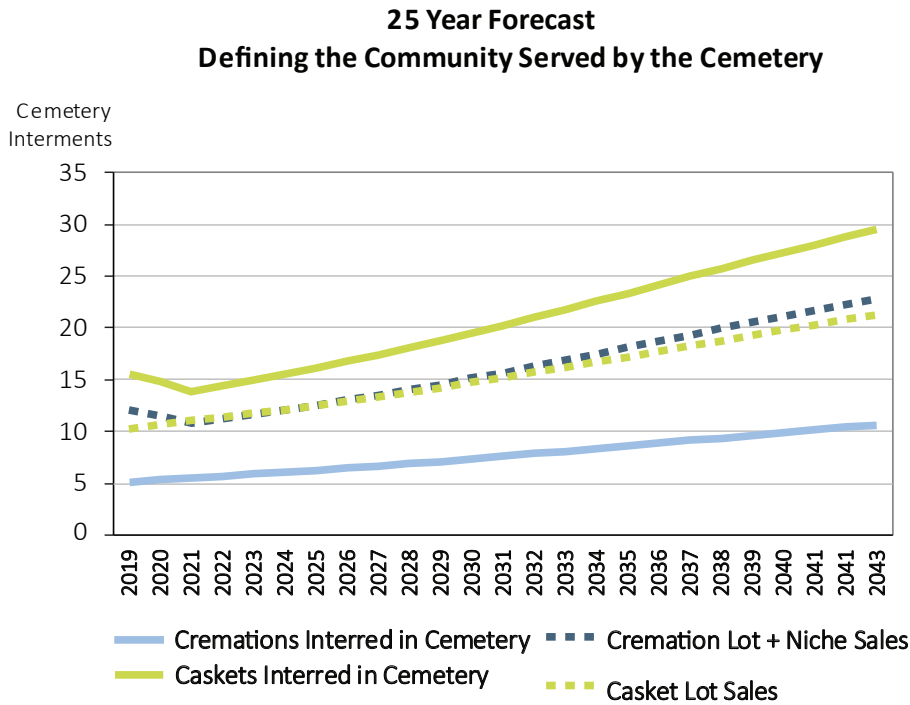


Figure 15: 25 Year Projection of the Town’s Casket Burials, Cremations, Interments and Sales in the Town’s Cemetery

This analysis assumes historic service rates, interment patterns, sales trends and average annual growth in the Town’s community served will remain consistent over the next 25 years. It also assumes the Town will continue to develop inventory similar to its existing offerings to meet the community’s needs.

This analysis finds that, if historic trends continue over the next 25 years, the Town’s cemetery can expect:

- 790 lot and niche sales:
  - o 400 casket lot sales (50%);
  - o 140 cremation remains lot sales (18%), and
  - o 250 cremation remains niche sales (32%).
- 710 interments:
  - o 520 casket lot interments (73%);
  - o 120 cremated remains lot interments (17%), and
  - o 70 cremated remains niche interments (10%).

## Land Capacity Analysis

In this capacity analysis, we compare the anticipated community need to the available cemetery inventory and land supply in two different ways;

- We compare the projected number of lot sales<sup>6</sup> to the number of lots available for sale, and
- We compare the projected number of interments<sup>7</sup> to the number of interment spaces available.

This analysis is summarized below:

- **Sales:** The Town has the following inventory for sale:
  - o **19** years of casket lots,
  - o **26** years of cremation lots, and
  - o **2** years of niches.
- **Interments:** The Town should anticipate interments continuing in currently developed inventory<sup>8</sup> for:
  - o **43** years of casket interments;
  - o **41** years of cremation lot interments, and
  - o **11** years of niches interments.

Please note that due to the fact that lots in the Catholic section are assigned rather than sold, detailed sales data is not available for this area of the cemetery. This means that detailed projections for the Catholic section are not available in this analysis. A general description of inventory available in the Catholic section is included later in this section under “Catholic Section Inventory”.

It’s also important to note that the Town has a significant amount of pre-purchased inventory. This means that after the Town has sold its last lot and niche, it will continue to accommodate interment within reserved, pre-need graves and columbaria units for a number of decades;

This study concludes that:

- The Town can gain an additional **100 years** of casket lot sales by developing its Eastern and Western expansion lands, and
- The Town does **not** currently require an intensive infill or reclamation strategy to maximize available interment space.

The methodology, detailed analyses, and key components of this cemetery plan’s land capacity analysis are outlined in sections to follow.

6 “Sales” includes all purchases of the right-of-interment for in-ground burial lots or above-ground columbaria niches that can accommodate a casket or an urn.

7 “Interments” includes all opening and closing services provided to the purchaser of a right-of interment after they have died. Interment entails the burial of a decedent’s casket or urn in a grave, or placement of the urn in a columbaria niche.

8 This includes interments in existing lots and niches currently available for sale as well as those already sold.

## Existing Inventory

The figure below summarizes the current distribution and availability of casket lots, cremation lots and columbaria niches at the Town’s cemetery as of August 2019.

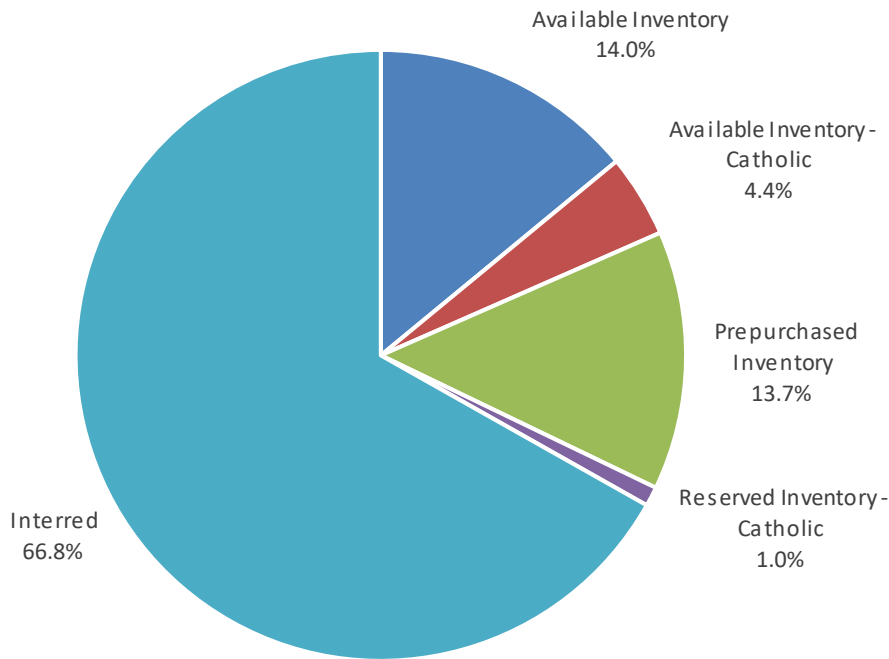


Figure 16: Summary of the Town’s Cemetery Inventory, Source: Town of Strathmore Cemetery Inventory Map

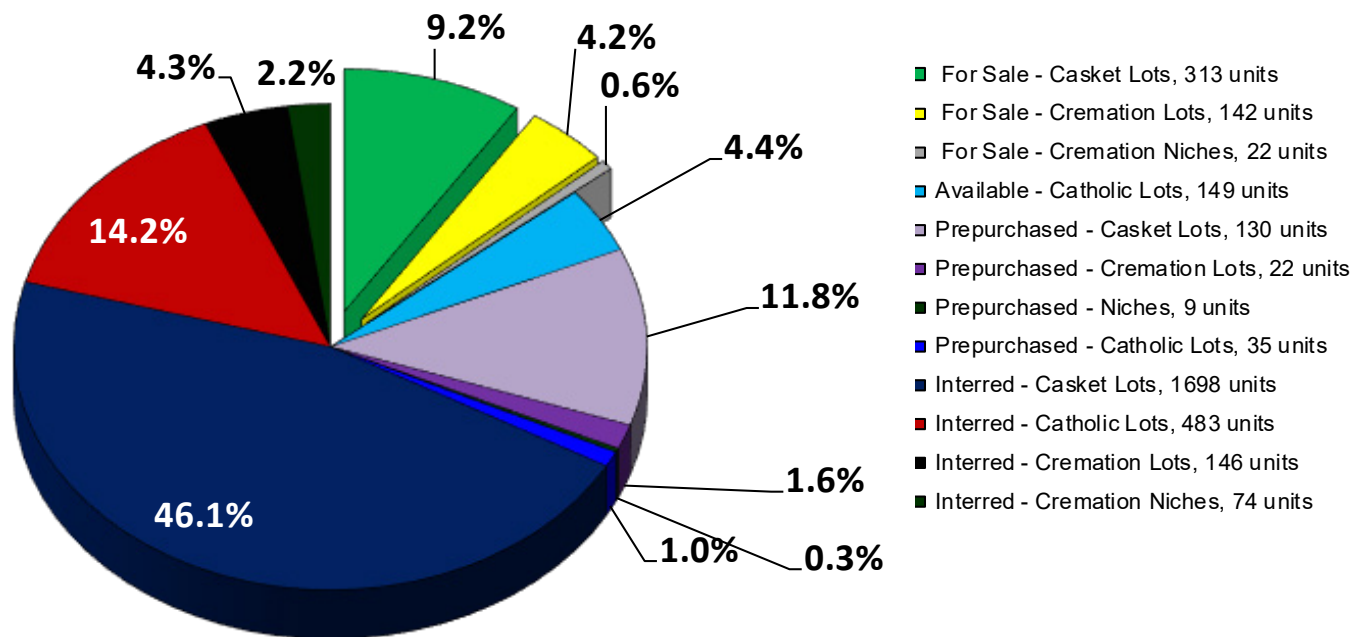


Figure 17: Detailed Summary of the Town’s Cemetery Inventory, Source: Town of Strathmore Cemetery Inventory Map

In the non-Catholic section of the cemetery, the Town has approximately 455 casket and cremation lots and 22 niches currently available for sale, as well as 343 lots and 9 niches that are pre-purchased and expected to accommodate interments in the future.

In a cemetery land capacity analysis, it is prudent to conservatively assume that a cemetery lot or niche will only accommodate one interment. While the Town allows up to two caskets and two urns, or one casket and up to six urns in a full sized burial lot (4' x 8' area), one urn in a cremation burial lot (2' x 3' area), or up to two urns in columbaria niches, this analysis conservatively assumes that each future casket burial will take place in a casket lot, and each cremation interment will take place in a cremation-only interment lot or niche. If a significant number of cremated remains are interred in casket lots, the interment capacity of casket lots may be slightly less than projected while the capacity of cremation lots and niches would be far greater.

After the Town sells its last lot, it will continue to make interments in lots that were pre-purchased. Since graves and niches are permitted to accommodate more than one interment, the cemetery interment capacity (number of potential interment spaces in any grave or niche sold), is two to ten times that of its sales capacity.

The following table summarizes the supply of Town cemetery lots and niches for available for sale and available for interment. This does not include capacity in the Catholic section.

Inventory Type	Available for Sale	Pre-Purchased	Available for Interment <sup>9</sup>
Casket Lots	313 lots	401 lots	714 lots
Cremation Lots	142 lots	56 lots	198 lots
Columbaria Niches	22 niches	9 niches	31 niches
<b>Total</b>	<b>477 lots &amp; niches</b>	<b>466 lots &amp; niches</b>	<b>943 lots &amp; niches</b>

Table 3: Summary of Current Town Cemetery Inventory + Interment Capacity, Source: Town of Strathmore Cemetery Inventory Map.

### Catholic Section Inventory

In addition to the inventory noted above, there are 667 casket lots in the cemetery’s Catholic section, including:

- 149 lots (22% of Catholic section inventory) that are “Available”;
- 35 lots (5% of Catholic section inventory) that are pre-purchased and “Available for Interment”, and
- 483 lots (72% of Catholic section inventory) that are sold and have had a burial service.

Please note that this study has not assessed how many of these interments have happened since 1975, when 75 “plots” were set aside for Catholic use and the ownership, maintenance obligation, and legal responsibility for the entire cemetery was transferred to the Town. Please see the Appendices for a copy of the Memorandum of Agreement from 1975 between the Diocese and the Town for further context.

<sup>9</sup> Lots/Niches “Available for Interment” = Lots/Niches “Available for Sale” + “Pre-Purchased”

### Anticipated Yearly Demand

Assuming past trends continue, the Town can expect the following sales and interment trends over the next 25 years:

- Sales (excluding Catholic Section<sup>10</sup>):
  - o An average 16 casket lot sales per year;
  - o An average 6 cremation lot sales per year, and
  - o An average 10 cremation niche sales per year.
- Interments (including Catholic section):
  - o An average 21 casket lot interments per year;
  - o An average 5 cremated remains lot interments per year, and
  - o An average 3 cremated remains niche interments per year.

### Anticipated Capacity of Existing Cemetery Inventory

Assuming these past trends continue, the Town's existing cemetery inventory will support:

- Sales (excluding Catholic Section<sup>11</sup>):
  - o 19 years of casket lot sales;
  - o 26 years of cremation lot sales, and
  - o 2 years of niche sales.
- Interments<sup>12</sup> (including Catholic section):
  - 43 years of casket lot interments;
  - 41 years of cremation lot interments, and
  - 11 years of niche interments.

10 There are no sales records for this section as the Diocese "assigns" rather than "sells" lots.

11 Sales projections cannot be made for the Catholic section due to previous lack of sales and sales data.

12 Including lots and niches available for sale as well as those already pre-purchased.



Figure 19: Strathmore Cemetery. Source: LEES+Associates

## Potential Capacity + Expansion Options

### Short Term: Undeveloped Land Expansion

The Eastern expansion lands identified for future development at the Town's cemetery is 7933 square meters, while the Western expansion lands is 5,987.6 square meters. This is 1.4 hectares (**3.43 acres**) of undeveloped cemetery land.

Using an average cemetery design standard of 500 graves per acre, this new site would accommodate up to an additional **1,700 casket lots**.

Casket burial is the key driver of cemetery land use, due to its larger footprint in comparison to cremation. Even with the allocation space for a significant number of new cremation interment, scattering areas and columbaria niches, the new expansion lands should still provide **100+ years of casket lot sales capacity**. It should be noted that interment trends are likely to change over such a long-time horizon, and these projections should be reviewed from time to time to update projected lifespan and capacity of this site.

### Long Term: Infill Strategy - Development and Densification

In addition to expansion onto undeveloped lands, there are often opportunities at cemetery sites to develop space not historically allocated for interments and densify site capacity through a range of strategies. This may include:

- Closing low-traffic paths, roads and other amenities, for use as additional interment space;
- Strategically placing new in-ground lots with a smaller, more flexible land footprint (including small cremation lots and scattering gardens), and
- Adding above-ground interment options, in areas unsuitable for in-ground interment, such as family vessels or columbaria and memorial wall niches.

### Long Term: Reclamation Strategy - Unclaimed Lots

Another option to increase site capacity is to reclaim abandoned, pre-purchased lots. The first step in a reclamation strategy would be for the Town to identify and confirm the location of all existing sold, used and unclaimed lots. Some cemeteries seek to increase their capacity and conserve land through the reuse and resale of unclaimed lots. These are usually lots that have been purchased from the Town several decades ago, but whose owners have not had any contact with the Town since the time of purchase. The best practices surrounding this strategy include:

- Identifying individuals and families who have purchased burial plots more than 50 years ago;
- Attempting to find the last known lease/lot owner;
- Advertising in the local media (e.g. newspapers) to find them, and

- Where no contact can to be established with the buyer or family members, determine the lots to be available.

Precise terms surrounding the circumstances and expiration of the right-of-interment in an unclaimed lot should be fully delineated in the Town's Cemetery Bylaw.

Unclaimed lots that are determined to be available can then be resold, typically at the current fair market value. It is important to note that thorough investigation and significant staff time may be required to determine if unclaimed lots are actually available.

## **Demand + Needs Analysis - Conclusion**

Cemeteries are unique in the expectation to serve a community in perpetuity. For this reason, it is best practice to measure the sufficiency of land for the next 100 years. While the Town's Cemetery does not have currently developed inventory to meet this best practice in cemetery planning, the potential capacity of its undeveloped cemetery land will enable the Town to meet the long term needs of its community residents. There is a significant amount of additional space available to be developed.

The Town does not need to implement a long term in-fill and/or reclamation strategy at this time.

# 5. Perpetual Care Fund Analysis

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Through review of the Town’s current practices in the context of legislative requirements and best practices for cemeteries in the region, province, and Canada, this chapter examines the financial sustainability of the Town’s cemetery operations, including the ability to support the perpetual care of the cemetery site. The primary indicators for assessing the financial sustainability for Canadian municipal cemeteries include the:

- Operating “break-even” point: A measurement of a cemetery system’s ability to fund operating costs without tax subsidies, and
- Site care “break-even” point: A measurement of the Perpetual Care Fund’s ability to generate adequate income to fund future site care and maintenance in perpetuity.

## Key Findings

- The Town’s cemetery averaged a loss of \$5,400 per year over the past 3 years, according to its financial records. However, cemetery expenses have been historically underreported. It is likely the cemetery has been operating at a greater loss than recorded;
- Without any change to cemetery pricing or operations, the Town’s cemetery will not be able to obtain operating or perpetual care financial sustainability in the future;
- In order to achieve long-term financial sustainability, the Town needs to increase prices to align its cemetery rates with the regional market range, introduce non-resident premiums, and introduce annual rate increases of 3% to offset inflation and close the income gap;
- The Town’s does not currently have a Perpetual Care Fund (PCF). A proactive strategy is necessary to achieve a fully funded PCF and achieve financial sustainability within the next 50 years. This would enable the cemetery to meet the site care “break-even” point. This includes the following steps:
  - o Establish a trust with a tax-funded investment seed of \$5,000 per year over the next 25 years;
  - o Increase sales revenue and PCF contributions by increasing prices;
  - o Contribute 40% of future sales revenue to the fund, and
  - o Retain all future investment income and principal in the trust fund.

The methodology, detailed analyses and recommendations related to the perpetual care fund are outlined in sections below.

## Historical Financial Performance, 2016 to 2018

### Financial Reports

Cemetery income statements were not available for the perpetual care fund analysis. This analysis was undertaken through examination of general ledger revenue and expense account reports provided by Town staff.

### Revenue

The Town was able to extract and provide sales and interment service revenue data by interment form (casket lots, cremation lots and niches) for analysis. This process was time-intensive since independent general ledger accounts had not been created for each category. The Town's general ledger accounts also do not record the dollar value of revenue by resident/non-resident or at-need/pre-need status.

The funding of the Town cemetery has primarily come from inventory sales and interment service operating revenue. Over the past few years, a smaller, secondary source of revenue has come from endowments, minor transfers from capital funding projects and interest income.

### Expenses

The Town was able to extract and provide expense data from its general ledger accounts for analysis. However, the Town's general ledger accounts also did not include all expenses related to the cemetery over the past three years, nor was all site care and maintenance expenses diligently recorded and tracked separately from other Town cemetery costs with a distinct account code.

However, most provided cemetery expense information was related to site maintenance, with the Town's expense accounts reporting the dollar value of staff salaries, rented mobile equipment, charge backs for use of Town equipment, contracted services, landscaping materials, sand & gravel and other miscellaneous overhead.

In addition, the Town's cemetery expenses have been historically underreported, and the Town's net income from cemetery operations overstated. This is because in the past, funds from the Parks budget have been used for cemetery maintenance and not recorded in the Town's cemetery expense accounts. The Town has also not allocated an appropriate portion of staff salary for cemetery administration, interments or customer service.

### Financial Management Best Practices

Best practices for a cemetery system's financial management includes setting up revenue accounts, at minimum, for each interment form offered (e.g. casket lot, cremation lot, columbaria niche, etc.) Sophisticated systems also have accounts or user defined fields (categorical tracking codes) to identify the at-need/pre-need (time of sale – before or after death) and resident/non-resident status of revenue. The number of revenue accounts and user defined fields correlates to a municipality's ability to effectively measure and assess their cemetery's financial performance.

The Town can enhance its financial projections if it takes measures to enhance the transparency and tracking of its cemeteries' financial performance. This can be done by increasing the number of financial software tracking codes and ledger accounts to identify and report cemetery revenue and expenses by their precise source, category and function.

### Historic Operating Financial Performance

The following graph summarizes the historic operating financial performance of the Town's cemetery, for the period of 2016 to 2018.

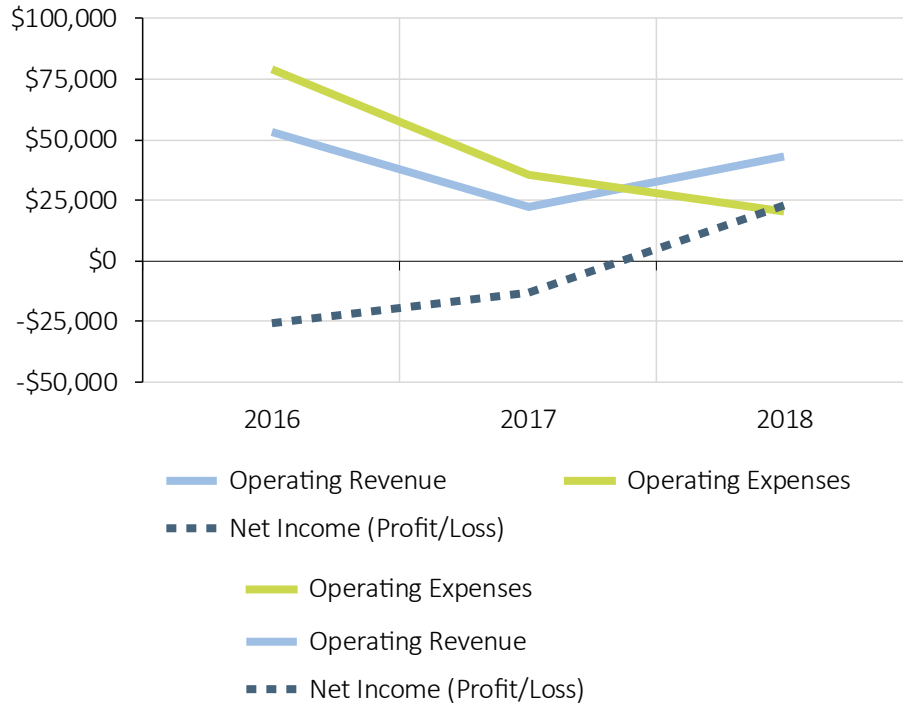


Figure 20: Town Cemetery Operating Financial Performance, 2016 to 2018, Source: Town of Strathmore Account Ledgers

The following graphs summarize the distribution of revenue and expenses from the Town’s cemetery operations, as reported by Town staff for the period of 2016 to 2018.

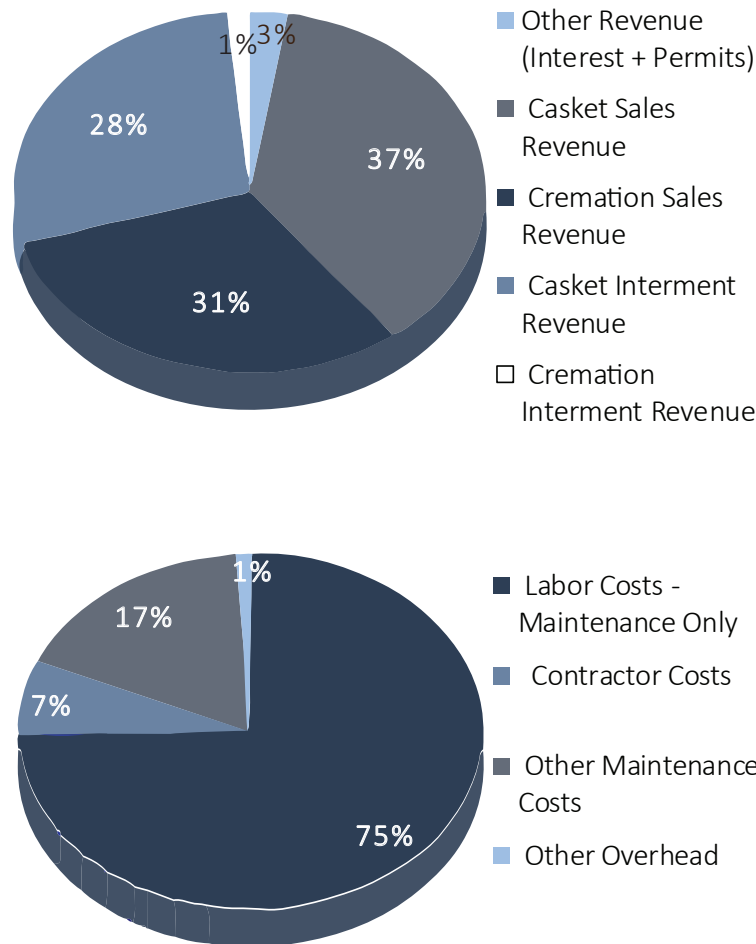


Figure 21: Distribution of Reported Town Cemetery Revenue + Expenses, Source: Town of Strathmore Account Ledgers, Graphs: LEES+Associates

In summary, according to Town financial records, over the past three years (2016 to 2018), the Town cemetery averaged:

- \$5,400 net loss per year;
- \$39,700 revenue and \$45,100 expenses per year<sup>1</sup>.

While the Town cemetery has historically operated at a net loss, even without contributing to a perpetual care fund, its financial performance is on par with most Canadian municipal cemeteries,

<sup>1</sup> This does not include an underreported amount of expenses related to cemetery administration and service. Due to this, it is likely the cemetery is operating at greater loss than recorded.

which typically run operating losses. Most municipalities support the operation of their cemeteries with tax dollars to some degree.

If no changes are made to the Town's financial practices, the cemetery should expect to continue operating at an increasing financial loss over the coming decade, requiring further tax subsidy.

### **Defining Financial Sustainability for Perpetual Care**

A cemetery operator's obligation for site maintenance begins at the time a cemetery is established, extends through the period during which they are active and generating revenue, and continues in perpetuity, including when the site is full and no longer generating revenue.

An important factor in the future viability of a cemetery is the adequacy of its Perpetual Care Fund (PCF). Canadian cemeteries usually contribute a portion of its sales revenue to the principal of a trust fund, which is then expected to fund the care of the cemeteries into perpetuity.

The PCF principal generates investment income (e.g. interest, dividends) which can either be retained in the fund to generate compounded interest returns or withdrawn annually to pay for current site care and maintenance costs. It is best practice for municipalities to retain PCF investment income within the trust fund, not withdrawing any of its annual returns. This enables accelerated growth of the fund over the active life of the cemetery.

A PCF is considered adequately funded when the projected end balance will generate adequate investment income to cover the sites' future care and maintenance costs after it is no longer selling lots. Calculating the required future PCF balance is a function of the projected investment income rate of return and cemetery maintenance cost at the time the cemetery is expected to become inactive. The future investment income anticipated from the PCF needs to be equal to the projected maintenance cost.

### **Legislation + Regulations**

Canadian provincial legislation typically intends for the income generated by a Perpetual Care Fund (PCF) to help offset inflation and provide the required monies to maintain in the future.

Cemeteries are unique facilities and services, and are constrained in their governance by their Provincial legislation, which stipulates that cemetery owners must provide "care and maintenance" of their properties in perpetuity. The majority of Canadian provinces have this kind of legislation in place. This legislation typically mandates that PCF's be managed very conservatively. Access to the PCF's principal is restricted and investment income can only be spent on current cemetery care and maintenance.

Alberta provincial legislation mandates 15% of interment right purchases to a PCF for all privately owned cemeteries. While Alberta religious and municipal cemeteries are exempt from this PCF requirement, it is a best practice that helps municipalities move their cemeteries towards financial

sustainability by minimizing a long term tax liability. The City of Calgary sets aside 40% of the rights purchase towards care and maintenance.

Contributing more than the minimum is a proactive strategy since the minimum contributions are usually not adequate to fully fund the long term perpetual care of a cemetery.

### **Historic PCF Policy + Performance**

The Town had a Cemetery Reserve Fund until 2016, when the Town withdrew all funds to install the new cement ribbons. Since that time, no portion of lot or niche fees have been separated from cemetery operating revenue and allocated to perpetual care. The PCF currently has a zero balance.

Historically, almost 100% of the cemetery costs recorded in the Town's account ledgers are related to maintenance. Over the past three years, Town cemetery's site care costs have average \$36,000 per year. This is expect to increase by 2020 to \$58,000. If the Town cemetery were to run out of inventory to sell today, this would be the amount the Town would need to fund through tax subsidization.

## **Financial Scenarios**

To identify the best strategy for the Town's future operations, three scenarios are presented in this section, a "Status Quo" scenario and two "Alternate Model" scenarios. In all scenarios, it is assumed that the Town will resume contributing a portion of its sales to the Perpetual Care Fund. Since the Town does not presently have any funding for perpetual care at present, it is assumed it will follow the City of Calgary example of an accelerated growth model for its PCF.

"Status Quo" assumes no changes to the Town's cemetery operations except the resumption of contributions to the Perpetual Care Fund. In this scenario, practices from the past five years are assumed to continue and financial performance is only driven by the anticipated changes in the population, death rate, disposition, and interment trends in the community.

The alternate scenarios represent projections resulting from the adoption of this plan's additional recommendations, including resuming contributions to the Perpetual Care Fund and adding seed principal. **Alternate Scenario 1** assumes the implementation in 2020 of one-time price changes proposed in the Cemetery Pricing Review. **Alternate Scenario 2** assumes the rate increases will be implemented gradually over the next five years.

Graphs in this section show the projected revenues, expenses, profits or losses and PCF changes over the next 50 years.

**Revenue projections** relate to the number of families who choose to be interred in the Town's cemetery and anticipated adjustments in pricing. Operating income forecasts do not include revenue from new offerings that may be adopted by the Town in the future. **Expense projections**

are primarily related to inflation and the anticipated value of any prearranged contract agreements. Forecasts do not include extraordinary costs that may be required for acquiring land, equipment, engineering, development and new infrastructure.

Graphs in this section show projections for maintenance costs for the cemetery as an active site or an inactive site. Maintenance work usually decreases when cemeteries become inactive due to less on-site traffic. Care costs of inactive sites typically decrease by approximately 50% when compared to the costs of active sites.

### Assumptions

The following assumptions apply to each financial scenario:

- Demographic and disposition trends will define the demand and drive of future revenue;
- The proportion of the community served will not change significantly in the next 50 years;
- Annual cost increases will be equivalent to the historic rate of inflation of 3% per year;
- Annual investment income will average 2.0% per year over the next 50 years,
- The Town will begin contributing 40% of cemetery sales to its Perpetual Care Fund, and
- The Town will develop cemetery inventory as needed to serve its residents for the next 50 years.

### Status Quo Scenario

This scenario assumes the Town’s offerings, rates and funding for its cemetery operations will remain the same as the past three years. No price increases or changes in expenses beyond the anticipated annual inflation rate are included in this scenario.

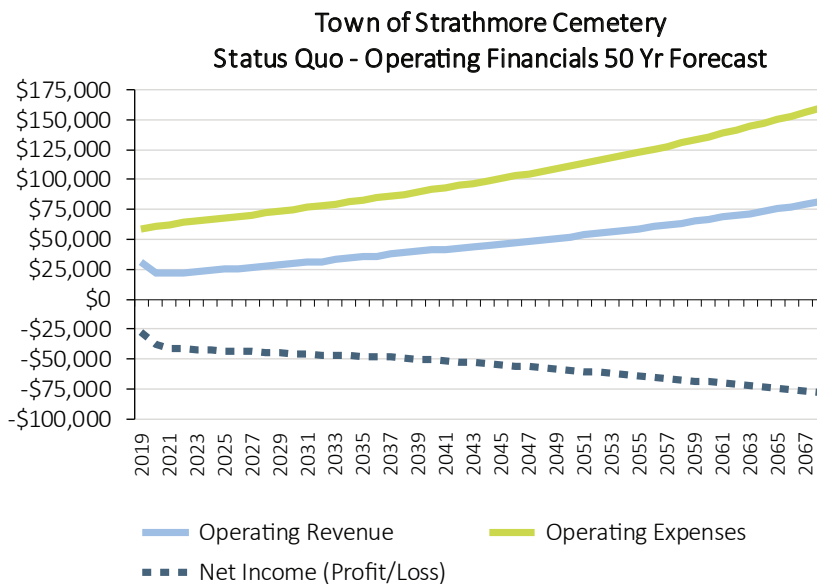


Figure 22: 50 year Forecast of Cemetery Operating Finances under Status Quo

### Operating Income Outcomes - Status Quo Scenario

The Town’s cemetery is not expected to exceed the operating break-even point in the foreseeable future. Due to inflation, the current operating loss is expected to grow from \$27,000 per year in 2020 to \$77,000 in 50 years.

The following graph summarizes the projected growth of the PCF over the next 50 years from its current zero balance under the Status Quo scenario, if the Town resume contributing to its care fund using an accelerated growth model. Note that the minimal maintenance costs associated with an inactive site still far outstrips the anticipated investment income from the PCF.

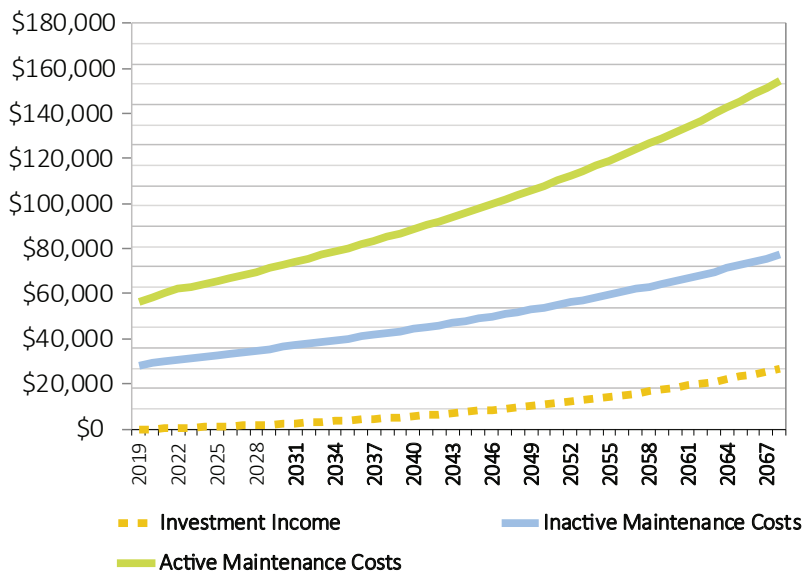


Figure 23: 50 Year Forecast of Cemetery Perpetual Care Fund Income under Status Quo

**Perpetual Care Outcomes - Status Quo Scenario**

Under status quo conditions, with no price increases, and annual contributions of 40% of the Town's cemetery sales, the PCF will reach a balance of \$1,380,000. It will generate an approximate investment income of \$26,000 per year in 50 years. The active cemetery site maintenance costs are projected to increase to \$154,000 over the next 50 years, amplified over time by inflation.

When a cemetery becomes inactive, it is expected that the care costs will drop up to as low as 50% of its active costs. Lower levels of care are required for cemeteries with less on-site traffic. Therefore, if the site became inactive in 50 years and costs decreased 50% to \$77,000, there would be funding gap of \$51,000 for the Town to subsidize.

This is a long term "snap-shot" of the PCF's status over the next 50 years, to assess whether it can reach the site care break-even point. While the Town's cemetery is not expected to become inactive in 50 years, this is the maximum period of projection to achieve a reasonable degree of precision. It should also be noted that it will be increasingly challenging for the PCF to "catch up" to the required maintenance costs as time moves forward.

## Alternate Scenario 1 - 2020 Price Change

The first alternate scenario will guide the Town cemetery towards long term financial sustainability by immediately increasing the value of cemetery sales and PCF contributions in 2020. This will be accomplished by immediately aligning cemetery prices with the region’s average fair market value, as proposed in the Cemetery Pricing Review. It will also offset the ongoing effect of inflation on operating costs by continually to incrementally increasing rates over time. In addition, the Town will need to seed the PCF fund with \$5,000 per year for 25 year to compensate for the lack of retained sales contributions over the years.

While Alberta does not mandate a minimum contribution to the PCF for new cemeteries, neighboring Saskatchewan regulations state: “For the purposes of section 23 of the Act the minimum amount of a care and maintenance fund is \$10,000 per hectare of land within the cemetery.” This provides a guideline for the Town’s cemetery. At 3.2 hectares (7.7 acres), a minimum starting principal of \$32,000 would be expected, followed by ongoing minimum contributions of 15% to the PCF from the sale of each lot, crypt and niche.

The approximate value of the inventory sold at Strathmore cemetery at today’s rates is approximately \$2,000,000. At a contribution rate of 15%, the Town would have added an additional **\$300,000** to the PCF by 2019. This does not include any investment income that would also have been earned and contributed to the growth of the cemetery PCF.

The key assumptions under Alternate Scenario 1 include:

- Starting in 2020, the Town will contribute **\$5,000** per year for 25 years to the PCF principal;
- In 2020, the Town will increase its rates to align its fees with the regional average;
  - o Adult casket lots by **50%** to \$1,200;
  - o Cremation lots by **75%** to \$700;
  - o Adult burial services by **75%** to \$700, and
  - o Cremation burial services by **50%** to \$300.
- From 2021 forward, the Town will increase rates by 3.0% per year to offset inflation and help address disparity between operating expenses and operating revenues.

The following graph summarizes the financial position of the Town cemetery’s operations for the next 50 years under Alternate Scenario 1.

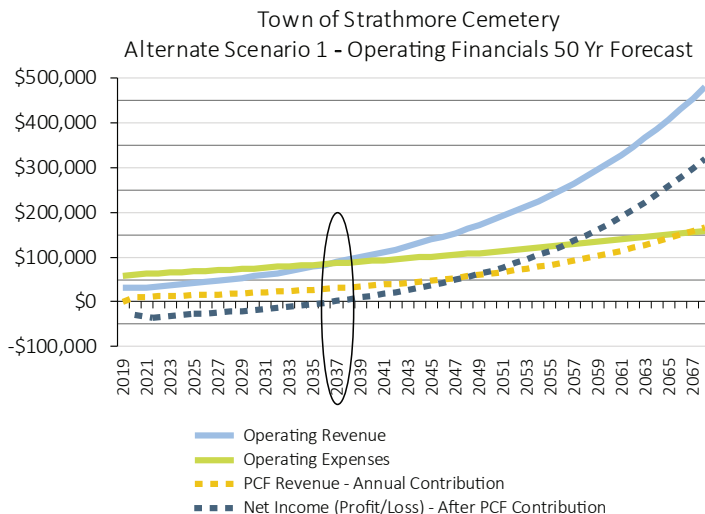


Figure 24: 50 year Forecast of Cemetery Operating Finances under Alternate Scenario 1

### Operating Income Outcomes - Alternate Scenario 1

Under this alternate scenario it is expected that the Town’s cemetery income will reach the operating break-even point by **2037**. The Town’s cemetery profit will then continue to grow, as the population and regional death rate increases, due to the passing of the Baby Boomers.

The optimal financial strategy for a cemetery with strong operating income and an adequately funded Care and Maintenance fund is to transfer its excess operating income into a dedicated **Development Trust Fund**. This fund would be separate from the PCF and would be used to support extraordinary costs and capital projects. This includes the development of new offerings, the enhancement of infrastructure, and development of new burial areas.

### Perpetual Care Outcomes - Alternate Scenario 1

Under Alternate Scenario 1, the PCF will reach a balance of \$4.2 million and generate investment income of approximately \$84,000 per year in 50 years. This exceeds the projected inactive maintenance cost of \$77,000 in 50 years. In this scenario, the PCF is fully funded by 2067.

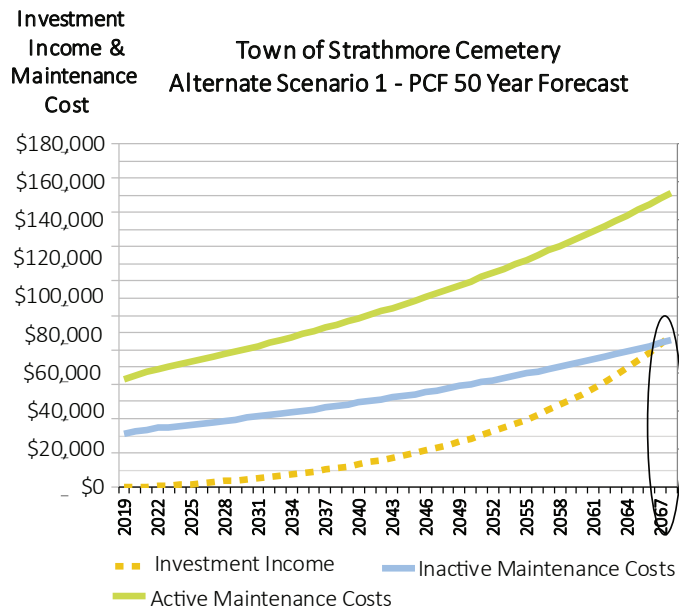


Figure 25: 50 Year Forecast of Cemetery PCF under Alternative Scenario 1

However, if the Town anticipates continuing to maintain its cemetery at its current level of site care (corresponding to Active Maintenance Costs), the Town would need to invest further in its PCF or choose to tax-subsidize future site care.

## Alternate Scenario 2 - Gradual Price Change

**Alternate Scenario 2** is identical to the first alternate scenario in every assumption, except the Town is expected to gradually increase the value of cemetery sales and PCF contributions over the next 5 years. This will be accomplished by incrementally aligning cemetery prices with the region’s average fair market value, from 2020 to 2024.

The key assumptions under Alternate Scenario 2 include:

- In 2020, the Town will start contributing **\$5,000** per year for 25 years to the principal of the cemetery’s PCF;
- From 2020 to 2024, the Town will increase its rates to align its fees with the regional average;
  - o Adult casket lots by **15%** per year, to \$1,609 by 2024;
  - o Cremation lots by **20%** per year, to \$995 by 2024;
  - o Adult Burial services by **20%** per year, to \$995 by 2024, and
  - o Cremation burial services by **10%** per year, to \$322 by 2024.
- From 2021 forward, the Town will increase rates by 3.0% per year to offset inflation.

The following graph summarizes the financial position of the Town cemetery’s operations over the next 50 years, under Alternate Scenario 2

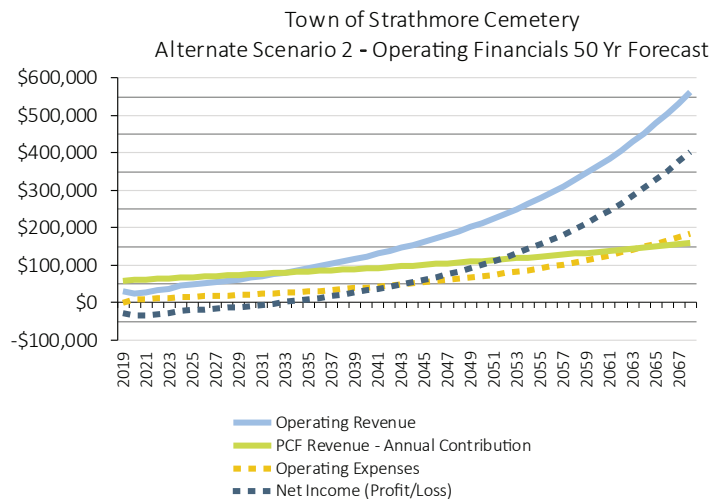


Figure 26: 50 year Forecast of Cemetery Operating Finances under Alternate Scenario 2

### Operating Income Outcomes - Alternate Scenario 2

It is expected under this alternate scenario that the Town’s cemetery income will reach the Operating Break-even point by 2033.

The following graph summarizes the projected position of the Town’s PCF over the next 50 years, under Alternate Scenario 2.

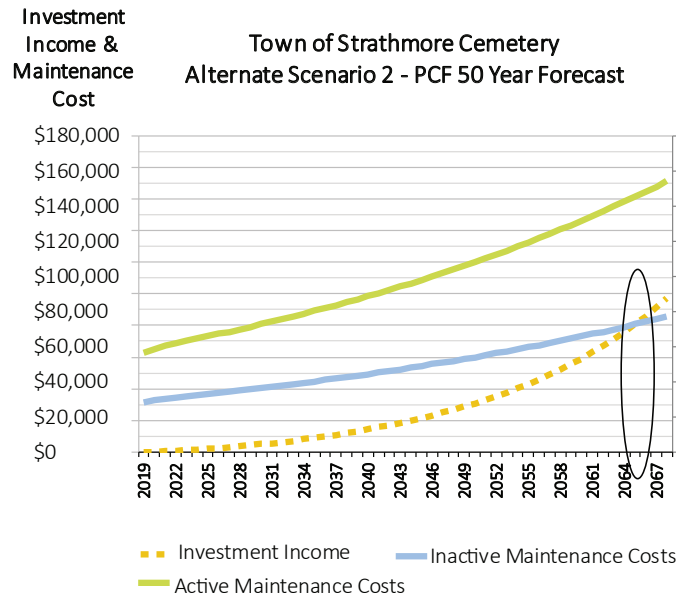


Figure 27: 50 Year Forecast of Cemetery PCF under Alternate Scenario 2

### Perpetual Care Outcomes - Alternate Scenario 2

Under Alternate Scenario 2, the PCF will reach a balance of **\$4.6 million** and generate investment income of approximately **\$92,000** per year in 50 years. This exceeds the projected inactive maintenance cost of **\$77,000** in 50 years. In this scenario, the PCF is fully funded by **2065**.

### Forecast Revenue- Additional Options

All of the scenarios in this plan are conservative forecasts, as it assumes no changes to the services offered, no changes to promotional initiatives for the cemetery, and the same proportion of the community will continue to be served by the Town over the next 50 years.

The Town have a range of opportunities to increase revenue further than has been projected. However, a precise financial outcome from these strategies cannot be quantified until the Town enhances its cemetery activity data tracking, the new offerings are introduced and the community response is assessed. These additional options are not included in this plan’s projections.

### New Revenue Streams

There is an opportunity for the Town to introduce new revenue streams at the cemetery, by increasing the number of interment and memorialization options (e.g. scattering services, green burial, family columbaria, etc.), new added value service options, etc.);

If the Town expands its offerings, revenue will likely increase even further as it would elevate the attractiveness of the site to Town residents and non-residents.

## Increasing Cemetery Activity

There is an opportunity for the Town to attract more residents and non-residents by increasing cemetery promotional initiatives. Studies of cemetery financial performance find that there is a positive correlation between the amount of resources allocated to marketing and cemetery revenue. Cemetery operators often see sales increases of 10% from investments of 3% of revenue in promotional initiatives.

## New Premiums

There is an opportunity for the Town to obtain additional revenue from non-residents. This will increase returns on cemetery inventory and prioritize Town residents who have supported the cemetery through tax contributions.

## Perpetual Care Fund Analysis - Recommendations

The following recommendations will improve the financial sustainability of the Town's cemetery operations by establishing a strong Perpetual Care Fund to fund long term site care.

- Replenish the Town's Perpetual Care Fund by contributing **\$5,000** per year from general tax revenues for 25 years to the cemetery's PCF principal;
- Contribute **40%** of the Town's cemetery sales revenue to the PCF annually;
- Leave all investment income in the PCF to accelerate the growth of the fund balance and enable the cemetery system to become sustainable more quickly;
- Introduce non-resident premiums, and recommended price changes to align the Town cemetery with the regional market, and produce contributions that will fully fund the Town's PCF within 50 years. This includes increasing:
  - o Adult casket lots by **50%** to \$1,200 in 2020, or **15%** per year for 5 years;
  - o Cremation lots by **75%** to \$700 in 2020, or **20%** per year for 5 years;
  - o Adult burial services by **75%** to \$700 in 2020, or **20%** per year for 5 years, and
  - o All cemetery rates annually by a minimum of **3%** per year to offset inflation.
- Add new accounts in the Town's financial management system to enhance the Town's ability to easily track and report:
  - o Cemetery revenue by interment type, residency and time of sale, and
  - o Cemetery expenses by maintenance and non-maintenance cost groups.
- Create an annual income statement that includes all cemetery-related revenue and expenses, including a complete allocation of time and resources from Town support staff. Use this report to monitor the cemetery's financial performance and guide future decision-making;
- After the cemetery achieves operating break-even, the Town should begin to allocate profits into a new "Development Fund." This capital fund should be set up as a trust and be restricted for extraordinary cemetery development and care costs.
  - o This fund should be used for purchasing inventory, developing new burial area, making infrastructure improvements and purchasing new cemetery land as needed.
- Revisit this plan in five years to review and evaluate the community's response to the new offerings, premiums, price increases and changes in operations.

# 6. Review of Products, Services + Price Benchmarking

This chapter starts with a product and services review to understand the Town's offerings and fees, identifies offerings that could be introduced, and then compares them with the fees charged by similar communities in a price benchmarking review.

## Key Findings

- The diversity of the Town's cemetery offerings is less than the typical range at other Canadian cemeteries. The Town may benefit from introducing new interment options (such as Green Burial) and a wider spectrum of memorialization alternatives;
- The Town would benefit from prioritizing the development of new cremated remains options (scattering gardens, family vessels, family columbaria, ossuaries). This will enable the Town to take advantage of the rising demand for cremated remains interments;
- The Town's cemetery rates are significantly below the average market rate at a regional and national level. There is room to increase the Town's rates and still remain at the lower end of the normal market range. The Town could reasonably increase their cemetery fees for:
  - o Adult casket lots to **\$1200** (50% in 1 year or 15% per year for 5 years);
  - o Cremation lots to **\$700** (75% in 1 year or 20% per year for 5 years);
  - o Adult burial services to **\$700** (75% in 1 year or 20% per year for 5 years), and
  - o Cremation burial services to **\$300** (50% in 1 year or 10% per year for 5 years).
- To align the Town's pricing with regional practices, the Town should also consider adding:
  - o A cremation niche and scattering interment service fee of **\$200**;
  - o A **50%** non-resident premium on lot and niche sales;
  - o An infant/child lot rate discounted to **50%** of adult casket lot rates, and
  - o An indigent/social services lot rate discounted to **50%** of standard rates.
- The Town should plan to increase its rates annually, on average by the rate of inflation plus 1% (**3%**);
- The Town should assess its legal obligations to the Catholic Diocese of Calgary and determine whether differing pricing practices for the section should continue. Formalize and document the Town's policy, procedures and criteria for residents and non-residents to be interred in the Catholic Section, and
- The Town can increase the financial sustainability of the cemetery system by introducing additional premiums for services requiring additional costs to the Town – such as a winter interment services.

## Current Cemetery Offerings

### Diversity of Offerings

The Town's cemetery sells right-of-interments for casket burial lots, cremated remains lots and columbaria niches. There are dedicated areas reserved for veterans in the Field of Honour, as well as a designated Catholic Section. The cemetery bylaw allows for single burials, double depth burials, in-ground cremation burials and columbaria niche interments.

Memorialization options and related services offered by the Town cemetery include:

- Memorial Trees;
- Memorial Benches, and
- Commemorative Plaques.

### New Interment + Memorialization Options

A selection of products and services not currently offered in the Town cemetery are listed and described below. These include:

- Scattering gardens;
- Ossuaries;
- Memorial walls;
- Family vessels;
- Family columbaria units;
- Family estate lots, and
- Green burial.



Figure 28: Family Vessel



Figure 29: Green Burial Communal Marker



Figure 30: Family Columbaria

## **Scattering Services**

Scattering gardens are areas within a cemetery that provide an attractive natural or ornamental setting, dedicated to the scattering of cremated remains.

The Town has an unofficial scattering area in its cemetery rose garden. No fees are currently charged for this service despite the need for ongoing upkeep. Most cemeteries charge a fee of \$100 to \$200 for scattering in a designated area.

## **Ossuaries**

An ossuary can be a chest, building, well, or site for the co-mingled cremated remains of multiple decedents. They are frequently used where burial space is scarce. Family vessels are a type of ossuary.

## **Memorial Walls**

With increasingly mobile families and people choosing not to inter the cremated remains of their loved ones in a cemetery environment, there is a large market for the sale of plaques. Plaques enable people to memorialize family members without interment, or whose remains are interred or scattered elsewhere. Scattering gardens, ossuaries and green burial areas often include memorial walls.

## **Family Vessels**

Family vessels are a cremation option recently introduced to the Canadian cemetery market. They are often used where burial space is scarce and are often strategically located at attractive positions in the cemetery, adjacent to scattering gardens, columbaria or pathways.

Each vessel is a large secure container made of granite. Standing 750 mm tall, it has a volume of approximately 0.4 cubic metres or 14 cubic feet. This can accommodate eight 'soft' cremation urns nested within the vessel or ten commingled cremated remains. Typically, the family pays for the right of interment. Included in this fee are the opening and closing and one bronze name plaque to be installed on the plinth. For subsequent interments, the family is charged an additional opening and closing fee, and an additional fee for the supply and installation of a bronze name plaque. Cemetery operators typically approve the size, design, and content of any plaques. Alternatively, the vessel can be sand blasted with the family's name.

Family vessels are currently included in the cemeteries of the Town of Slave Lake, the Regional Municipality of Wood Buffalo and Kelowna Memorial Park. Since these vessels are a relatively new interment option in Canada, they require targeted marketing time and investment. Best practices advise that family vessel inventory be invested in phases to respond to demand.

## **Family Columbaria**

Family columbaria can vary significantly in size, price and design. A family columbaria is essentially the same as a standard columbaria unit, except that only one family holds the right of interment to all the niches. Custom features can be added in order to meet personal family tastes, customs, and religious practices. Personalized engraving can be added to side walls and doors.

## Family Estate Lots

Family estates vary in the number and type of interments permitted, and in size and features, between cemeteries across Canada. The premium price of a family estates typically reflects the associated development costs and ongoing maintenance of features such as planting beds, benches, fences, and archways.

Traditional in-ground burial family estates typically permit the interment of cremated remains in addition to full body remains. Family estates are not commonly available in cemeteries across Canada. An example of a cemetery offering private estates is Kelowna Memorial Park in British Columbia. These include:

- Two double depth lawn crypts (four casket burials);
- Cremation lots (up to 16 cremation interments);
- Marker foundation;
- Granite memorial bench;
- Planting beds, and
- Fencing with an arched gate that includes bronze name plate.

Other cemeteries offer large and elaborate cremation-only family estate lots. Some cremation-only family estate lots accommodate four cremated remains with a flat marker, while others accommodate up to eight cremated remains with an upright marker.

## Green Burial

Green Burial is an interment option that is attracting increasing interest across North America. Also known as “natural burial,” “country burial” or “woodland burial”, Green Burial is a traditional earth burial method with:

1. No embalming;
2. No use of burial lot liners or concrete vaults;
3. A fully biodegradable casket or shroud;
4. Some form of environmental improvement of the grave site such as native plant species, and
5. A communal marker (no individual markers).

Communities across Canada are experiencing an increase in demand for more environmentally sustainable products and services. Green Burial often appeals to those who would otherwise not choose to be interred in a conventional cemetery. A small but increasing number of cemeteries offer Green Burial options to families.

Offering Green Burial would provide the Town with a significant marketing opportunity. Traditional media and social network sites are attuned to stories about Green Burial. A cemetery that offers Green Burial is meeting best practices of the service and obtains a competitive advantage over other cemeteries.

While there is not adequate undeveloped space at Strathmore Cemetery to introduce a green burial area, it should be considered as an element of any future cemetery site.

## Cemetery Pricing Review

This section of the report analyzes the price of offerings in the Town’s cemetery system, and compares with other cemeteries in the region and across Canada.

### Market Trends

The following figure shows the typical pricing continuum for Canadian cemetery offerings:

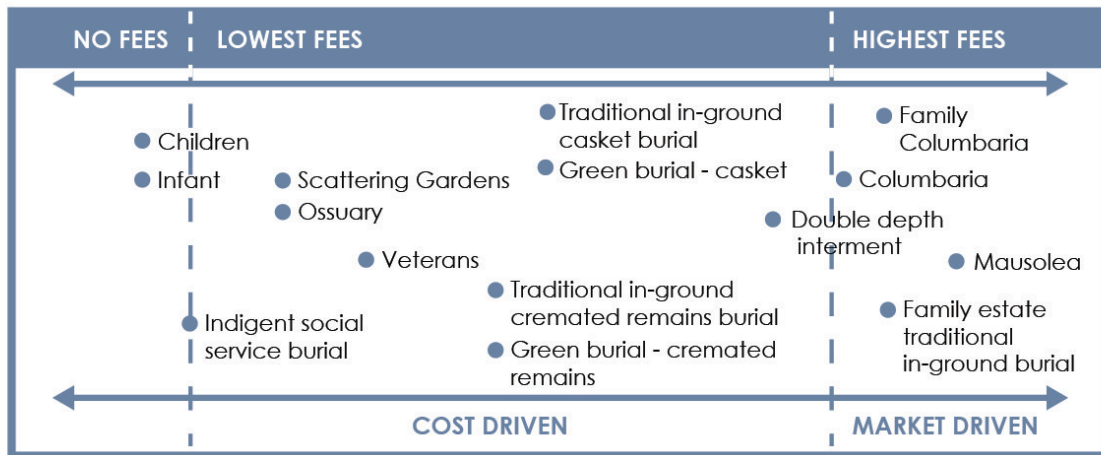


Figure 31: Pricing Continuum for Typical Canadian Cemetery Offerings

Cemetery pricing in Canadian cemeteries generally follow consistent market trends, with urban centres typically having higher fees than small communities due to increased demand, higher land values and relatively limited local cemetery space.

Cemeteries with a wider range of burial options are often perceived as higher-quality and charge higher rates. Families seeking specific interment options are often willing to pay a premium to accommodate their cultural, religious and personal preferences.

Cemeteries in communities close to the City of Calgary experience increased volumes and higher demand than municipalities further away. Non-residents are actively seeking out options in smaller communities with greater cemetery land capacity and lower costs.

## Price Benchmarking

Best practices for cemetery pricing entails annually comparing the rates of communities in the region with similar supply and demand. This involves examining the rates of other cemeteries with similar business models, size, and ethnic and religious profiles. The price benchmarking study in this plan reviewed the Town's fees and compared them to national averages at municipal cemeteries, as well as the fees of other cemeteries in the region. These communities have a similar demographic profile and comparable geographic proximity to Calgary. They include the municipal cemeteries of Airdrie, Okotoks, High River, Cochrane and Wheatland County.

The following table summarizes the resident rates (including the care fund portion) and comparative findings for the primary cemetery offerings available by the communities examined in this study. Please see Appendix B for further details of the Price Benchmarking Study.

Cemetery Offering	Town Rates <sup>1</sup>	Regional Rate Range <sup>2</sup>	Average Regional Rates <sup>3</sup>	National Canadian Rate Range <sup>4</sup>
Adult Casket Lot	\$800	\$600-3,000	\$1,383-\$1,553	\$1,250-\$2500
<i>The Town's rates are low compared to the average regional and national rate range.</i>				
Infant/Child Lot	n/a	\$700- \$1,100	\$895	\$250-\$1,000
<i>The Town does not currently offer a different rate for infant and child cemetery lots.</i>				
Cremation Lot	\$400	\$300-\$3,200	\$903-\$1,212	\$500-\$1,000
<i>The Town's rates are low compared to the average regional and national rate range.</i>				
Columbaria Niche	\$1,900-\$2,400	\$600-\$5,600	\$1,748-\$2,375	\$1,250-\$4,000
<i>The Town's rates are on par with the average regional and national rate range.</i>				
Adult Lot Burial <sup>5</sup>	\$400	\$400-\$1,200	\$783	\$750-\$1,500
<i>The Town's rates are low compared to the average regional and national rate.</i>				
Infant/Child Burial	n/a	\$200-\$550	\$322-\$408	\$250-\$1,000
<i>The Town does not currently offer a different rate for infant and child burial.</i>				
Cremation Burial	\$200	\$200-\$450	\$287	\$200-\$500
<i>The Town's rates are low compared to the average regional and national rate range.</i>				
Open/Close Niche	n/a	\$100-\$300	\$199	\$100-\$400
<i>The Town does not currently charge for the opening and closing of a niche.</i>				

Table 4: Town, Regional + National Cemetery Resident Rates Comparison

1 Including care & maintenance fees for each lot or niche.

2 The regional rate range show the higher and lower end of cemetery rates for residents from similar communities. Calgary is not included.

3 Where two rates are shown, they indicate the average fees for residents for the basic and premium interment options.

4 The range of resident rates for Canadian cemetery offerings, derived from LEES+Associates pricing studies of public and religious cemeteries from 2012 to 2019.

5 Opening and closing services for a single-depth interment, during the summer season.

## Town Pricing Practices

The Town lists its cemetery fees in latest Consolidated Fees Schedule Bylaw 17-08, Schedule J. As is best practice, this is separate from Cemetery Bylaw 14-16.

This section outlines key characteristics of the Town's current pricing practices. These include:

- The Town's price for a columbaria niche includes an engraving and the opening/closing service. The majority of Canadian cemeteries charge a separate fee for niche opening/closing;
- The Town does not charge for interment rights of plots in the Field of Honour. The Town has only charged veterans for opening/closing costs. This is a common practice at Canadian municipal cemeteries, and
- There is currently no charge for interment rights of plots in the Catholic Section. The Town has only charged residents interred in the Catholic Section for opening/closing costs. This highly unusual practice seems to have evolved from Sacred Heart Parish's transfer of full cemetery ownership to the Town in 1975 in exchange for 75 burial plots, as well as Wheatland Funeral Home's role as informal administrator of the Catholic section.
- This informal policy diminishes the financial sustainability of the cemetery's operations and reduces the resources available to future site care. In addition, there is a risk this two-tiered municipal service could be perceived by residents as preferential treatment and pricing to one segment of the community.

## Resident Pricing

The Town does not currently charge non-residents a premium on lot and niche sales. Over the past five years, cemetery sales records indicate that **one third** of all casket lots sales and interment services were for non-residents. Anecdotally, administration reports that non-residents requesting interment in the Town Cemetery usually come from Wheatland County, Vulcan and Calgary.

The majority of Canadian municipal cemeteries charge a non-resident premium on lot and niche sales (the right-of-interment licence). Typically, non-residents are charged a **25% to 150%** premium on cemetery lots and niches at Canadian municipal cemeteries. This helps reserve scarce cemetery land for residents (particularly in or neighbouring urban centres) and to avoid using municipal resources to subsidize those who are not community members or taxpayers.

This investment comes from contributing financially, through generations of families using the cemetery's services, as well as through their tax payments, since most municipal cemeteries are tax subsidized. Resident investment also sometimes comes from non-financial contributions through volunteering and community-building events at the local cemetery.

While the majority of Canadian municipal cemeteries present their non-resident rates a "premium" for non-community members, some choose to set prices at the higher end of the regional cemetery market range and offer a "discount" to residents.

Over the past five years, we have found that non-resident fees are consistently supported by community members. Attendees of the April 2019 stakeholder meeting expressed support for higher non-resident rates.

Most Canadian municipalities define residents and non-residents in their cemetery bylaw. Typically a non-resident is defined as anyone who does not live and/or own property in the municipality. Municipalities usually set a qualifying time period for residency, most commonly ranging between 1 and 5 years. Some Canadian communities – such as the Town of Okotoks - require up to 10 years of residence. Some municipalities also choose to include former residents as “residents” in their cemetery bylaw. This helps facilitate the return of relatives who wish to be buried with family members.

### **Benchmark Communities Pricing Practices**

The following comparable communities have non-resident pricing:

- Town of Cochrane residents receive a 35% discount on the purchase of a burial lot or niche;
- Wheatland County cemeteries have a 100% premium on non-resident sales, and
- The Town of Okotoks cemetery has a 65% to 136% premium on non-resident sales.

Other the unique pricing practices from the communities in this benchmarking study include:

- Airdrie adds a \$310 fixed maintenance fee to all lots and niches purchases. This fee is a separate line item on the fee list;
- Calgary and Wheatland and Rocky View Counties offers “Indigent Service” at 50% of standard cemetery rates;
- Rocky View County’s cemetery offers family columbaria for \$3,625 to \$10,000, a unique offering not available at other communities in this study;
- Free veteran plots are provided by High River and Wheatland County cemeteries, and
- Calgary, Airdrie, Okotoks and Rocky View County offer discounted rates for infant and child lots and burial services.

### **Strategic Positioning**

Excepting the columbaria offerings and interment services, the Town’s cemetery fees are **below the provincial and national averages**.

Cemetery demand is relatively inelastic and there is typically little adverse resident response to price changes within the normal market range.

Most Canadian municipal cemeteries are run as a service, with municipalities providing some tax-payer support. The Town of Strathmore must decide where its business model sits on this spectrum of cost recovery. While few municipal cemeteries operate on a full cost recovery model, particularly for capital investments, it is a best practice for Canadian municipal cemeteries to

move towards operating “break-even” – where user fees are expected to cover the annual cost of cemetery operations, and long term site care.

There are two primary practices for municipalities to align its rates with the regional average. These are:

- **Direct Alignment** – A one time, rate correction to bring the Town’s fees within the current range of fair market value, followed by annual increases to offset inflation, or
- **Gradual Alignment** - Annual rate increases, year over year, to close the gap in fair market value over a period of five years. This scenario assumes that other regional municipal cemeteries will increase their rates at the rate of inflation.

There is currently a significant gap between Town cemetery rates and the fair market value range in the region. Therefore, the Town can increase its cemetery fees and remain competitive.

In a direct alignment scenario, at minimum, the Town would be advised to increase its rate in 2020:

- Adult casket lots by **50%** to \$1,200;
- Cremation lots by **75%** to \$700;
- Adult burial services by **75%** to \$700, and
- Cremation burial services by **50%** to \$300.

In a gradual alignment scenario, the Town would be advised to annually increase its rates, for the next five years, by a minimum of:

- **15%** per year for adult casket lots;
- **20%** per year for cremation lots;
- **20%** per year for adult burial services, and
- **10%** per year for cremation burial services.

Incremental increases would likely be better received by community members.

In addition, in further alignment with regional practices the Town should consider adding:

- A cremation niche and scattering interment service fee of **\$200**;
- A **50%** non-resident premium on lot and niche sales;
- A new discounted infant/child lot rate at **50%** of adult casket lot rates, and
- A new discounted indigent/social services lot rate at **50%** of standard rates.

These are the minimum increases recommended for the Town’s cemetery offerings and services. There is room in the average regional market range to increase rates further, should additional revenue be required for cemetery operations to break even. The necessity of this will be examined further in the study’s Perpetual Care Fund Analysis.

## Price Changes

The Town last increased its cemetery rates in April 2017. Further increases of 50% were proposed in November 2018. Wheatland Funeral Home submitted to Council a response to the proposed 2018 changes. The Town opted to put the proposed changes on hold, until there could be further consultation on and research into the concerns.

Best practice for North American cemeteries is to increase their fees annually by, at minimum, the rate of inflation. The Bank of Canada's Consumer Price Index reports that inflation has historically ranged from 2% to 3% over the past decade.

## Additional Service Fees

Canadian cemeteries often bill for additional support services. These include the following additional fees in the Town's current cemetery price list:

- Monument permits;
- Double depth interments, and
- Holiday and weekend services.

While additional charges should be kept to a reasonable level and correspond with additional costs incurred by the Town, fees charged by other cemeteries in Canada that could be considered for addition, include:

- Administrative services for unusual transactions;
- Transfer of licence;
- Replacement right-of-interment certificates;
- Reservation of adjacent lots;
- Executor support services;
- Winter interment services<sup>1</sup>;
- Less-than-24 hours notice for an interment;
- After-hours services on weekdays;
- Tent and chairs for graveside services;
- Disinterment services, and
- Marker care and maintenance.

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<sup>1</sup> In 2018, Wheatland Funeral Home expressed support for a winter interment service premium.

## Price Benchmarking - Recommendations

- To increase the Town's rates and the financial sustainability of the cemetery while remaining at the lower end of the market range, the Town could increase their cemetery fees for:
  - o Adult casket lots to **\$1200** (50% in 1 year or 15% per year for 5 years);
  - o Cremation lots to **\$700** (75% in 1 year or 20% per year for 5 years);
  - o Adult burial services to **\$700** (75% in 1 year or 20% per year for 5 years), and
  - o Cremation burial services to **\$300** (50% in 1 year or 10% per year for 5 years).
- To align the Town's pricing with regional practices, the Town should also consider adding:
  - o A cremation niche and scattering interment service fee of **\$200**;
  - o A **50%** non-resident premium on lot and niche sales;
  - o An infant/child lot rate discounted to **50%** of adult casket lot rates, and
  - o An indigent/social services lot rate discounted to **50%** of standard rates.
- The Town should plan to increase its rates annually, on average by the rate of inflation plus 1% (**3%**);
- The Town should assess its legal obligations to the Catholic Diocese of Calgary and determine whether differing pricing practices for the section should continue. Formalize and document the Town's policy, procedures and criteria for residents and non-residents to be interred in the Catholic Section, and
- The Town can increase the financial sustainability of the cemetery system by introducing additional premiums for services requiring additional costs to the Town – such as a winter interment services.



# 7. Site Analysis: Recommended Updates to Current Master Plan




















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The following table provides a list of recommended updates arising from a review of the current Strathmore Master Plan. These have been developed following additional public, staff, and stakeholder consultation, site reviews and operations analysis. Recommendations that correlate with specific locations are noted with yellow squares and indicated on the layout plans on the following pages.

#	Recommendation	Location on graphic	Phase 1	Phase 2	Phase 3
<b>Wayfinding</b>					
1	Relocate the proposed entry feature wayfinding/orientation kiosk (E) in Phase 1 closer to and with a direct view of the entrance.	1	✓		
2	Entrances should have a welcome sign and information kiosk or sign with a map of the cemetery.	2		✓	✓
3	As per the Alberta Cemeteries Act, General Regulations, a cemetery should be divided into blocks or sections. These sections should be marked with suitable markers which should then be correlated with maps and information in an orientation kiosk.		✓	✓	✓
4	Sections can be named or numbered.		✓	✓	✓
<b>Edges of Cemetery</b>					
5	The north edge of the cemetery currently has minimal transition from public to sacred space. This transition can be enhanced by extending the existing entrance walls, adding a low fence or adding denser planting.	5	✓	✓	✓
6	Alberta Cemeteries Act, Section 22(3) states a grave lot shall not be located closer than 9.1m from a public highway.	6		✓	
7	Earthworks proposed along the south edge of the cemetery will require approval from the highways department prior to implementation.	7		✓	✓
<b>Memorialization</b>					
8	The proposed memorial wall dedicated to unmarked graves can be enriched by adding an information panel highlighting the history of the cemetery.	8	✓		
9	The unmarked grave memorial should be maintained as a historical feature in the cemetery.	9		✓	
<b>Columbaria</b>					
10	Avoid use of single sided columbaria units. Double sided columbaria will offer greater capacity and greater return on investment.		✓	✓	✓
11	Standard practice for any future columbaria installations is to provide seating or benches with views of all columbaria niches.		✓	✓	✓
12	Columbaria walls should be phased-in, in response to need.		✓	✓	✓
13	Proposed Columbaria (C) should be flanked by planting to allow privacy from the road.	13	✓		
14	Proposed columbaria wall should be built in smaller sections, separated by seating areas, planting and pathways. Installing smaller columbaria allows phasing and minimizes initial infrastructure investment.	14		✓	✓
15	Columbaria walls should be constructed in facets if a curved shape is desired.	15		✓	✓
16	Use columbaria to create and frame space, not just as an edge.	16		✓	✓
17	Best orientation of columbaria for all phases is east/west rather than north/south. North side is typically less attractive as it is colder and darker.		✓	✓	✓
<b>Casket Lots</b>					
18	As per the Province of Alberta Cemeteries Act, General Regulations, section 22(2) casket lots should be not less than 1.2 metres in width and 2.8 metres in length.		✓	✓	✓
19	Recommended maximum slope for casket burial is 5% due to equipment challenges in winter.			✓	✓
20	Flatter areas should be reserved for casket lots.	20			✓
21	If grave runners ("ribbons") are used, ensure corners are square, and surface is plumb.		✓	✓	✓
<b>Cremation Lots</b>					
22	To maximize capacity, use Cremation Lots to infill spaces that are too small for casket burial.	22	✓	✓	✓
23	Large cremation areas should be separated by planting, gathering spaces, columbaria or casket burials to avoid a large field of small markers.	23	✓	✓	✓
24	Cremation Lots should be integrated into most or all interment sections. This allows families who have different interment preference to still be buried close together.	24		✓	✓

<b>Scatter Garden</b>					
25	Scattering areas should be considered, including the installation of an ossuary or cistern to deposit the majority of cremated remains after a small portion is scattered.	25	✓	✓	✓
26	Scattering Gardens should include a means of memorialization such as a memorial wall or feature stone where names can be inscribed.		✓	✓	✓
27	The following are recommended plants: <ul style="list-style-type: none"> <li>• Common Juniper, <i>Juniperus communis</i> ;</li> <li>• Oregon Grape, <i>Mahonia aquifolium</i> ;</li> <li>• Bearberry/Kinnikinnick, <i>Arctostaphylos uva-ursi</i> , and</li> <li>• Other plants that are salt and lime tolerant</li> </ul>		✓	✓	✓
28	Soil amendment to lower the PH and dilute the sodium level in cremated remains are available. Products such as “Let Your Love Grow” can be mixed with cremated remains to offset toxicity levels.		✓	✓	✓
<b>Operations</b>					
29	The caragana row in the existing section offers a effective boundary indicator, but causes maintenance issues. This row could be replaced by a lower shrub row or trees.	29	✓		
30	There is the potential to integrate pathways for visitor and maintenance access. Ensure pathways are 2–3 metres wide for operations equipment plus space to allow snowbanks and plowing;	30	✓	✓	✓
31	Ensure turning radii are appropriate for funeral vehicles and operations equipment. A funeral coach turning radius is 14.6 metres and a F150 pickup (typical operations vehicle) is 6.3 metres.	31		✓	✓
32	Pathway buffer should allow a 1 metre distance to any interment.			✓	✓
33	Roadway buffer should be 2 metres to any interment (particularly at corners).			✓	✓
34	Conditions of expansion area should be verified by Ground Penetrating Radar (GPR) to ensure the ground is suitable for burial.			✓	✓
35	Operations Yard Options: <ul style="list-style-type: none"> <li>• Operations storage could be maintained as is at the Town facility, away from the cemetery;</li> <li>• Operations yard added to expansion area (minimum space need for an Operations yard is roughly: 600m2)</li> <li>• Operations storage shed added to expansion area (Minimum space need for a storage shed and parking is roughly: 150m2).</li> </ul>			✓	
<b>Amenities</b>					
36	Include gathering spaces with a focal point, seating, planting/horticultural interest and no interment to allow for a “decompression zone” for families or individuals to reflect.	36	✓	✓	✓
37	Include water stations for maintenance purposes and visitor use.		✓	✓	✓
<b>Recommended Terms</b>					
38	Recommend using the term <b>Lot</b> in lieu of “Plot” when referring to individual interment spaces. This is to avoid confusion due to the historical use of “plot” to indicate a collective or family interment lots accommodating multiple interments.				
39	<b>Casket Interment Lots</b> to replace “Traditional Burial Plots”				
40	<b>Cremation Interment Lots</b> to replace “Urn Ash Plots”				
41	<b>Scattering Garden</b> to replace “Ash Garden”				

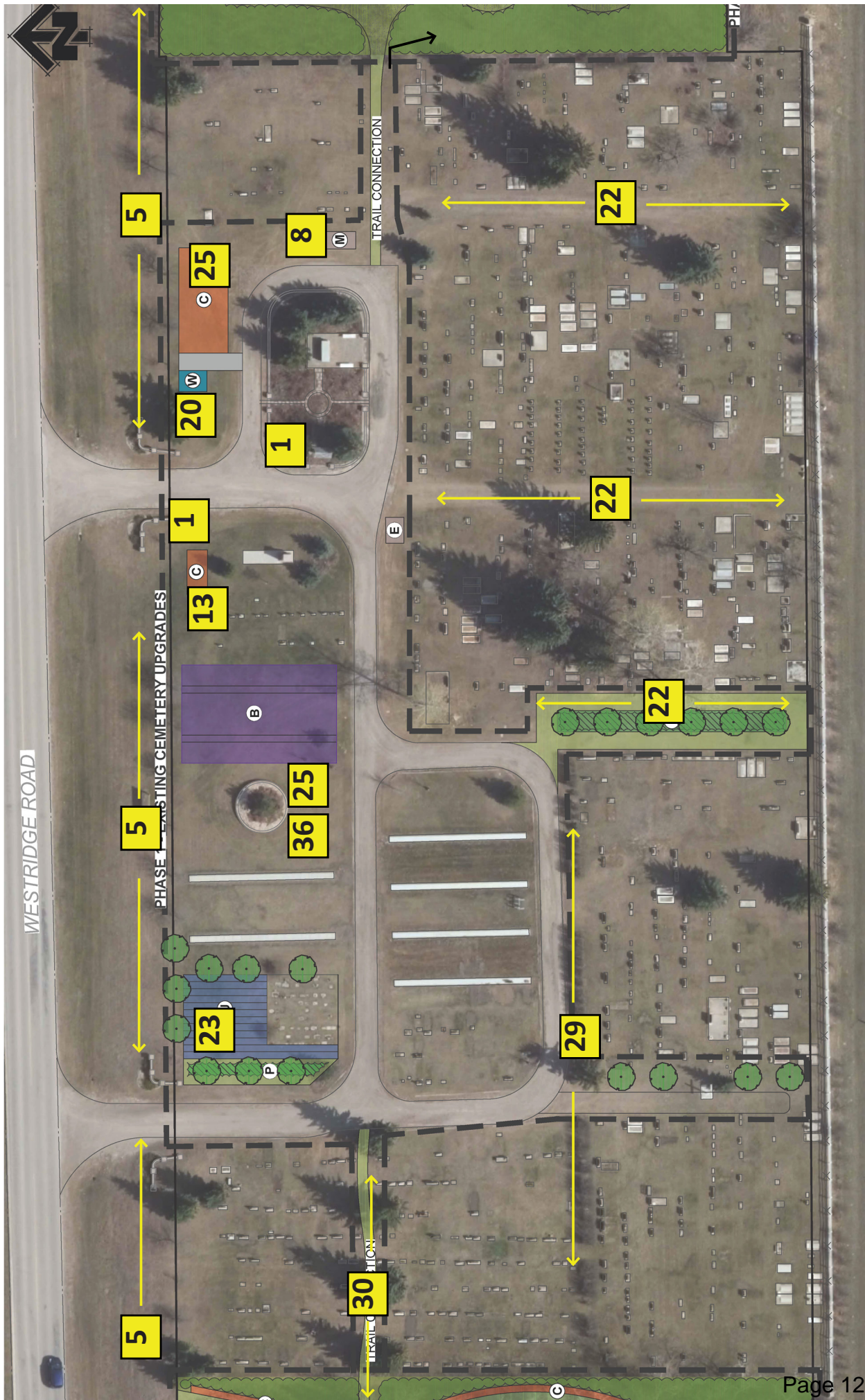
## LEGEND

SYMBOL	DESCRIPTION
	PROPERTY LINES - EXISTING
	PROPERTY LINES - PROPOSED (EAST SIDE EXPANSION)
	PHASE LINES
<b>CEMETERY ELEMENTS:</b>	
	TRADITIONAL BURIAL PLOTS
	URN ASH PLOTS
	ASH GARDEN: ASPEN PARKLAND, MEADOW SETTING, WITH LIMESTONE TRAILS, MEMORY WALL, BENCHES, BOULDERS
	COLUMBARIA WALLS
	MEMORIAL WALL: DEDICATED TO UNMARKED GRAVES
	ENTRY FEATURE: WAYFINDING / ORIENTATION KIOSK
	LINEAR PLANTER BEDS WITH SEATING, CONTEMPLATION AREAS. PLANTING: COLUMNAR SPRUCE, NATIVE SHRUBS WITH ORNAMENTAL GRASSES & PERENNIALS
	WASHROOM FACILITY / ACCESS TO WATER LOCATION
	MAIN ENTRY ACCESS ROADS: ONE-WAY TRAFFIC (± 4m WIDTH)
	PARALLEL PARKING AREA
	MAIN PEDESTRIAN CORRIDOR WITH SERVICE VEHICLE ACCESS (±4m WIDTH), GRASS
	SECONDARY PEDESTRIAN PATHWAY (±2.5m WIDTH) AND TRAIL CONNECTION (±1.5m WIDTH)
	TRAILS IN ASH GARDENS (±2.0m WIDTH)
	ALLEY TREES: DECIDUOUS TREES
	ASPEN PARKLAND, CLEAN-UP EXISTING TREE GROVE, ADDITIONAL TREE PLANTING
	BUFFER LANDSCAPING FROM TRANS-CANADA HIGHWAY

## MASTERPLAN - HIGHLIGHTS




















### PHASE ONE (EXISTING CEMETERY UPGRADES)

- WAYFINDING / SITE ORIENTATION FEATURE NEAR ENTRY
- FORMAL DIVISIONS BETWEEN MAIN CEMETERY & CATHOLIC SECTION THROUGH PEDESTRIAN PATHWAY, LINEAR PLANTING BEDS, TREE PLANTING, AND SEATING AREAS'
- ADDITIONAL TREE PLANTING WHERE APPROPRIATE TO DEVELOP EXISTING PARK SETTING
- COLUMBARIA PLAZA IN NORTHEAST CORNER (±120m2)
- MEMORIAL WALL FOR UNMARKED GRAVES
- CREMATION - ASH URN PLOTS EXTENSION (±120m2)
- TRADITIONAL BURIAL PLOT EXTENSION (±310m2)
- PATHWAY CONNECTIONS TO NEW CEMETERY EAST & WEST EXPANSIONS
- ORNAMENTAL FENCE ALONG PROPERTY LINE TO TIE INTO EXISTING GATE POSTS
- WASHROOM FACILITY & ACCESS TO WATER NEAR EAST DRIVEWAY. NEW SERVICES WILL BE REQUIRED.



**Site Review Recommendations - 2018 Strathmore Cemetery Master Plan- Phase 1/Centre**

## LEGEND

SYMBOL	DESCRIPTION
	PROPERTY LINES - EXISTING
	PROPERTY LINES - PROPOSED (EAST SIDE EXPANSION)
	PHASE LINES
<b>CEMETERY ELEMENTS:</b>	
	TRADITIONAL BURIAL PLOTS
	URN ASH PLOTS
	ASH GARDEN: ASPEN PARKLAND, MEADOW SETTING, WITH LIMESTONE TRAILS, MEMORY WALL, BENCHES, BOULDERS
	COLUMBARIA WALLS
	MEMORIAL WALL: DEDICATED TO UNMARKED GRAVES
	ENTRY FEATURE: WAYFINDING / ORIENTATION KIOSK
	LINEAR PLANTER BEDS WITH SEATING, CONTEMPLATION AREAS. PLANTING: COLUMNAR SPRUCE, NATIVE SHRUBS WITH ORNAMENTAL GRASSES & PERENNIALS
	WASHROOM FACILITY / ACCESS TO WATER LOCATION
	MAIN ENTRY ACCESS ROADS: ONE-WAY TRAFFIC (± 4m WIDTH)
	PARALLEL PARKING AREA
	MAIN PEDESTRIAN CORRIDOR WITH SERVICE VEHICLE ACCESS (±4m WIDTH), GRASS
	SECONDARY PEDESTRIAN PATHWAY (±2.5m WIDTH) AND TRAIL CONNECTION (±1.5m WIDTH)
	TRAILS IN ASH GARDENS (±2.0m WIDTH)
	ALLEY TREES: DECIDUOUS TREES
	ASPEN PARKLAND, CLEAN-UP EXISTING TREE GROVE, ADDITIONAL TREE PLANTING
	BUFFER LANDSCAPING FROM TRANS-CANADA HIGHWAY

## MASTERPLAN - HIGHLIGHTS

### PHASE TWO (WEST EXPANSION)

- NEW ENTRY WITH ONE-WAY TRAFFIC AND TURN-AROUND LOOP. LANES ARE MIN. 4.0m WIDE. PARALLEL PARKING ON ONE SIDE OF ROAD, APPROXIMATELY 10 PARKING SPACES.
- TRADITIONAL BURIAL PLOTS (±2000m<sup>2</sup>)
- CREMATION - URN ASH PLOTS (±300m<sup>2</sup>)
- COLUMBARIA WALLS (±90m)
- MAIN PERIMETER PATHWAY / SERVICE ACCESS ROAD. SURFACE MATERIAL CAN BE LIMESTONE OR GRASSED WITH CONCRETE CURB
- ORNAMENTAL FENCE ALONG PROPERTY LINE WITH GATE POSTS
- LINEAR PLANTER BEDS INCLUDE BENCHES, COLUMNAR SPRUCE WITH NATIVE SHRUBS
- NATURAL ASH GARDEN (±50m<sup>2</sup>) IN EXISTING ASPEN TREE GROVE. WATER FEATURE IN NATURAL LOW AREA. LIMESTONE TRAIL LOOP THROUGH TREES. MEMORY WALL / CONTEMPLATIVE AREA LOCATED IN DESIGNATED AREA
- FORMAL DIVISIONS BETWEEN SECTIONS THROUGH PEDESTRIAN PATHWAYS, PLANTING BEDS, PERIMETER TREES, WALLS, SEATING, AND CONTEMPLATIVE QUIET AREAS



Site Review Recommendations - 2018 Strathmore Cemetery Master Plan- Phase 2/West

## LEGEND

SYMBOL	DESCRIPTION
	PROPERTY LINES - EXISTING
	PROPERTY LINES - PROPOSED (EAST SIDE EXPANSION)
	PHASE LINES
<b>CEMETERY ELEMENTS:</b>	
	TRADITIONAL BURIAL PLOTS
	URN ASH PLOTS
	ASH GARDEN: ASPEN PARKLAND, MEADOW SETTING, WITH LIMESTONE TRAILS, MEMORY WALL, BENCHES, BOULDERS
	COLUMBARIA WALLS
	MEMORIAL WALL: DEDICATED TO UNMARKED GRAVES
	ENTRY FEATURE: WAYFINDING / ORIENTATION KIOSK
	LINEAR PLANTER BEDS WITH SEATING, CONTEMPLATION AREAS. PLANTING: COLUMNAR SPRUCE, NATIVE SHRUBS WITH ORNAMENTAL GRASSES & PERENNIALS
	WASHROOM FACILITY / ACCESS TO WATER LOCATION
	MAIN ENTRY ACCESS ROADS: ONE-WAY TRAFFIC (± 4m WIDTH)
	PARALLEL PARKING AREA
	MAIN PEDESTRIAN CORRIDOR WITH SERVICE VEHICLE ACCESS (±4m WIDTH), GRASS
	SECONDARY PEDESTRIAN PATHWAY (±2.5m WIDTH) AND TRAIL CONNECTION (±1.5m WIDTH)
	TRAILS IN ASH GARDENS (±2.0m WIDTH)
	ALLEY TREES: DECIDUOUS TREES
	ASPEN PARKLAND, CLEAN-UP EXISTING TREE GROVE, ADDITIONAL TREE PLANTING
	BUFFER LANDSCAPING FROM TRANS-CANADA HIGHWAY

## MASTERPLAN - HIGHLIGHTS

### PHASE THREE (EAST EXPANSION)

- NEW ENTRY WITH ONE-WAY TRAFFIC AND TURN-AROUND LOOP. LANES ARE MIN. 4.0m WIDE. ANGLED PARKING ON ONE SIDE OF ROAD, APPROXIMATELY 10-14 PARKING SPACES. GRASSED LAWN AREA AT ENTRANCE WITH TREES
- TRADITIONAL BURIAL PLOTS (±1750m<sup>2</sup>)
- CREMATION - URN ASH PLOTS (±400m<sup>2</sup>)
- COLUMBARIA WALLS (±160m), 1.8m (6') WALL HEIGHTS
- NATURAL ASH GARDEN (±360m<sup>2</sup>) IN EXISTING ASPEN TREE GROVE. LIMESTONE TRAIL THROUGH TREES, CONNECTION TO MAIN EAST EXPANSION & TO EXISTING CEMETERY. MEMORY WALL / CONTEMPLATION AREA LOCATED IN DESIGNATED AREAS
- LINEAR PLANTER BEDS INCLUDE BENCHES, COLUMNAR SPRUCE WITH NATIVE SHRUBS
- FORMAL DIVISIONS BETWEEN SECTIONS THROUGH PEDESTRIAN PATHWAYS, PLANTER BEDS, PERIMETER TREES, SEATING, AND CONTEMPLATIVE QUIET AREAS
- EXTEND EXISTING PROPERTY LINE TO INCLUDE PORTION OF ROAD RIGHT-OF-WAY TO MAXIMIZE SPACE. MAINTAIN 12m SETBACK FROM ROAD. ORNAMENTAL FENCE ALONG P.L. WITH GATE POSTS



Site Review Recommendations - 2018 Strathmore Cemetery Master Plan- Phase 3/East

# 8. Budget + Implementation Recommendations

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This chapter identifies the recommended actions and a timeline for implementation. The recommended action items described in previous chapters are summarized below.

## Implementation | Action Plan

### Operations

- Assess whether the Diocese’s rights of interment have been fully utilized;
- Standard Operating procedures for maintenance, administration, and PCF contributions;
- Bring full site under administration of the Town, in keeping with the Cemetery Act.

### Pricing

- Implement pricing updates (either alternate scenario 1 or 2).

### Perpetual Care Fund

- Start perpetual care fund;
- Fund with taxpayer revenue of \$5,000 per year for 25 years.

### Site Development | Improvements

- Add 230 additional columbaria niches to fulfill demand over next 25 years;
- Initiate development of new lands with enough time to ensure that new cemetery lands are ready for use within the next 20 years.

## Budget Recommendations for Site Development

- Detailed Topological Survey (CAD)
  - o Recommended budget allowance = approximately **\$10,000**
- New Columbaria (west of main entry) with Plaza
  - o Year 1-2: **\$60,000** for 8 additional years of columbaria capacity (80 niche, double-sided columbaria). Please note that 150 more columbaria niches will be needed over the next 25 years.
- Scattering Garden with ossuary
  - o Recommended budget allowance scattering garden = **\$10,000**

- Family Vessel
  - o Recommended budget allowance = **\$8,000**
- Memorial Wall
  - o Recommended budget allowance = **\$10,000**
- Historical Interpretative Signage for Unmarked graves
  - o Recommended budget allowance = **\$2,500**
- Wayfinding Kiosk
  - o Recommended budget allowance = **\$2,500**
- Improvement of Northern Edge Cemetery Boundary
  - o Recommended budget allowance = **\$30,000** to include fencing and landscaping improvements.
    - Option A - 160 metres of ornamental metal fence = \$22,400
    - Option B - 160 metres of post & rail wood fence = \$12,800

# Appendix A

## Full Consultation Summaries

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## STRATHMORE CEMETERY MASTER PLAN UPDATE

### SITE VISITS NOTES

**Date:** April 30, 2019

**Time:** 10:00 am

**Location:** Strathmore Cemetery

**Attending:** Jennifer Sawatzky (Town of Strathmore), Debra Heemeryck (Town of Strathmore), Kelcie Wilson (Town of Strathmore), Cathy Sears (EXP), Maggy Lehenbauer (EXP), Eileen Finn (Lees), Lacey Barr (Lees).

#### Summary of Discussion:

##### Cemetery History

- Unmarked graves may be a mass burial from that move, including many infant graves;
- In the last 10 years new markers have been added to some of these unmarked graves;
- Opportunity for marker/memorial.

##### Edges of Cemetery

- Suicides were believed to be buried outside of the consecrated grounds. There is a monument with no name on it and no official cemetery record that sits between the existing cemetery and the expansion area on the west side;
- There have been headstones found in the vegetated area on the east side of the cemetery suggesting either possible unmarked graves or discarded headstones;
- The original entrance was on the south side, off the Hwy.

##### Old Section

- There are no established pathways in this section;
- There are unmarked graves – according to the 1935 survey;
- There are reserved, unclaimed lots in this area, but they are not candidates for reclamation due to difficulty operating machinery within the section and some unmarked graves;
- There is evidence of burials not confined to limits of designated space.

##### Winter

- The caragana row causes snow drifts;

- Paths not cleared (except for Remembrance Day celebration);

### **Celebrations**

- Remembrance Day is the only celebration;
- Town staff clear the snow and make sure the flag is in good condition.

### **Security**

- Cemetery is not gated or fenced (one plastic fence along the south side by the HWY);
- People add their own monuments, etc.

### **Ambiance**

- High level of maintenance;
- Good number of trees;
- Lots of Hwy noise

### **Columbaria**

- First two columbaria were put in by the funeral directors. They are now full;
- Third added by Town – currently 1/3 full.

Notes by: Lacey Barr, LEES+Associates.

**STRATHMORE CEMETERY MASTER PLAN UPDATE**  
**SITE VISITS WITH WHEATLAND FUNERAL HOME NOTES**

**Date:** April 30,2019

**Time:** 10:45 am

**Location:** Strathmore Cemetery

**Attending:** Francis Van Bussel (Wheatland Funeral Home) Don Van Bussel (Wheatland Funeral Home), Cathy Sears (EXP), Maggy Lehenbauer (EXP), Eileen Finn (Lees), Lacey Barr (Lees).

**Input from: Wheatland Funeral Home - Funeral Directors**

- Catholic section character and capacity:
  - Cross was a recent addition to enhance religious character of the Catholic section;
  - Funeral directors believe that entire Catholic section is consecrated;
  - Catholic section is running out of room and would like a dedicated section in the expansion area;
  - Funeral directors report an interest in a columbaria unit in the Catholic section;
  - Funeral directors support adding connecting paths throughout the cemetery.
- Funeral directors administer Catholic Section:
  - Funeral directors “sell” the lots in the Catholic section & assign lots – payment is a suggested donation to Sacred Heart Church;
  - Non-Catholics are also interred in section if they request it, by suggested donation, no set fee;
  - Funeral directors feel the Town’s cemetery bylaws do not apply to the Catholic section.
- Town operations staff does the opening and closing – no issues reported.
- Fee increases
  - Funeral Directors do not support the proposed fee increases;
  - Suggest looking at the following towns for price comparison:
    - Olds
    - Highriver
    - Brooks
- They do not think there would be any interest in green burial
- Columbaria
  - Wheatland Funeral Home installed the first two columbaria. These are sold out.

## STRATHMORE CEMETERY MASTER PLAN UPDATE STAKEHOLDER AND STAFF WORKSHOP NOTES

**Date:** April 30,2019

**Time:** 1:00 pm

**Location:** Strathmore Town Hall

**Attending:** Jennifer Sawatzky (Town of Strathmore), Debra Heemeryck (Town of Strathmore), Kelcie Wilson (Town of Strathmore), Lynne Fiar (Wester Historical Society), Rhonda Stockwell (Western Historical Society), Tom Sadler (Western Historical Society), Mike Brassle (Parks Operations), Max Vickers (Parks Operations) Cathy Sears (EXP), Maggy Lehenbauer (EXP), Eileen Finn (Lees), Lacey Barr (Lees).

### Summary of Feedback/Discussion:

#### Cemetery History

- The site currently has no interpretative signage or information about cemetery history;
- Cemetery used to be in Kinsmen Park. In 1924 graves were exhumed and moved to the current location at Strathmore Cemetery.

#### Old Section

- Lots originally sold as 10X10 plots suitable for 3 casket lots.

#### Security

- Cemetery is not gated or fenced (one plastic fence along the south side by the HWY);
- No reports of vandalism;
- People add their own monuments, etc.

#### Maintenance

- Town took over the maintenance of the cemetery roughly 10 years ago from Wheatland Funeral Home;
- Before that Lions club would mow 1 -2 times a year;
- Good working relationship between Admin and Maintenance staff;
- Max's position is cemetery in summer and ice rinks in winter;
- Have recently purchased new equipment for leveling headstones;
- Town has good relationship with Sunset Memorial in Calgary;
- They will come out and fix markers without charge if marker is from them;

- Patchwork of old section contributes maintenance challenges;
- Burials occur year-round;
- Cremations often wait till summer;
- Spring is hard to dig graves because of all the moisture in the ground;
- Caragana is not liked:
  - Causes drifts;
  - Catches garbage;
  - Roots extent very far;
- Garbage is collected that blows in from the Hwy.

#### **Operations Yard**

- No operation yard at cemetery:
  - Equipment is kept in Parks Operations yards;
  - Challenging to transport equipment;
- Potential to add washroom & operations storage area to cemetery.

#### **Feedback from Operations Staff:**

- Mows weekly but will be cutting back as the grass looks better when longer, especially in the hot summer months;
- There is abandon irrigation lines;
- Truck water is done, this becomes time consuming and costly;
- Expressed concern that once you start creating spaces that invite people in with seating, vandalism will occur;
- Potential for low barriers /simple fence to establish a threshold at edge;
- Ground samples/geotech needed before expansion area is built;
- In the newer section they have hit areas that are very rocky – sandstone;
- Other areas have random rocks.

#### **Catholic Section**

- Information from Town and Funeral Directors/Catholic don't match exactly;
- The Wheatland Funeral Home does not report full interment information for the 2 columbaria or the Catholic section;
- Religious groups would have the option of purchasing interment rights for dedicated sections of the expanded cemetery if so desired;
- Area is sectioned off with Caragana bushes;
- The Town holds the land title for entire cemetery;

- Sacred Heart Church has rights to 75 burial plots (likely indicating 75 10' x 10' burial plots, or approximately 225 lots);
- A minimum of 437 casket interment lots are currently in Catholic section;
  - Excluding lots marked “restricted” on town records;
  - Excluding multiple interments per lot (double depth or up to 6 cremated remains);
  - Excluding infill lots added near white cross.

#### **Disagreement over section**

- Wheatland Funeral Home believes the Sacred Heart Church has autonomy over this piece of land;
- Town is looking further into the deed transfer and contract with Sacred Heart Church.

#### **Price comparison**

- Town has compared pricing to cemeteries in the area
  - Okotoks;
  - Cochrane;
  - Highriver;
  - Airdrie;
  - Olds.

#### **Fee increase**

- Current price do not cover costs;
- Council approved fee increase and higher non-resident fees in November 2018;
  - It was repealed after lobbying against the price increase and higher non-resident fees;
- Small fee increases have been steady over the last 5 years – last increase was April 2017;
- The Town doesn’t want to subsidize burial for non-residents, particularly given the large Calgary market;
- Currently the cemetery has a high rate of interments by non-residents (at least a 33%);
- **Attendees of the consultation meeting expressed support in higher non-resident rates;**
- Non-residents come from Wheatland County, Vulcan and Calgary.

#### **Memorialization without interment**

##### Tree Dedication Program

- Sign / kiosk in cemetery with name plaques;
- Families donate and get to choose from an approved list of trees and any park location, most have been planted in the cemetery;
- Some families like to care for these trees: watering, etc.;
- Families sign a form stating if the tree dies the town is not responsible.

##### Memorial Bench Program

- Powered coated or plastic bench

### Interments

- Double depth allowed;
- No liners required but some families choose this option.

### Cremation Options

- Lots are 2x3ft – single with flat marker;
- Allow cremation on top of single depth casket but not double depth casket;
- Unofficial scatter area is the rose garden.

### Scattering Garden

- Informal scattering garden is the rose garden. Recently cleaned up;
- Names of those scattered there were put on the tree dedication plaque;
- Town would like to have a scattering garden;
- Customer interest has been expressed;
- Would like plant options for scatter garden;
- Share – Let Love Grow product.

### Columbaria

- First two 'grain elevator' columbaria were put in by the funeral directors. They are now full;
- Third added by Town – 1/3 full.

### Affordable Interments

- Interments have been done through **Alberta Works**;
- This will be through funeral homes in Calgary;
- The lots and open and close fees are cut to 50%;
- Typically for cremation only.

### Where do families go for arrangements

- Currently they go to the front counter because there is no space elsewhere in the building;
- New town hall will have a dedicated space for these meetings.

### Marketing

- No marketing done, there are brochures that were made for Town Open House;
- They have never had anyone dedicated to the cemetery, it has always just been “a project on the corner of someone’s desk.”

## Data

- Pre-need sales
  - These numbers may no be accurate;
  - Old records, had to go thought them manual and ‘guess;’
- Records get lost when coming form the funeral home;
- Data does include Catholic section;
- No stats on the columbaria that belongs to the funeral home.

## Wheatland County

- Has two cemeteries: Rosebud Cemetery and Gleichen Cemetery:
  - From county website: “Wheatland County owns and maintains two cemeteries, located in the Hamlets of Gleichen and Rosebud. Since spring of 2015, County crews have been working at these two community cemeteries, as well as the Gleichen Catholic and the Eventide Cemeteries, to remove overgrown vegetation and broken grave covers, as well as repair monuments, to ensure the area is attractive and safe for visitors and workers. Funding for this project comes in part from the County, and there are opportunities to donate money as well.”
- Debra to send Wheatland Council stats report with pricing etc.
- These cemeteries have a lower level of maintenance than Strathmore cemetery;
- DIY accepted;
- Not sure who opens and closes plots;
- People from county are buried in the cemetery but the county does not help with the Strathmore Cemetery.

## Seating

- Current lack of public benches in the cemetery;
- Town would like to add more;
- Some benches added by the public – although against bylaw.

Feedback from Western Historical Society Member:

- Her father in in one of the columbaria, she will take a lawn chair with her when she goes to the cemetery.

### **Future Need**

- Concern numbers for future need are low:
  - However, not all funerals in the Town result in burials there, some go to Rocky View or elsewhere;
  - When cemeteries in Calgary (Mountainview) opened, funeral directors would sell pre need to resident in surrounding communities, so a number of residents already have plots bought elsewhere.

### **Records Management**

- Records have changed hands many times so some stats are missing;
- Recently moved to Stone Orchard.

### **Towns System for recording cemetery staff/contractor tasks, time and expenses**

- Burials are tracked;
- Opening and closing:
  - \$350 – contractor (full casket)
  - Other wise \$40 (2hr)

### **Aesthetics**

#### Feedback from Western Historical Society Members:

- Cemetery appeal has much improved and the Town should be commended.

### **Other Complaints**

- Ornamentation
  - Complaints about the amount people have on lots;
  - Makes difficult to maintain;
  - They often blow away;
  - Certain items are cleaned up right away, such as beers and fences;
  - Other are left for a while – case by case;
  - Strategies for enforcement of the ornamentation bylaws needed.
- Grass seed
  - Last year grass seed kept getting washed away so areas of sod were added.
- Garbage:
  - Ornamentation being blown around;
  - Garbage from hwy.

- Parking:
  - Not much room in winter because of drifts.

#### Feedback from Operations Staff:

- Expressed concern about parking:
  - When larger funerals take place people are parking on the road to the curve; can be a safety issue;
  - Concerned the walk from current parking areas to expansion areas will be too long.

#### Other notes

- Pathways in master plan should be a minimum of 6ft wide + 2ft to allow equipment and area to push snow;
- Drifting is the worst by the rose garden, columbaria and the Catholic section;
- Wayfinding / signage is needed:
  - Stone Orchard icemetry app is possibility;
- Access to water:
  - Families from the Tree Dedication program like to water the trees.

Notes by: Lacey Barr, LEES+Associates.

# Appendix B

## Detailed Price Benchmarking Study

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Town of Strathmore - 2019 Rates Comparison																		
Item	Town of Strathmore Resident	Town of Strathmore Nonresident	Wheatland County Resident	Wheatland County Nonresident	City of Airdrie Resident	City of Airdrie Nonresident	Town of Okotoks Resident	Town of Okotoks Nonresident	Town of High River Resident	Town of High River Nonresident	Town of Cochrane Resident	Town of Cochrane Nonresident	Rockyview County Resident	Rockyview County Nonresident	Rural Average Resident	Rural Average Nonresident	City of Calgary Resident	City of Calgary Nonresident
Source:	Bylaw No. 17-08		Bylaw 2013-19		City Cemetery Website		Town Cemetery Website		Town Cemetery Website		Cemetery Fee List 2019		Bylaw C-7857-2019				2019 Price Schedule	
<b>Census 2016 - Population</b>	<b>13,528</b>		<b>8,788</b>		<b>61,581</b>		<b>28,881</b>		<b>13,584</b>		<b>25,122</b>		<b>39,407</b>					
Right of Interment for Lots and Niches																		
Adult Casket Lot - MIN	\$ 800.00	\$ 800.00	\$ 600.00	\$ 1,200.00	\$ 1,440.00	\$ 1,440.00	\$ 1,040.00	\$ 2,453.00	\$ 970.00	\$ 970.00	\$ 1,287.00	\$ 1,980.00	\$ 2,959.92	\$ 2,959.92	\$ 1,383	\$ 1,834	\$ 3,351.74	\$ 3,351.74
Adult Casket Lot - MAX	\$ 800.00	\$ 800.00	\$ 600.00	\$ 1,200.00	\$ 1,440.00	\$ 1,440.00	\$ 1,353.00	\$ 3,046.00	\$ 970.00	\$ 970.00	\$ 1,287.00	\$ 1,980.00	\$ 3,666.88	\$ 3,666.88	\$ 1,553	\$ 2,050	\$ 4,160.79	\$ 4,160.79
Child / Infant Lot	n/a	n/a	n/a	n/a	\$ 720.00	\$ 720.00	n/a	n/a	n/a	n/a	n/a	n/a	\$ 1,070.00	\$ 1,070.00	\$ 895	\$ 895	\$ 924.62	\$ 924.62
Cremation Lot - MIN	\$ 400.00	\$ 400.00	n/a	n/a	\$ 770.00	\$ 770.00	\$ 520.00	\$ 859.00	\$ 320.00	\$ 320.00	\$ 858.00	\$ 1,320.00	\$ 2,045.84	\$ 2,045.84	\$ 903	\$ 1,063	\$ 2,311.56	\$ 2,311.56
Cremation Lot - MAX	\$ 400.00	\$ 400.00	n/a	n/a	\$ 770.00	\$ 770.00	\$ 936.00	\$ 1,545.00	\$ 320.00	\$ 320.00	\$ 858.00	\$ 1,320.00	\$ 3,175.20	\$ 3,175.20	\$ 1,212	\$ 1,426	\$ 3,236.15	\$ 3,236.15
Veteran Lot - MIN	\$ -	\$ -	\$ -	\$ -	\$ 540.00	\$ 540.00	\$ 260.00	\$ 429.50	\$ -	\$ -	n/a	n/a	\$ 1,004.28	\$ 1,004.28	\$ 361	\$ 395	\$ 1,155.78	\$ 1,155.78
Veteran Lot - MAX	\$ -	\$ -	\$ -	\$ -	\$ 669.00	\$ 669.00	\$ 468.00	\$ 772.50	\$ -	\$ -	n/a	n/a	\$ 1,493.18	\$ 1,493.18	\$ 526	\$ 587	\$ 1,675.87	\$ 1,675.87
Columbaria Niche - MIN	\$ 1,900.00	\$ 1,900.00	\$ 600.00	\$ 1,200.00	\$ 1,335.00	\$ 1,335.00	\$ 1,385.00	\$ 2,286.00	n/a	n/a	\$ 1,706.25	\$ 2,625.00	\$ 3,712.37	\$ 3,712.37	\$ 1,748	\$ 2,232	\$ 3,935.07	\$ 3,935.07
Columbarium Niche - MAX	\$ 2,400.00	\$ 2,400.00	\$ 600.00	\$ 1,200.00	\$ 1,622.00	\$ 1,622.00	\$ 2,045.00	\$ 3,374.00	n/a	n/a	\$ 2,037.75	\$ 3,135.00	\$ 5,568.56	\$ 5,568.56	\$ 2,375	\$ 2,980	\$ 11,000.00	\$ 11,000.00
Memorialization																		
Memorial Tree + Plaque - MIN	\$ 800.00	\$ 800.00	n/a	n/a	n/a	n/a	\$ 1,040.00	\$ 1,040.00	\$ 500.00	\$ 500.00	n/a	n/a	\$ 643.00	\$ 908.00	\$ 728	\$ 816	\$ 987.10	\$ 987.10
Memorial Tree + Plaque - MAX	\$ 800.00	\$ 800.00	n/a	n/a	n/a	n/a	\$ 1,647.00	\$ 1,647.00	\$ 500.00	\$ 500.00	n/a	n/a	n/a	n/a	\$ 1,074	\$ 1,074	\$ 2,431.16	\$ 2,431.16
Memorial Bench + Plaque - MIN	\$ 1,500.00	\$ 1,500.00	n/a	n/a	n/a	n/a	\$ 416.00	\$ 416.00	\$ 1,200.00	\$ 1,200.00	n/a	n/a	\$ 5,116.80	\$ 5,116.80	\$ 2,244	\$ 2,244	\$ 3,500.00	\$ 3,500.00
Memorial Bench + Plaque - MAX	\$ 1,500.00	\$ 1,500.00	n/a	n/a	n/a	n/a	\$ 3,641.00	\$ 3,641.00	\$ 1,200.00	\$ 1,200.00	n/a	n/a	\$ 7,365.90	\$ 7,365.90	\$ 4,069	\$ 4,069	\$ 3,500.00	\$ 3,500.00
Memorial Wall + Plaque - MIN	n/a	n/a	\$ 300.00	\$ 600.00	n/a	n/a	\$ 520.00	\$ 649.00	n/a	n/a	n/a	n/a	\$ 564.98	\$ 564.98	\$ 462	\$ 605	\$ 467.07	\$ 467.07
Memorial Wall + Plaque - MAX	n/a	n/a	\$ 300.00	\$ 600.00	n/a	n/a	\$ 520.00	\$ 649.00	n/a	n/a	n/a	n/a	\$ 564.98	\$ 564.98	\$ 462	\$ 605	\$ 467.07	\$ 467.07
Niche Door / Plaque Engraving	n/a	n/a	n/a	n/a	\$ 284.00	\$ 284.00	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$ 284	\$ 284	\$ 379.00	\$ 379.00
Love Lock Memorial Feature	n/a	n/a	n/a	n/a	n/a	n/a	\$ 520.00	\$ 520.00	n/a	n/a	n/a	n/a	n/a	n/a	\$ 520	\$ 520	n/a	n/a
Bronze Plaque / Wreath - MIN	n/a	n/a	n/a	n/a	n/a	n/a	\$ 355.00	\$ 355.00	n/a	n/a	n/a	n/a	\$ 101.39	\$ 101.39	\$ 228	\$ 228	\$ 987.07	\$ 987.07
Bronze Plaque / Wreath - MAX	n/a	n/a	n/a	n/a	n/a	n/a	\$ 607.00	\$ 607.00	n/a	n/a	n/a	n/a	\$ 783.35	\$ 783.35	\$ 695	\$ 695	\$ 987.07	\$ 987.07
Bronze Vase	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$ 553.98	\$ 553.98	\$ 554	\$ 554	\$ 374.83	\$ 374.83

Town of Strathmore - 2019 Rates Comparison																		
Item	Town of Strathmore Resident	Town of Strathmore Nonresident	Wheatland County Resident	Wheatland County Nonresident	City of Airdrie Resident	City of Airdrie Nonresident	Town of Okotoks Resident	Town of Okotoks Nonresident	Town of High River Resident	Town of High River Nonresident	Town of Cochrane Resident	Town of Cochrane Nonresident	Rockyview County Resident	Rockyview County Nonresident	Rural Average Resident	Rural Average Nonresident	City of Calgary Resident	City of Calgary Nonresident
Source:	Bylaw No. 17-08		Bylaw 2013-19		City Cemetery Website		Town Cemetery Website		Town Cemetery Website		Cemetery Fee List 2019							
<b>Census 2016 - Population</b>	<b>13,528</b>		<b>8,788</b>		<b>61,581</b>		<b>28,881</b>		<b>13,584</b>		<b>25,122</b>		<b>39,407</b>					
Opening / Closing Services																		
Adult Burial - Single Depth	\$ 400.00	\$ 400.00	included	included	\$ 410.00	\$ 410.00	\$ 780.00	\$ 780.00	\$ 650.00	\$ 650.00	\$ 1,140.00	\$ 1,140.00	\$ 935.71	\$ 935.71	\$ 783	\$ 783	\$ 1,775.32	\$ 1,775.32
Child Burial	n/a	n/a	n/a	n/a	\$ 205.00	\$ 205.00	\$ 520.00	\$ 520.00	n/a	n/a	n/a	n/a	\$ 500.00	\$ 500.00	\$ 408	\$ 408	\$ 846.38	\$ 846.38
Infant Burial	n/a	n/a	n/a	n/a	\$ 205.00	\$ 205.00	\$ 260.00	\$ 260.00	n/a	n/a	n/a	n/a	\$ 500.00	\$ 500.00	\$ 322	\$ 322	\$ 275.12	\$ 275.12
Cremated Remains Burial	\$ 200.00	\$ 200.00	n/a	n/a	\$ 165.00	\$ 165.00	\$ 312.00	\$ 312.00	\$ 250.00	\$ 250.00	\$ 300.00	\$ 300.00	\$ 409.37	\$ 409.37	\$ 287	\$ 287	\$ 503.63	\$ 503.63
Niche Inurnment	included	included	included	included	\$ 103.00	\$ 103.00	\$ 260.00	\$ 260.00	n/a	n/a	included	included	\$ 233.93	\$ 233.93	\$ 199	\$ 199	\$ 503.63	\$ 503.63
Scattering Cremated Remains	n/a	n/a	n/a	n/a	n/a	n/a	\$ 136.00	\$ 223.00	n/a	n/a	n/a	n/a	\$ 89.12	\$ 89.12	\$ 113	\$ 156	\$ 141.38	\$ 141.38
Family Vessel / Ossuary Interment	n/a	n/a	n/a	n/a	n/a	n/a	\$ 208.00	\$ 208.00	n/a	n/a	n/a	n/a	n/a	n/a	\$ 208	\$ 208	\$ 180.00	\$ 180.00
Additional Service Fees																		
Double Depth Interment Premium	\$ 100.00	\$ 100.00	n/a	n/a	n/a	n/a	\$ 156.00	\$ 156.00	n/a	n/a	n/a	n/a	\$ 415.23	\$ 415.23	\$ 286	\$ 286	n/a	n/a
Weekend/Holiday Premium - MIN	\$ 400.00	\$ 400.00	n/a	n/a	\$ 62.00	\$ 62.00	\$ 76.00	\$ 76.00	\$ 525.00	\$ 525.00	\$ 600.00	\$ 600.00	\$ 385.98	\$ 385.98	\$ 330	\$ 330	\$ 1,251.81	\$ 1,251.81
Weekend/Holiday Premium - MAX	\$ 400.00	\$ 400.00	n/a	n/a	\$ 255.00	\$ 255.00	\$ 368.00	\$ 368.00	\$ 525.00	\$ 525.00	\$ 600.00	\$ 600.00	\$ 947.41	\$ 947.41	\$ 539	\$ 539	\$ 1,251.81	\$ 1,251.81
After Hrs Weekday Premium - MIN	n/a	n/a	n/a	n/a	\$ 62.00	\$ 62.00	\$ 126.00	\$ 126.00	n/a	n/a	n/a	n/a	\$ 163.75	\$ 163.75	\$ 117	\$ 117	\$ 1,251.81	\$ 1,251.81
After Hrs Weekday Premium - MAX	n/a	n/a	n/a	n/a	\$ 255.00	\$ 255.00	\$ 126.00	\$ 126.00	n/a	n/a	n/a	n/a	\$ 163.75	\$ 163.75	\$ 182	\$ 182	\$ 1,251.81	\$ 1,251.81
Winter Season Interment Premium	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$ 160.00	\$ 160.00	n/a	n/a	\$ 252.21	\$ 252.21	\$ 206	\$ 206	\$ 150.00	\$ 150.00
Disinterment (Cremation) - MIN	n/a	n/a	\$ 100.00	\$ 100.00	\$ 410.00	\$ 410.00	\$ 494.00	\$ 494.00	n/a	n/a	\$ 600.00	\$ 600.00	\$ 945.00	\$ 945.00	\$ 510	\$ 510	\$ 690.71	\$ 690.71
Disinterment (Casket) - MAX	n/a	n/a	\$ 100.00	\$ 100.00	\$ 800.00	\$ 800.00	\$ 860.00	\$ 860.00	n/a	n/a	\$ 2,280.00	\$ 2,280.00	\$ 3,680.00	\$ 3,680.00	\$ 1,544	\$ 1,544	\$ 3,690.16	\$ 3,690.16
Admin / Transfer Ownership	n/a	n/a	n/a	n/a	\$ 55.00	\$ 55.00	\$ 37.00	\$ 37.00	n/a	n/a	n/a	n/a	\$ 233.93	\$ 233.93	\$ 109	\$ 109	\$ 125.00	\$ 125.00
Monument / Marker Permit	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 55.00	\$ 55.00	\$ 104.00	\$ 104.00	n/a	n/a	\$ 100.00	\$ 100.00	\$ 426.15	\$ 426.15	\$ 147	\$ 147	\$ 171.21	\$ 171.21
Tent Rental	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	\$ 203.97	\$ 203.97	\$ 204	\$ 204	n/a	n/a

# Appendix C

1975 Cemetery Memorandum of Agreement

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MEMORANDUM OF AGREEMENT made in duplicate the 30th. day of  
April <sup>5</sup>, 197~~4~~

BETWEEN:

THE TOWN OF STRATHMORE,  
a municipal corporation in the  
Province of Alberta  
(hereinafter called the "Town")

- OF THE ONE PART

- and -

ROMAN CATHOLIC BISHOP OF THE  
DIOCESE OF CALGARY,  
a corporation sole  
(hereinafter called the "Diocese")

- OF THE OTHER PART

WHEREAS the Town wishes to acquire additional lands to  
provide public cemetery space within the corporate limits of the  
Town;

AND WHEREAS the Diocese is the owner of those lands in  
the Town that constitute the Roman Catholic cemetery, known as  
Sacred Heart Cemetery (and hereinafter called the "Cemetery"),  
and is prepared to transfer ownership and control of the Cemetery  
to the Town on certain conditions, as hereinafter set out;

IN CONSIDERATION OF THE SUM OF ONE DOLLAR (\$1.00) PAID  
BY THE PARTIES HERETO, EACH TO THE OTHER, AND OTHER GOOD AND  
VALUABLE CONSIDERATION, THE PARTIES HERETO AGREE AS FOLLOWS:

1. The Diocese shall transfer the Cemetery as described in Schedule "A" hereto to the Town for continuing use as a cemetery.
2. The Town shall reserve, for Roman Catholic burials, seventy-five (75) grave plots adjoining the portion of the Cemetery already used for such purpose.
3. Except for the portion of the Cemetery reserved for Roman Catholic burials pursuant to paragraph 2 hereof, the Cemetery may be used for burial of persons of all faiths (including Roman Catholic) and of no known faith.
4. The Town shall establish a Cemetery Committee consisting from time to time of two representatives named by the Diocese and two representatives named by the Town, to look after administration of the Cemetery.
5. The Town, at its expense, shall provide maintenance and upkeep for the entire Cemetery, and, in particular, but not so as to restrict the generality of the foregoing, shall ensure that there is continuing care and maintenance of graves in the portion of the Cemetery already used for Roman Catholic burials, and of the additional seventy-five (75) grave plots reserved for such burials.

6. The Diocese acknowledges that the Town, always subject to the provisions of this agreement, may be entering into agreement with The County of Wheatland concerning use of the Cemetery by and for such County.

7. This agreement shall take effect from the 30th. day of April , 19 75.

IN WITNESS WHEREOF the parties hereto have executed this agreement as of the day and year first above written.

THE TOWN OF STRATHMORE

per: Walter Smith

per: Karen Lerner

ROMAN CATHOLIC BISHOP OF THE DIOCESE OF CALGARY

per: Samuel O'Byrne



# Proposed Cemetery Bylaw 26-04



- 2052 people interred in the cemetery
- Grounds maintenance costs average \$40,000 to \$50,000 annually
- Grounds maintenance costs are included in the Parks budget
- .75 of a full-time equivalent is dedicated to other activities shared by two people





A path to a more caring and sustainable final resting place

# Why update the Cemetery Bylaw?

Over the past several years, the Town of Strathmore has been working closely with both our internal team and outside partners to make sure our cemetery rules match the Cemeteries Act and follow the best practices found in many other communities. While a lot has changed in the 12 years since this bylaw was last reviewed, you'll come to notice that a lot remains the same.

01

## Out of Date

Bylaw was last reviewed in 2014

02

## Cemeteries Act

Align with Provincial legislation

03

## Operational Efficiency

Allow for more efficient maintenance

04

## Financial Sustainability

Ensure long term financial sustainability

# Proposed Cemetery Bylaw (26-04)

## Rationale

- Aligns with industry best practices
- Aligns with Cemeteries Act and Regulations
- Common practices on interments, work and site management
- Safe and dignified - could increase sales
- Current staff can temporarily increase workflow until stabilization of bylaw
- Once stabilized, simpler to manage
- Possible reduction in maintenance costs
- Lawn maintenance can focus efforts on other areas
- Sets clear, simple rules that are easier to follow
- Easier to track cost recovery
- Enables current staff to explore additional recommendations in the Cemetery Master Plan

# Cemetery Master Plan

## Completed

- Taken steps to administer the entire cemetery
- Established the total number of casket lots in catholic section since 1975
- Enhanced record management practices
- Introduced non-resident premiums
- Introduced additional premiums for services requiring additional costs (i.e. winter interments)
- Providing a private meeting space for staff to meet with loved ones of the deceased.
- Increased prices for sales and services

# Cemetery Master Plan

## Next steps

- Develop and implement cemetery standard operating procedures for cemetery administration, maintenance and bylaw enforcement
- Update the cemetery bylaw; add resident and non-resident definitions, service offerings etc.
- Develop a new brochure with summary of services and bylaw
- Establish and annual rate increase of offset inflation
- Investigate increased diversity of cemetery offerings
- Assess different pricing practices
- Investigate a perpetual care fund
- Conduct an internal demands and needs analysis
- Investigate increased diversity of cemetery options
- Prioritize development of new cremated remains options (scattering gardens, family columbaria, ossuaries, family vessels)
- Increase rates annually
- Relocate wayfinding
- Propose a memorial wall for unmarked graves – include history
- Add plantings around new columbarium for privacy
- Explore cremation plots to infill spaces too small for a casket
- Propose cremation interment lot area to include separating elements
- Replace proposed columbaria plaza with proposed scattering garden including ossuary
- Remediate drifting snow with plantings
- Add seating

# Bylaw comparison

While each municipal bylaw is unique, they all share common operational decisions that help to achieve efficiencies. Below are some of the similar themes, many of which we already share.

	City of Brooks	City of Calgary <sup>1</sup>	Town of Cochrane <sup>2</sup>	Town of High River	Town of Olds	Rocky View County <sup>3</sup>	Wheatland County <sup>4</sup>	Town of Strathmore (Bylaw 14-16)
<b>Visiting hours</b> There are defined hours for visiting.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Maintenance</b> Municipality is solely permitted to maintain landscaping on plot or cemetery.	✓	✓	✓	✓	✓	✓	✓	Not defined
<b>Plot selection</b> Municipality is responsible for determining plot selection.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Plot decorations</b> Adornments or decorations are permitted on plot (turf) ex. solar lights, vases, stands	X	X	X	X	X	X	X	Not defined
<b>Monument decorations</b> Some items may be affixed to monuments, but there are restrictions.	✓	✓	✓	✓	✓	✓	✓	Not defined
<b>Monuments</b> There are restrictions on size, material, etc.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Planting</b> Planting of flowers, trees, shrubs, plants, or herbage of any kind is permitted.	X	X	X	X	X	X	X	Not defined
<b>Ownership</b> Interment rights are provided to the purchaser, but the municipality retains ownership of the land.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Items held for</b> Any items left in contravention of bylaw will be collected and retained for...	1-month	Won't be held	1-month	1-month	Won't be held	Won't be held	1-month	Not defined

1. Town of Cochrane includes all three cemeteries the Town manages ie. Cochrane Cemetery, Saint Mary's Roman Catholic Cemetery, and Saint Andrew's Cemetery  
 2. City of Calgary includes all designated sections and Cemeteries (ie. Catholic and Chinese)  
 3. Rocky View County includes all three cemeteries managed by the County ie. Rocky View Garden of Peace Cemetery, Bottrel Cemetery, and Dalemead Cemetery,  
 4. Wheatland County includes both cemeteries managed by the County ie. Gleichen Community Cemetery and Rosebud Community Cemetery)

# Bylaw comparison

Making amendments and further clarifying previous items will help us deliver on Council's Strategic Priorities outlined in the RFD.

	City of Brooks	City of Calgary <sup>1</sup>	Town of Cochrane <sup>2</sup>	Town of High River	Town of Olds	Rocky View County <sup>3</sup>	Wheatland County <sup>4</sup>	Town of Strathmore (Bylaw 26-04)
<b>Visiting hours</b> There are defined hours for visiting.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Maintenance</b> Municipality is solely permitted to maintain landscaping on plot or cemetery.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Plot selection</b> Municipality is responsible for determining plot selection.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Plot decorations</b> Adornments or decorations are permitted on plot (turf) ex. solar lights, vases, stands	X	X	X	X	X	X	X	At head of monument
<b>Monument decorations</b> Some items may be affixed to monuments, but there are restrictions.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Monuments</b> There are restrictions on size, material, etc.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Planting</b> Planting of flowers, trees, shrubs, plants, or herbage of any kind is permitted.	X	X	X	X	X	X	X	Memorial Bench/Tree Policy
<b>Ownership</b> Interment rights are provided to the purchaser, but the municipality retains ownership of the land.	✓	✓	✓	✓	✓	✓	✓	✓
<b>Items held for</b> Any items left in contravention of bylaw will be collected and retained for...	1-month	Won't be held	1-month	1-month	Won't be held	Won't be held	1-month	Won't be held

1. Town of Cochrane includes all three cemeteries the Town manages ie. Cochrane Cemetery, Saint Mary's Roman Catholic Cemetery, and Saint Andrew's Cemetery
2. City of Calgary includes all designated sections and Cemeteries (ie. Catholic and Chinese)
3. Rocky View County includes all three cemeteries managed by the County ie. Rocky View Garden of Peace Cemetery, Bottrel Cemetery, and Dalemead Cemetery,
4. Wheatland County includes both cemeteries managed by the County ie. Gleichen Community Cemetery and Rosebud Community Cemetery)

# Cemeteries Act and Regulations

## Monuments

### Section 28 and 29 Removal and Maintenance of Monuments

- Subject to the items below, no person can remove a monument that is installed in accordance with the by-laws of the cemetery.
- The Town of Strathmore may direct or permit any monument to be removed for necessary repairs.
- The monument shall be returned as soon as practicable
- The Town can direct that a monument or marker be moved in line with other monuments or markers to facilitate the care of the cemetery.
- The Town is responsible for any damage to the monument or marker that may occur when it is moved.

# Cemeteries Act and Regulations

## Section 22 Layout of the Cemetery

### Part 1 Section 7 (Act) Section 26 (Regulation) Maintenance of the Cemetery

- Cemeteries established after May 8, 1964, shall ensure adequate walks and roadways to provide reasonable access to all sections of the cemetery
- The Town of Strathmore shall keep the cemetery in the manner required by the regulations and in good order and repair.
- The Town of Strathmore shall maintain the grounds of the cemetery, including all interment space, structures and markers, so as to ensure the safety of the public and preserve the dignity of the cemetery.

# In Summary

- Updates are based on industry best practices, provincial legislation and recommendations from external professionals in the Cemetery Master Plan.
- The proposed bylaw (26-04) will be simpler to administer and sustain with the lowest impact to taxpayers.



# Thank you





# Request for Further Direction

To: Council

Staff Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: March 29, 2026

Meeting Date: April 8, 2026

**SUBJECT:** Services and Service Levels Inventory Review

**RECOMMENDATION:** This report is for Council's review and discussion regarding service levels within the Town.

## 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 that are responsive to community needs while also balancing the Town's strategic priority of being financially sustainable.

---

## SUSTAINABILITY

### **ECONOMIC SUSTAINABILITY:**

Economic conditions and community needs evolve over time. Policy #1218, being Services & Service Levels Policy establishes Services and Service Levels allowing the Town to adapt its programs and services to address emerging challenges or opportunities.

### **SOCIAL SUSTAINABILITY:**

Service Levels developed under Policy #1218 - Services & Service Levels Policy, with a dual focus on community responsiveness and financial sustainability, can positively impact social

sustainability by promoting community engagement, equitable service delivery, improvements in quality of life, health and safety, resilience to social challenges, and the leveraging of social capital.

#### **ENVIRONMENTAL SUSTAINABILITY:**

The Town prioritizes environmental stewardship in all aspects of its services, integrating environmental considerations 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 annually to ensure a commitment for 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.

---

#### **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 to support 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 further direction.

##### **ORGANIZATIONAL:**

The Services and Service Levels Inventory provides a transparent framework for ongoing service review and alignment with Council's Strategic Priorities and budget decisions. It is a key enabler for the future adoption of Priority-Based Budgeting, supporting clear alignment between approved services, service levels, and resource allocation. This approach reinforces organizational accountability, continuous improvement, and informed decision-making.

##### **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 can contribute to the success of the review process and the development of a robust Service and Service Level Inventory.

##### **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, 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.

**POLICY:**

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

**IMPLEMENTATION:**

Following the review and discussion of the draft 2026 Services and Service Levels Inventory, Administration will include any additional inclusions into the Inventory.

If the service adjustment can be integrated into current operations, it will be implemented as soon as resources allow. However, if additional financial or personnel resources are needed, Administration will present a business case for Council's consideration during the next budget process for inclusion in the 2027 Budget review.

The updated draft Inventory will be brought forward to Council at a future meeting for consideration and adoption.

---

**BACKGROUND:**

The development of the Town's Services and Service Levels Inventory was initiated following Council's approval of Policy #1218 – Service & Service Level Inventory Policy in January 2024. The policy established Council's role in the annual review of municipal services and service levels and directed Administration to implement a comprehensive and transparent framework to support service planning and the annual budget process.

In June 2025, Council reviewed the initial draft (beta version) of the Services and Service Levels Inventory and provided feedback to guide further refinement. This input supported stronger alignment with Council's strategic priorities, financial sustainability objectives, and service delivery expectations, and informed ongoing development of the Inventory.

In July 2025, Council adopted the 2025 Services and Service Levels Inventory as a foundational framework to support budget deliberations and ongoing service review. The Inventory now serves as a key reference document that links approved services and service levels with organizational planning and resource allocation.

The adoption of the Services and Service Levels Inventory represents an important first step toward the future incorporation of Priority-Based Budgeting principles. By clearly defining services and service levels, the Inventory strengthens alignment between Council's strategic

priorities, service outcomes, and financial decision-making, supporting more informed and transparent budget decisions over time.

---

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

The Services and Service Levels Inventory is being presented to provide Council with an opportunity to discuss and review current service levels as documented in the Inventory and to identify any potential areas where adjustments may be desired. Council's discussion may include consideration of changes that could have future operational, financial, or resource implications, some of which may have potential impacts to the 2027 budget.

The draft 2026 Services & Service Levels Inventory included with this report reflects enhancements and refinements to the previous 2025 Inventory which was presented in July 2025. Where service level adjustments can be accommodated within existing resources, Administration will implement changes as capacity allows. Should additional financial or personnel resources be required, Administration will bring forward a business case for Council's consideration through the 2027 budget process. Any discussion related to personnel or resourcing impacts will need to be addressed in-camera. Administration may require additional time to research options and best practices depending on the nature of the requested changes.

Following discussions, the Services and Service Levels Inventory will be presented to Council for approval. Once approved, any changes to service levels will be incorporated into the Corporate Business Plan and reflected in future budget deliberations.

**DESIRED OUTCOMES:**

That Council provide Administration with feedback and direction for any alternations, changes, or improvements desired for the Town's Services and Service Levels Inventory.

**COMMUNICATIONS:**

n/a

**ALTERNATIVE ACTIONS/MOTIONS:**

n/a

**ATTACHMENTS:**

[Attachment I: Draft 2026 Services and Service Levels Inventory](#)

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Mark Pretzlaff, Director of Community and Protective Services

Approved

- 02 Apr  
2026  
Approved  
- 02 Apr  
2026

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

2026



**Strathmore**  
RURAL REIMAGINED

# 2026 Services and Service Levels Inventory

**APRIL 2026**

**DRAFT**



## 2026 Services and Service Levels Inventory

### TABLE OF CONTENTS

<b>INTRODUCTION</b> .....	1	Business Solutions Project Management.....	32	
<b>HUMAN RESOURCES PROGRAMS</b> .....	1	Information Governance, Security and Compliance .....	33	
Administration .....	1	Financial Services .....	35	
Talent Acquisition.....	1	Legal Administration .....	42	
Talent Management .....	2	Risk Management.....	<del>44</del>	Deleted: 45
Payroll and Benefits.....	3	<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b> .....	<del>47</del>	Deleted: 48
Health, Wellness & Safety.....	4	Municipal Enforcement: Enforcement and Licensing.....	<del>47</del>	Deleted: 48
Administrative Directives and Procedures.....	5	Community Services: Delivery of Community Social Services Programming through local partnerships.....	<del>49</del>	Deleted: 50
<b>ECONOMIC DEVELOPMENT PROGRAMS</b> .....	7	Fire Services .....	<del>56</del>	Deleted: 57
Business Retention and Expansion .....	7	Recreation: Recreation & Sport Amenities .....	<del>64</del>	Deleted: 65
<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b> .....	13	Recreation: Recreation Programming.....	<del>74</del>	Deleted: 75
Administrative.....	13	<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b> .....	<del>79</del>	Deleted: 80
Communications and Marketing .....	14	Infrastructure Services: Engineering Services .....	<del>79</del>	Deleted: 80
Legislative Services .....	18	Operations Services.....	<del>93</del>	Deleted: 94
IT and GIS Service Desk.....	30	Planning and Development .....	<del>103</del>	Deleted: 104

## 2026 Services and Service Levels Inventory

### INTRODUCTION

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

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

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

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

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

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

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

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

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

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
<b>HUMAN RESOURCES PROGRAMS</b>						
					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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## 2026 Services and Service Levels Inventory

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

Deleted: Annually

Deleted: annually

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

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

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

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

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
<b>ECONOMIC DEVELOPMENT PROGRAMS</b>						
<b>Business Retention and Expansion</b>						
	tours, developing Town marketing campaigns, attending industry specific events, and relationship development.					

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

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

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

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

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<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Communications and Marketing</b>						
				participate in the Town's decision making.	send correspondence to Council or administration. Furthermore, the Town routinely holds "Coffee with Council" which allows the public to ask questions of Council.	

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

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

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<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Legislative Services</b>						
					drafting key messages for Council of federal level events and provide speaking notes for the mayor's attendance at events, as required.	
			Government Relations	Province of Alberta / MLA	Support the relationship between the Town and the local provincial Member of the Legislative Assembly, including scheduling of quarterly meetings between the MLA and Council, drafting correspondence to the MLA on Council's behalf, drafting key messages for Council of provincial level events, and provide speaking notes for the mayor's attendance at events, as required.	External
			Government Relations	AUMA Membership	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

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<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Legislative Services</b>						
			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) 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.  A member of Administration attends these meetings to support the Mayor, if available.	External
			Government Relations	Other Municipalities: Support regional collaboration	Administration supports Council with efforts to foster collaboration with local municipalities with the intent to create Voluntary Intermunicipal Collaboration Frameworks (ICFs) with neighbouring municipalities	External
Boards and Committees	Providing legislative and procedural guidance to the Town's boards and committees.	Municipal Government Act, RSA 2000, C M-26 (MGA), Part 5	Board and Committee Management	Provide procedural and legislative advice to boards and committees.	Legislative Services provides procedural and legislative advice to the Town's various boards and committees.	Internal

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

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<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Legislative Services</b>						
		Program Policy #7204 • Community Improvement Program Procedure #7204-1		and capital related projects.		
		• MGA, Part 5, Division 1 • Bylaw #22-26: Boards and Committees. • Council Resolution adopted TOR on April 2, 2025	Culture and Wellbeing Task Force	TOR adopted to identify and coordinate opportunities to provide community input on items related to community identity and civic pride.	The department is responsible for board and committee membership, including recruitment, appointments, and resignations. The Taskforce consists of 1 Council member, and up to 6 public at large  Meetings were held monthly and as agreed upon by the Task Force.	Internal
		• MGA, Part 5, Division 1 • Family and Community Services Act and Regulations • Bylaw #23-12: Boards and Committees Bylaw	Family & Community Support Services Advisory Board	The Board receives, reviews and makes recommendations on applications for funding under the <a href="#">Family &amp; Community Support Services Program</a> .	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

**Deleted:** Community Investment Program.

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Financial Services</b>						
Financial Reporting, Compliance, and Controls	Management of the corporate accounting and financial reporting including assuring compliance with municipal financial regulations and overseeing the corporate system of internal controls.	<ul style="list-style-type: none"> <li>MGA, Parts 8 and 15.1, Division 3</li> <li>Annual Capital Borrowing Bylaws</li> <li>Annual Operating Line of Credit Bylaw</li> <li>Annual Fees Bylaw and Amending Bylaws</li> <li>Public Sector Accounting Standards Board (PSAB)</li> </ul>	<p>Completing an annual financial audit.</p> <p>Completing quarterly financial reporting (actuals, forecast compared to budget)</p>		<ul style="list-style-type: none"> <li>Staff can contact finance during work hours for support and advice on financial matters.</li> <li>The audited financial statements are completed in compliance with Public Sector Accounting Standards and legislative requirements (i.e. Municipal Government Act) and submitted to Municipal Affairs by May 1st each year.</li> <li>The audited financial statements are posted on the Town's website by May 1st each year.</li> <li>Quarterly Financial Reporting is prepared for March, June, September, and December each year.</li> </ul>	External
Tangible Capital Asset (TCA) Financial Management	Coordination and reporting of tangible capital asset financial activity	<ul style="list-style-type: none"> <li>MGA, Parts 8 and 15.1, Division 3</li> <li>Public Sector Accounting Standards Board (PSAB)</li> </ul>			TCA records are updated throughout the year. A report is prepared on Capital Expenditure activity on a quarterly basis (for March, June, September and December) and annually through the annual and quarterly reporting requirements (Annual Financial statements.)	External
Assessment Services Administration	As part of the property taxation processes, a property	<ul style="list-style-type: none"> <li>MGA, Part 9, Division 1 – 6</li> </ul>	Property Assessment Services	Serve as a liaison between the Town and residents on matters dealing with	<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</li> </ul>	External

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- Deleted: Bylaw #24-25 – Deleted: 2025
- Deleted: <#>Bylaw #23-35 – Fees Amending Bylaw¶  
Bylaw #23-34 – Fees Amending Bylaw¶  
Bylaw #23-13 - 2023 Fees Bylaw¶
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<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Financial Services</b>						
	assessment contractor provides annual property assessment services & supplemental property assessment services.	<ul style="list-style-type: none"> <li>Annual Supplemental Assessment Bylaw.</li> </ul>		property assessments; including the management of assessment inquires in regard to property taxation via phone calls or e-mail.	time to time from the Alberta Provincial Government. <ul style="list-style-type: none"> <li>Provide assessment information as requested by the Minister of Municipal Affairs in compliance with the statutory reporting requirements prescribed in the Municipal Government Act and its attendant regulations.</li> <li>Defend any assessment that is subject to an assessment complaint that must go before and Assessment Review Board and any assessment appeals before the Municipal Government Board in compliance with the statutory timelines established in the Municipal Government Act and report any changes to the Town of Strathmore.</li> <li>Declare the Assessment Roll by February 28 of each year.</li> <li>Assessment Notices are sent to rate payers by the Town of Strathmore no later than February 28 of each year.</li> </ul>	
Accounts Receivable and Payable	Provision of accurate, timely processing of customer invoices	<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		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	Internal and External

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## 2026 Services and Service Levels Inventory

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<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Financial Services</b>						
	including to track and collect on outstanding balances.		policies and procedures are followed.		month-end; cheque payments are printed at the end of each month.	
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><a href="#">Bylaw #25-22 Water Administration Bylaw</a></li> <li>Policy #17-12 Land Use Bylaw Amendment – Government Services &amp; Utilities</li> </ul>		Utility Billing includes the services for water, wastewater, stormwater, garbage pick-up and recycling	<ul style="list-style-type: none"> <li>Residential and non-residential accounts are billed monthly.</li> <li>Utility account maintenance is verified by receiving information from the account holder on an ad hoc basis.</li> <li>Payments are collected in person (during regular business hours), online or pre-authorized payments 30 days following the previous billing cycle.</li> <li>Utility bills outstanding 60 days from billing cycle are transferred to the property tax roll.</li> </ul>	Internal and External
Taxation Billing	Administration of the Town's tax collection	<ul style="list-style-type: none"> <li>MGA, Part 10, Division 1-9</li> <li>Bylaw #25-10 Non-residential Municipal Tax Incentive Bylaw</li> <li>Bylaw #25-11 – Property Tax Rate Bylaw</li> </ul>	Tax Collection Tax 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.	External

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## 2026 Services and Service Levels Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Financial Services</b>						
		<ul style="list-style-type: none"> <li>• Bylaw #23-06 – Tax Arrears Payment Plan</li> <li>• Bylaw #20-25 – Non-Profit Organizations Tax Exemption Bylaw</li> <li>• <u>Bylaw #22-03 – Tax Incentive Bylaw</u></li> <li>• <u>Bylaw – Amending Bylaw #22-09</u></li> <li>• <u>Bylaw – Amending Bylaw #25-01</u></li> <li>• Policy 1812 – Property Tax Relief Policy</li> <li>• Policy 5103 – Seniors Property Tax Rebate Program</li> <li>• Procedure 5103-01 – Seniors Property Tax Rebate Program</li> </ul>			<p>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.</p>	

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## 2026 Services and Service Levels Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Financial Services</b>						
Operational and Capital Budget Development and Reporting	Development of current and future years operating and capital budgets and financial forecasts.	<ul style="list-style-type: none"> <li>• MGA, Parts 8 and 15.1, Division 3</li> <li>• Policy 1809 – Budget Policy</li> <li>• Policy 1802 Accounting for Capital Assets</li> <li>• Policy 1807 – Operating and Capital Reserve Fund Policy</li> <li>• Policy 1816 – Capital and Operating Carry Forward Policy</li> <li>• Policy 1817 – Financial Reserves</li> <li>• <a href="#">Policy 1821 – Debt Management Policy</a></li> <li>• Public Sector Accounting Standards Board (PSAB)</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 approval <u>no later than the</u> first Council Meeting in December.	Internal and External

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Risk Management</b>						
Insurance Administration				<p>Procuring appropriate insurance for Town-owned property including vehicles, mobile equipment and real property.</p> <p>Managing the Town's insurance portfolio, including quarterly schedule reviews and annual renewals.</p>	<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.</p>	Internal
Claims Management				<p>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.</p>	<p>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</p>	Internal

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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<b>STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES PROGRAMS</b>						
<b>Risk Management</b>						
				Presenting and providing and/or procuring recommendations to Council for draft policies		

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## 2026 Services and Service Levels Inventory

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

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

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## 2026 Services and Service Levels Inventory

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

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

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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Community Services: Delivery of Community Social Services Programming through local partnerships</b>						
			<ul style="list-style-type: none"> <li>Good Food Box Program</li> </ul>	<p><u>Community Kitchen</u> is a non-profit organization <u>that supports our community Good Food Box program by</u> 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 <u>sorted and</u> packed by volunteers and delivered to Strathmore to residents through <u>the FCSS</u> department.</p>		External
			<ul style="list-style-type: none"> <li><u>Canadian Volunteer Income Tax Program (CVITP)</u></li> </ul>	<p>In partnership with staff and volunteers, the <u>Canadian Volunteer</u> 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
			<ul style="list-style-type: none"> <li>Social Prescribing (Link Care 55+)</li> </ul> <p><u>Grant Funded Program</u></p>	<p>Social <u>Prescribing</u> 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.</p>		External

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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Community Services: Delivery of Community Social Services Programming through local partnerships</b>						
		<ul style="list-style-type: none"> <li>Policy 5103 – FCSS Senior Property Tax Rebate Policy</li> </ul>	<ul style="list-style-type: none"> <li>Seniors Tax Rebate Program</li> </ul>	<p><u>Program applications are required and based on level of household income to qualify</u></p>	The Seniors Tax Rebate Program provides support to <u>subsidize local</u> senior property owners with municipal property tax rebates.	External
			<ul style="list-style-type: none"> <li>Smile Cookies</li> </ul>	<p><u>Local Tim Hortons selects FCSS to donate proceeds for social needs assistance to local residents and programs.</u></p>	The Smile Cookie campaign is a charitable initiative where 100% of the local proceeds from the sale of decorated cookies <u>through Tim Hortons is donated to FCSS and goes</u> 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 <u>K.A.R.E</u> 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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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Community Services: Delivery of Community Social Services Programming through local partnerships</b>						
			<ul style="list-style-type: none"> <li>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 <u>that is coordinated through FCSS and supported by IT's GIS system</u>	External/ <u>Internal</u>
			<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/ <u>Internal</u>

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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Community Services: Delivery of Community Social Services Programming through local partnerships</b>						
	<p><u>United Way Grant-funded initiatives must clearly demonstrate the following:</u></p> <p><u>Engage the Community</u></p> <p><u>Facilitate Collaboration</u></p> <p><u>Focus efforts on key social areas</u></p> <p><u>Fund a network of programs that service the community</u></p>	<ul style="list-style-type: none"> <li>• <u>Policy 5102 – FCSS Grant Program</u></li> <li>• <u>Bylaw #23-12 - Family and Community Support Services Advisory Board</u></li> </ul>	<ul style="list-style-type: none"> <li>• <u>United Way Grant Funding</u></li> </ul>		<p>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.</p>	External

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

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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Fire Services</b>						
	Respond to and mitigate a diverse range of fire emergencies including structural, wildland, and motor vehicle fires while prioritizing life safety, civilian life safety, incident control, property conservation, and environmental conservation.	Fire Service Bylaw <ul style="list-style-type: none"> <li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li> <li>• National Fire Protection Association (NFPA)</li> <li>• National Fire Code – 2023 Alberta Edition (NFC(AE))</li> </ul>	Fire Response & Suppression		<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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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Fire Services</b>						
	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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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Fire Services</b>						
	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	<ul style="list-style-type: none"> <li>• Fire Service Bylaw</li> <li>• Policy 23-01 - Strathmore Fire</li> </ul>	EMS Assist / Medical Co-response		The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire	External

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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Fire Services</b>						
	ambulance assists and medical co-response for Echo codes or for significant ambulance delay.	Department, Level of Service <ul style="list-style-type: none"> <li>National Fire Protection Association (NFPA)</li> <li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li> </ul>			<p>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>	

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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Fire Services</b>						
	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.	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.  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.	External
	Provide a public education program to all residents through	<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	The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire	External

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## 2026 Services and Service Levels Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Fire Services</b>						
	school visits, 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>		prevention, preparedness and safety awareness and education through presentations, workshops, tours, visits and community events.	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.  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</li> </ul>	Mutual Aid Partnerships	Coordinate with key stakeholder groups to develop, implement, train, and execute emergency response plans to ensure effectiveness and compatibility.	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,	External

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## 2026 Services and Service Levels Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Fire Services</b>						
		Wheatland County <ul style="list-style-type: none"> <li>National Fire Protection Association (NFPA)</li> <li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li> </ul>		Promote awareness of emergency management and disaster preparedness across the region and community.	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.	
		<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	<ul style="list-style-type: none"> <li>Emergency Management Act, RSA 2000, Chapter E-6.8</li> <li>Bylaw # 24-09 Regional</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	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	Internal

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## 2026 Services and Service Levels Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Fire Services</b>						
	participates in a comprehensive emergency management program.	Emergency Management Bylaw.		impacts of an event, whether natural or human induced.	through the Emergency Coordination Center (ECC). 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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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Recreation: Recreation &amp; Sport Amenities</b>						
				management practices. We provide all supervision, summer camps, and fitness programming.	The Sports Centre Indoor Sport Court, <u>Cement</u> and Gymnasium has just <u>over 3,500 hours in rentals</u> , hours in rentals, <u>11,900</u> hours in public access and <u>2050</u> hours in school rentals annually.	
		<ul style="list-style-type: none"> <li>Admission and membership fees are in alignment with <u>Bylaw # 24-25 - 2025 Fees Bylaw</u>.</li> </ul>	Strathmore Motor Products Sports Centre – Sobey's Indoor Walking Track Amenities	Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Walking Track - including the day-to-day operation, maintenance and scheduling using prudent management practices.	<p>The Sobey's Indoor Walking track is a 5-lane walking track located in the Strathmore Motor Products Sports Centre. It is available for spontaneous use during the facilities hours of operation: Monday - Sunday from 8:00 am to 9:00 pm.</p> <p>These amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p> <p>The Sobey's Indoor Walking Track has an average of 4,500 hours in public access annually. <u>The Sobey's Indoor Walking Track sees over 11, 900 people annually.</u></p>	External
		<ul style="list-style-type: none"> <li>Rental rates for multi-purpose spaces (meeting rooms, etc.) can be found in</li> </ul>	Strathmore Motor Products Sports Centre - Multi Purpose Spaces	Various indoor open spaces to be used for a variety of programming and spontaneous use purposes, including	These spaces are available for spontaneous use, private bookings, or a combination based on a balance of community and operational needs. Multi purpose spaces are	External

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

**Deleted:** The following fitness programming is offered

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## 2026 Services and Service Levels Inventory

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<b>COMMUNITY AND PROTECTIVE SERVICES PROGRAMS</b>						
<b>Recreation: Recreation Programming</b>						
					Instructors hold either one of two certifications; Canfitpro (Fitness Instructor Specialist), or AFLCA (Group Exercise Certificate) <u>or a recognized Personal Training Certification (Canfit Pro, NASM, CSEP)</u>	
			Summer Camp Programming	To provide affordable and accessible day camps for children in the community and surrounding areas. Participants gain a wide range of new experiences through off-site field trips. There are various themes offered throughout the summer. This program is offered at the Strathmore Motor Products Sports Centre for children ages 4-12 years old.	Summer camp programming is offered for 8-9 weeks during the summer months (dependant on school schedules). These camps are offered Monday to Friday (excluding statutory holidays) from 9:00 am - 5:00 pm. Before program care is available from 7:45 am - 9:00 am at an additional charge.  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	External

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## 2026 Services and Service Levels Inventory

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

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## 2026 Services and Service Levels Inventory

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

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

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

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

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

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<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>						
<b>Infrastructure Services: Engineering Services</b>						
		<ul style="list-style-type: none"> <li>21-04 Waste Management Bylaw</li> </ul>	Recycling / Composting Facility	A centralized site where residents can bring recycling, hazardous waste and electronics for proper disposal. The depot accepts yard waste, recyclables (paper, cardboard, aluminum, glass and Styrofoam.) as well as hazardous chemicals, paint, oil, tires, electronics, batteries and scrap metal.	Contracted services to operate the recycling facility is currently. Open to the Strathmore residents Tuesday to Saturday 9am to 5pm, excluding stat holidays.	Internal and External
			Town Facility Waste & Recycling Material Collection	Collection and disposal of solid and organic waste and recycling material.	Contracted services for collection and disposal. 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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<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>						
<b>Infrastructure Services: Engineering Services</b>						
	and organic waste.			others can pick it up and give it a new home.		
			Free Compost Program	Compost available for residents for household use	Through the recycling facility, the Town offers up to 10 gallons of finished compost per resident, for free, from May 1 to October 31.	External
			Curbside Christmas Tree Collection	Pick up undecorated Christmas trees from residential areas.	Annual event that typically occurs the 3rd week January, with notice going out to resident in early January.	External
Water Supply and Distribution Management	Supply, operation and maintenance of the distribution of drinking water and other water systems within the Town of Strathmore.	<ul style="list-style-type: none"> <li>• 18-06 Water Utility Bylaw</li> <li>• 19-19 Water Utility Amendment Bylaw</li> <li>• 21-03 Water Utility Amendment Bylaw</li> </ul>	Conveyance from Regional Treatment and Supply	Town treated water supply (transmission) from the City of Calgary to Town water reservoirs.	Continuous Service to maintain demands of the community. 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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<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>						
<b>Infrastructure Services: Engineering Services</b>						
		<ul style="list-style-type: none"> <li>• 18-06 Water Utility Bylaw</li> <li>• 19-19 Water Utility Amendment Bylaw</li> <li>• 21-03 Water Utility Amendment Bylaw</li> <li>• 20-26 Water Administration Bylaw</li> </ul>	Residential Water Services	Operation and maintenance of Town utility water service valves and meters.	Measurement and Payment of monthly water use. 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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<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>						
<b>Infrastructure Services: Engineering Services</b>						
		<ul style="list-style-type: none"> <li>18-06 Water Utility Bylaw</li> <li>21-03 Water Utility Amendment Bylaw</li> </ul>	Water Distribution Maintenance	Operation and maintenance of Town utility and identified water distribution networks.	Distribution of treated water to all customers throughout the community. Compliance with the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements.	External
		<ul style="list-style-type: none"> <li>18-06 Water Utility Bylaw</li> <li>21-03 Water Utility Amendment Bylaw</li> </ul>	Water Reservoirs and Pump Stations	Operation and maintenance of Town utility reservoirs and pump stations that convey water to the Town utility water distribution system.	Storage of treated water to maintain demands of the community. Compliance with the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements.	External

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

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

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<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>						
<b>Infrastructure Services: Engineering Services</b>						
Stormwater Drainage Management	Operation and maintenance of the storm water collection systems, management facilities and outfalls that support the flow of rainfall and snowmelt through the Town to the Bow River.	<ul style="list-style-type: none"> <li>Policy 3701, Stormwater Management</li> </ul>	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
		<ul style="list-style-type: none"> <li>Policy 3701, Stormwater Management</li> </ul>	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
		<ul style="list-style-type: none"> <li>Policy 3701, Stormwater Management</li> </ul>	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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<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>						
<b>Operations Services</b>						
Emergency Call Out	After Hours emergency response			Responding and attending to after hours calls from residents and facility operators.	Routine on call staff respond as needed	Internal and External
Transportation Network Management and Maintenance	Maintenance of the Town's transportation infrastructure including roads, sidewalks, pathways and bridges.		Boulevard, Median and Roadway Maintenance	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and "need".	Annual repair and maintenance as required by inspection and completion of condition assessment index. Repairs per customer concerns within industry standards. 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

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<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>						
<b>Operations Services</b>						
			Road Repairs	Annual and routine pothole repairs, crack sealing and road patching	All main, arterial and collector roads are repaired annually or as required. Standards under development.	Internal and External
		<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
				Sidewalk Condition Assessment		

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

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

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

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

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## 2026 Services and Service Levels Inventory

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

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

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

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

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## 2026 Services and Service Levels Inventory

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

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<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>						
<b>Planning and Development</b>						
		Parks and Municipal Facilities <ul style="list-style-type: none"> <li>• Policy 6104 - Municipal Right-of-Way Excavation Policy</li> </ul>	<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>			
		<ul style="list-style-type: none"> <li>• Bylaw #21-20 Business License Bylaw</li> <li>• Bylaw #21-15 Prohibited Business Bylaw</li> </ul>	Business Licensing Issuance	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	Respond to inquiries with 2 business days with licenses issued with 2 business days when all requirements are met.	External

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES PROGRAMS</b>						
<b>Planning and Development</b>						
Building and Safety Codes Permits	Building and utility inspections and permits review and issuance	<ul style="list-style-type: none"> <li>10-01 Safety Codes Bylaw</li> </ul>	<ul style="list-style-type: none"> <li>Building and Utility Permit Applications</li> <li>Utility Permits</li> <li>Water, Sanitary Sewer and Storm Sewer Connection Permits</li> <li>Demolition Permits</li> <li>Permit Inspections</li> <li>Inspection Requests</li> </ul>	<p>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.</p> <p>Inspection of buildings to ensure compliance with the Alberta Safety Codes Act. Reinspection's may be required based on outcomes.</p>	<p>Processing time is 1-2 weeks when all information is submitted.</p> <p>Time required for review will be based on the scope, detail of the work required and Safety Codes Contractor availability.</p> <p>Alberta Safety Codes Act</p>	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>	<p>Creation and management of guidelines, procedures and policies for long range planning, statutory and regulatory planning.</p>	<p>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.</p>	Internal and External

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