AGENDA
REGULAR COUNCIL MEETING
Wednesday, November 18, 2026 @ 6:00 PM
Council Chambers, 1 Parklane Drive, Strathmore AB

Page

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

3. PUBLIC HEARING

3.1. Bylaw No. 26-07, Municipal Development Plan Amendment No. 3 (MDP Review – Module A) 3 - 84
Agenda Item - AIR-26-243 - Pdf

4. BYLAWS

4.1. Bylaw No. 26-07, Municipal Development Plan Amendment No. 3 (MDP Review – Module A) 85 - 166
Agenda Item - AIR-26-245 - Pdf

5. PUBLIC COMMENTS

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

6. DELEGATIONS

Members of the public and community organizations are welcome to attend a Council Meeting as a Delegation to present an item to Town Council for consideration. If you are interested in attending as a delegation please fill out the Delegation Request form that can be located on the Town's website and submit it to: LSAdmin@strathmore.ca by noon, at least two (2) weeks before a Regular Council Meeting, as per Council Procedure Bylaw No. 23-17, S. 27.2.

6.1. Delegation – Water Meter Fees – Jason Montgomery 167 - 186
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7. CONSENT AGENDA

8.1 Regular Council Meeting Minutes – November 4, 2026
9.1 Municipal Enforcement Summer Pilot Project Report
9.3 2026 Operating Budget Amendment – Information Technology (IT)
11.2.1 Strathmore Library Board Minutes – September 15, 2026

8. CONFIRMATION OF MINUTES

8.1. Regular Council Meeting Minutes – November 4, 2026 187 - 194
Agenda Item - AIR-26-251 - Pdf

9. BUSINESS

9.1. Municipal Enforcement Summer Pilot Project Report 195 - 200
Agenda Item - AIR-26-213 - Pdf

9.2. Community Improvement Program (CIP) Policy No. 7204 201 - 216
Agenda Item - AIR-26-238 - Pdf

9.3. 2026 Operating Budget Amendment – Information Technology (IT) 217 - 220
Agenda Item - AIR-26-253 - Pdf

10. BYLAWS

11. COUNCILLOR INFORMATION & INQUIRIES

11.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS

11.2. BOARD AND COMMITTEE REPORTS

11.2.1. Strathmore Library Board Minutes – September 15, 2026 221 - 223
Strathmore Library Board Minutes – September 15, 2026

11.3. QUESTION AND ANSWER PERIOD

11.4. ADMINISTRATIVE INQUIRIES

11.5. NOTICES OF MOTION

12. CORRESPONDENCE

13. CLOSED MEETING

13.1. Declaration of Surplus Lands – Advice from officials – ATIA S. 29(1)(a)

13.2. Board and Committee Appointments (External Candidates) – Disclosure harmful to personal privacy – ATIA S. 20(1)

13.3. Wheatland Housing Management Body (WHMB) Item – Advice from officials – ATIA S. 29(1)(a)

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

14. ADJOURNMENT

Report for Council

To: Council

Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: November 1, 2026

Meeting Date: November 18, 2026

SUBJECT:	**Bylaw No. 26-07, Municipal Development Plan Amendment No. 3 (MDP Review - Module A)**
RECOMMENDED MOTION:	THAT Council proceed with a Public Hearing for Bylaw No. 26-07 on November 18, 2026, in accordance with Section 692(1) of the *Municipal Government Act, RSA 2000, cM-26*; AND THAT Council take into consideration all information received at the Public Hearing on November 18, 2026, regarding Bylaw No. 26-07 being a bylaw to amend the Town of Strathmore Municipal Development Plan.

REPORT SUMMARY

KEY ISSUE(S):

Land Use Planning in Alberta

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

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

Municipal Development Plan (MDP)

The MGA requires that every municipality in Alberta adopt and implement an MDP, which is a policy-based statutory plan that helps guide how communities manage growth and development over the longer term. MDP's identify future development patterns within municipal boundaries, and facilitate local planning and economic growth. An MDP also provides residents and businesses with information on how the municipality will address the current and

future needs of the community, including land use, transportation systems, municipal services, environmental, and other considerations. MDP's are living documents that are "adaptively managed," often through periodical housekeeping amendments where necessary, but also through comprehensive reviews of the entire plan document.

More specifically for Strathmore, the following identifies some of the benefits of updating the Town's MDP:

- **Establishing and communicating a clear vision for how Strathmore intends to grow and develop over the longer-term (ie. 25-30 years).** For example, it's important to know where new growth and development (ie. "greenfield") will occur and its associated timeframes. It's equally important to know and understand how existing built-up areas can further develop or redevelop. Having a clear vision and direction in both cases offers certainty to both existing and future residents and businesses.
- **Protecting what existing residents and businesses value.** For example, updating policies and mapping related to Downtown Strathmore, parks and open spaces, and wetlands helps solidify or make clear what is important, why it is valued, and how these things will be managed now and into the future.
- **Supporting the efficient use of existing and future infrastructure and services.** For example, knowing where new growth is expected and where existing built-up areas might develop or redevelop helps the municipality plan, budget for, and utilize infrastructure in the most efficient manner.
- **Managing growth and how it "fits" Strathmore.** Further to the above, overall the updating of the MDP offers a chance to review and be clear about how the future of Strathmore "fits" with the "now" in Strathmore.

Further to the above considerations, the Town’s MDP must also reflect and be consistent with the Town of Strathmore-Wheatland County Intermunicipal Development Plan (IDP). The MDP may at times also be limited in part by regulations of the federal and provincial governments. The MDP further provides "spin-off" assistance in terms of guidance and direction to other municipal statutory and non-statutory plans, bylaws, guidelines, and implementation tools.

With all of the above in mind, the Town's MDP creates an important connection and understanding of expectations between Council, local communities consisting of both residents and businesses, external agencies and stakeholders, and the Town’s corporate and business administration processes.

Modular Approach to Updating the Town's MDP

Module "A" represents the first of a series of modular amendments to the Town's MDP. The modular amendments will collectively amount to a complete update of the MDP and bring about the conclusion of the Town's MDP Review. Staff anticipates that three additional and smaller by volume modules will be needed to complete the Town's MDP Review.

The modular approach affords Council the opportunity to expeditiously align the Town's MDP with the strategic priorities that have been identified in Town's 2026-2009 Strategic Plan. This alignment better positions Council as proactive decision-makers with a clear set of "pillars" embedded within the MDP, along with a longer term growth and development vision that is relied upon to guide decision-making on land use planning, growth, and development matters.

Module "A"

It is anticipated that Module "A" will be the largest amendment package of proposed updates and modernizations to the Town's MDP. The bulk of Module "A" focuses on policy directions related to growth management, fiscal sustainability, economic development, and agricultural operations. Module "A" also includes implementation, monitoring, and review policy updates that address a range of topic areas including, but not limited to, intermunicipal planning, public engagement, and other statutory and regulatory matters and requirements. Module "A" further includes the revamping of the preamble and introductory sections of the MDP to address statutory and regulatory matters, while at the same time adding reader-friendly explanations around the scope of the MDP and how the MDP should be read, used, and interpreted. Other technical and stylistic updates are also included - such as updated cover pages, table of contents, figures, and maps. It is noted that the updated maps continue to be otherwise under review as future modules will examine topic and policy areas applicable to the MDP's map-set (eg. Module "B" and Map B: Land Use Concept), which may necessitate mapping updates and changes.

The following table provides a summary of Module "A" content:

MDP Update Type	Action(s) & Description(s)
Cover Pages	• Updated cover pages throughout.
Preamble	• Holding for Future Content.
Table of Contents	• Will be updated to reflect Module "A" changes.
Part 1: Introduction	• Added and/or updated information on the MDP (ie. role, scope, context, interpretation, legislative framework, government roles, how to read the plan, figures/maps/tables explanations). • Adds a community profile with emphasis on Indigenous origins and past and settler government history that was prepared with assistance from the Town's Indigenous Liaison and a long-time Strathmore resident. • Added and/or updated current population, demographics, and development patterns information.

	• Updated population projections.
Part 2: Growing Strathmore	
	• Adds a growth management policy and priorities hierarchy for Planned Growth Areas (ie. Unplanned Growth Areas, Future Growth Areas, Active Growth Areas, Employment Lands, Strategic Intensification, Strategic & Business Innovation Hubs). • Added and/or updated Fiscal Sustainability policies. • Updated and clarified policy requirement for triggering Area Structure Plan process on Residential lands. • Added and/or updated Economic Development policies (ie. attracting and retaining businesses, employment growth, innovation, relationships, etc.). • Added and/or updated Agricultural Operations policies.
Part 3: Building Strathmore	
	• Updated the preamble to the Town's Land Use Concept Plan. • Deleted obsolete references to prior annexations.
Part 4: Infrastructure, Community & Protective Services	• No changes.
Part 5: Implementation, Monitoring & Review	• Updated preamble to Part 5. • Added and/or updated implementation policies (ie. statutory and regulatory requirements, decision-making, intermunicipal and regional planning, and public engagement). • Added and/or updated monitoring policies (ie. annual reporting, regular engagement of stakeholders and communities, technical updates, developing a monitoring program). • Added and/or updated review policies related to triggers for and identifying the need for

	future MDP reviews. • Added and/or updated MDP amendment policies (ie. who can amend, when amendment required, when amendment not required, and materials required to review an amendment request).
Maps	• Map A: Planned Growth Areas added. • Maps B through D, and F to G carried over and modernized. Maps Housekeeping & Technical. • Map E: Wetlands has been updated. • Deleting Figure 8: Truck Routes, which are more appropriately addressed and regulated under Bylaw No. 22-06.
Housekeeping & Technical	• Added and/or updated figures (eg. location maps, planning hierarchy, population growth, etc.). • Added holding sections for document structure purposes in future modules. • Deleted all obsolete and/or unnecessary footnotes, maps, and figures.

With respect to the above table, Development Services advises that there are several policy directions included within Module "A" that would benefit from a further and more in-depth description. These policy directions are discussed in further detail below:

Growth Management

Module "A" introduces a deliberate and strategic approach to guiding the amount, rate, location, type, and quality of future urban development in Strathmore. The main objectives of this approach to growth management in Strathmore are to place emphasis on protecting surrounding agricultural and rural lands, preserving the unique character of Strathmore, maximizing infrastructure efficiencies, and maintaining the longer-term fiscal and environmental sustainability of the municipality.

The introduction of Map A: Planned Growth Areas (PGA) establishes a spatial foundation and hierarchy of growth area designations that are applicable to undeveloped lands in Strathmore.

In general, Unplanned Growth Areas (UGA) are intended to function as longer-term reserve lands that will require Council authorization prior to the preparation of a new Area Structure Plan (ASP). Future Growth Areas (FGA) apply to lands that have an approved ASP, however no development phases have been started or are ready to proceed. Active Growth Areas (AGA) are applicable to lands that have an approved ASP with at least one development phase either approved and underway or completed.

Supporting growth management policies include an aspirational 10% strategic intensification target within existing built-up areas, minimum density requirements for both residential and mixed-use areas within an FGA and/or AGA, phasing and contiguous development policies, and ensuring orderly progression of development that demonstrates sufficient infrastructure capacities.

The following table summarizes the main components of the PGA hierarchy:

Policy Direction	**Unplanned Growth Area (UGA)**	**Future Growth Area (FGA)**	**Active Growth Area (AGA)**
Development Status	Long-term growth potential with no ASP process activated.	Mid-term growth potential and requires adoption of new ASP to transition from UGA.	Immediate growth potential and "shovel ready" for development.
Planning Requirement	Council resolution to begin ASP activation process.	ASP approved and potential for Outline Plan(s).	ASP and Outline Plan(s) approved.
MDP Amendment	Required to redesignate from UGA to FGA.	Required to redesignate from FGA to AGA.	Housekeeping update to redesignate from AGA to Existing Development.
Prerequisites	Substantial build-out of existing FGAs and AGAs.	Market demand not be met by existing ASPs and/or ARPs.	Ongoing development or ready for immediate subdivision.
Infrastructure Priority	Lowest priority for municipal funding.	Medium priority and must demonstrate servicing capacity.	Highest priority for municipal funding and infrastructure.
Density Targets	Not applicable.	Minimum 20 dwelling units/ha and up to 35 dwelling units/ha in mixed-use areas.	Same as FGA, but refined and guided by approved Outline Plan(s).

Residential Density

Bylaw 26-07 was amended to address feedback and questions related to residential density that were received from Council at the Committee of the Whole meeting on May 13, 2026. It is important to note that residential and mixed-node density policies apply to development within PGA's and are intended to require the achievement of minimum residential densities in "greenfield" settings, whereas strategic intensification policies, which are discussed below, are intended to help guide development within existing built-up areas.

With respect to PGA's, the minimum required overall residential density for a new FGA, as well as any existing or expanding FGA or AGA, has been decreased 25 to 20 residential dwelling units per net residential hectare. For mixed-use nodes within a new FGA, as well as an existing or expanding FGA or AGA, a minimum overall density of 35 residential dwelling units per net residential hectare should be targeted. The policy intent remains to have a minimum density requirement for new residential areas, and to encourage higher densities in mixed-use nodes, on previously undeveloped lands designated FGA or AGA on Map A: Planned Growth Areas.

Strategic Intensification

Module "A" includes strategic intensification policies that are intended to support the evolution of existing urban areas, while maintaining and protecting the vitality and character of these areas (eg. Downtown Strathmore). This approach prioritizes the development or redevelopment of vacant and underutilized lands within established areas rather than solely expanding onto undeveloped lands. These policies establish criteria and preferences that can be applied when considering development proposals that involve the intensified use of lands already developed. This policy direction is also proposed to include an overall aspirational intensification target of 10% for all new residential dwelling units constructed in Strathmore. Collectively, strategic intensification means being fiscally responsible, committing to agricultural land preservation, and shifting away from a rigid separation of land uses toward mixed-use development.

Employment Areas

With respect to Employment Areas on Map A: Planned Growth Areas, it is noted that these areas are intended support economic development and attractiveness by allowing for concentrations of a diverse range and mix of light industrial, general industrial, and commercial uses that serve the broader community and region.

The policy intention of designating lands Employment Area is not to limit, restrict, or entirely shift all non-residential land uses (eg. highway commercial, local commercial, retail, etc.) away from other parts of Strathmore. For example, highway commercial retail development will continue to be encouraged along the Highway #1 corridor, as well smaller-scale, local commercial uses within residential areas.

Some benefits of designating lands specifically for employment use include:

- To create and protect local jobs.
- To promote, attract, and support quality economic development.
- To maintain a long-term land supply of larger parcels featuring good highway access, servicing options, and separation from nearby residential areas.
- To support a balanced property assessment base.
- To plan for and efficiently utilize infrastructure.

Fiscal Sustainability & Economic Development

Module "A" includes policies that ensure growth is managed in a fiscally responsible manner that is mindful of the municipality' long-term financial health. Emphasis is placed on the efficiency of infrastructure and how it is funded, while balancing the importance of attracting commercial and industrial development, and strengthening local employment. The importance of aligning decisions around growth management with capital and operating budgets and budgetary processes are more clearly identified. Council's recent amendment to the MDP regarding residential-to-non-residential assessment ratios has also been relocated and partnered with other fiscal sustainability policies.

OBJECTIVE:

Development Services is recommending that Council proceed with a public hearing for Bylaw No. 26-07 and that all discussion and feedback received be considered prior to a second and third reading, and the adoption of Bylaw No. 26-07.

FINANCIAL IMPLICATIONS:

Wherever reasonably possible, the Town's MDP Review has utilized existing outputs that were completed as part of the Town's MDP Review that had been paused global pandemic and then a more recent pause for the 2025 municipal election. The Town remains well-positioned in terms of utilizing currently applicable plans and other documents to help guide the Town's MDP Review and its implementing modules as it moves forward, as opposed to requiring the undertaking of new studies, plans and/or supporting documents at this time.

The Town's 2026 Capital and Operating Budget includes budgeted line items under the Infrastructure, Operations and Development Services Division (IODS) that can be utilized where needed and appropriate for materials, goods and supplies, public engagement-related costs, as well as consulting services if required.

BACKGROUND:

The Town’s current Municipal Development Plan (MDP) was formally adopted on April 16, 2014, when Bylaw #14-03 was enacted by Council. The Town’s current MDP refers to a population of 7,165 in 2000, which at the time had grown to approximately 12,352 by 2013. This population increase amounted to an increase of 42% across a 12-year period. Available federal and provincial data across a more recent 10-year period has shown that the Town’s

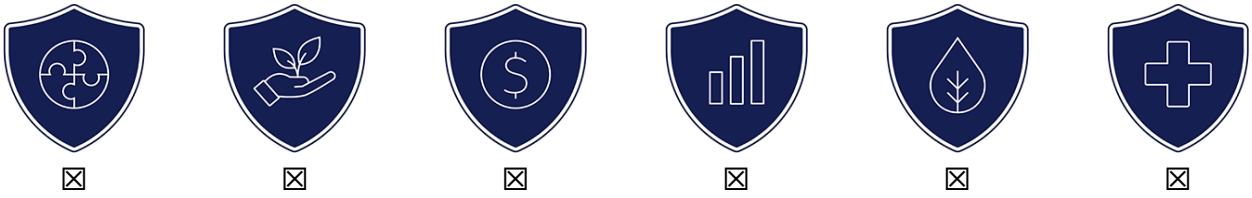
population has continued to grow from an estimated 12,305 in the census year of 2011 to approximately 16,416 in the most recent provincial estimate of 2025, which represents a population increase of approximately 33% across this period.

Population forecasts for Strathmore have typically assumed a medium-scenario annual population growth rate of 1.8% upward to a high annual population growth rate of 2.5%, which would result in the Town's population surpassing 35,000 people in the medium growth scenario and 50,000 people in the high growth scenario within the next 50 years. While the Town's current MDP does reference a population 50,000, it was prepared more than 10 years ago.

It remains appropriate from a good land use planning perspective in the current regional growth climate to update and modernize the Town's MDP to address current planning matters and issues, and to reflect best land use planning practices as it relates to the Town's future growth and development. Module "A" represents the first set of proposed amendments to the Town's MDP, with emphasis and priority being placed on the update and modernization of growth management, fiscal sustainability, and economic development policy directions.

OTHER IMPLICATIONS

STRATEGIC PRIORITIES IMPACTED:



☒ Community Connection	☒ Managing Growth	☒ Financial Resilience	☒ Economic Growth	☒ Protecting Water and Green Spaces	☒ Community Safety and Wellbeing

HOW THE STRATEGIC PRIORITIES ARE MET:

The Town's Strategic Plan 2026-2029 has identified six priority areas for Council to focus on that shape decisions about programs, services, and investments. Together these priorities represent a roadmap and help both Council and Town Administration understand current needs in the community while planning for future opportunities. The desired outcomes in each of the six priority areas should in turn be reflected in the Town's MDP. The Town's MDP Review therefore represents an opportunity to update and align land use planning policy in the municipality with the strategic priorities identified in the Town's Strategic Plan.

COMMUNITY IMPLICATIONS:

The Town's Business Needs Assessment and Economic Development Action Plan 2022-2026 (EDAP) acknowledges the importance of updating the Town's MDP in order to improve capacities for attracting investment, business retention and expansion, marketing the

municipality as a desirable place to live, work and play, and ensuring that adequate housing for the workforce and infrastructure services for businesses are or will be made available. The Town's EDAP further outlines that the MDP must prioritize and encourage innovative community development strategies, diverse housing options, and multi-purpose developments. The inclusion of a growth management strategy within the Town's MDP is also considered to be crucial from the perspective of what constitutes good economic development planning. Module "A" includes the introduction of a growth management policy framework, along with economic development and fiscal sustainability policy updates. Other updates included within Module "A" are supportive in nature to these noted policy areas (eg. implementation, monitoring, and review policies, map updates, etc.).

INTERNAL IMPLICATIONS:

Development Services continues to allocate a Project Manager and Senior Planner (Glen Ferguson) and the Manager of Development Services (Chuck Procter, Co-Project Lead & Team Member) to a core project group, along with a Planner I and Planner II (Naman Kaur and Kate Bakun, Project Team Members) and an Administrative Assistant (Catherine Cortez, Project Team Member).

Development Services also continues to have a land use planning consultant available to assist with the project should it be be required. Development Services aims to ensure that the Town's MDP Review does not have any major interruptions at the operational level to existing services (eg. email, phone, and counter inquiries) or to application-related processing timelines (eg. development permit, land use re-designation, etc.). If existing service-based requests were to increase in volume substantially, or if larger applications were to be received by Development Services, it is possible that timelines would be impacted.

LEGISLATIVE IMPLICATIONS AND REFERENCES:

- Municipal Government Act, RSA 2000 c. M-26
- Town of Strathmore Strategic Plan 2026-2029
- Town of Strathmore Municipal Development Plan, Bylaw 14-03, as amended
- Town of Strathmore/Wheatland County Intermunicipal Development Plan, Bylaw 24-15
- Module "A" does not have any legislative implications on the above noted items or trigger any amendment requirements, apart from those changes being made to the Town's MDP itself via Bylaw No. 26-07.

PUBLIC ENGAGEMENT AND AWARENESS:

The Town's MDP Review has included a range of public engagement opportunities and awareness initiatives between its pre-pandemic initial launch in 2020 and its relaunch prior to and post-2025 municipal elections. Examples of public engagement have included:

- SWOT Analysis and Emerging Trends
- Downtown and Highway Workshop
- Emerging Opportunities in Strathmore

Most recently, the Strathmore Forward >> Together website was launched in August 2024, using an "Over To You" format that informs and invites public engagement through a variety of methods with respect to the Town's MDP Review. The website includes background and general information, including an MDP FAQ and a relevant documents subsection. The website also includes a dedicated section that features information related to the progress of the Town's MDP Review, as well as an outline of the various ways interested residents, businesses, and other stakeholders can get involved.

Examples of public engagement and awareness efforts have also included:

- Review and commenting period on Module A (ie. Bylaw 26-07) between May 2026 and October 2026
- Presentation to Committee of the Whole on an Information Report concerning Module A on May 13, 2026
- Presentation to Committee of the Whole on a Background Report on July 10, 2024
- "Planner Chatters" online event on August 22, 2024
- MDP Review-related content on World Town Planning Day on November 8, 2024
- Meet the Project Manager via Microsoft Bookings
- On-going pre-consultation meetings with builders, business owners, developers, etc.

The modular approach to updating the Town's MDP takes into account all of the above public engagement and awareness work that has been completed to-date, however it is important to note that each module will require a its own statutory public hearing under the applicable provisions of the MGA. Staff emphasizes that public input received during the public hearing process is to be regarded as important feedback for Council to consider when making decisions on updates to the Town's MDP.

IMPLEMENTATION

COMMUNICATIONS:

Staff have advertised the Public Hearing by including written notices in the Strathmore Times and on the Town's social media accounts, as well as publishing the notice on the Public Hearings webpage on the Town's website. At the time of writing this report, staff have not received any letters, emails, or phone calls with respect to the proposed bylaw to amend the Town's MDP.

NEXT STEPS:

Bylaw No. 26-07 would proceed to a second and third reading prior to being adopted by Council. The adoption of Bylaw No. 26-07 would bring Module "A" to a conclusion and Development Services would begin the process of preparing Module "B" for Council's consideration.

ALTERNATIVE MOTIONS:

Council may support the recommendation or defer the Public Hearing and/or second and third readings of the proposed bylaw. If Council does not hold a Public Hearing and/or complete second and third readings of the proposed bylaw, the bylaw itself would be deemed to have been refused.

REPORT AUTHOR:

Glen Ferguson, Senior Planner

ATTACHMENTS:

Attachment I: Bylaw No. 26-07

Chuck Procter, Manager of Development Services	Approved - 03 Nov 2026
Jamie Dugdale, Director of Infrastructure, Operations, and Development Services	Approved - 03 Nov 2026
Kevin Scoble, Chief Administrative Officer	Approved - 13 Nov 2026
Veronica Anderson, Legislative Services Officer	Approved - 13 Nov 2026

BYLAW NO. 26-07
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

BEING A BYLAW OF THE TOWN OF STRATHMORE FOR THE PURPOSE OF AMENDING THE TOWN'S MUNICIPAL DEVELOPMENT PLAN.

WHEREAS it is desirable to amend Bylaw No. 14-03, as amended, being the Town of Strathmore Municipal Development Plan;

AND WHEREAS pursuant to Section 632(3) of the Municipal Government Act, R.S.A. 2000, c. M-26 and amendments thereto, a Municipal Development Plan must address future land use in a municipality, and the manner of and the proposals for future development of a municipality;

AND WHEREAS pursuant to Section 632(3) of the Municipal Government Act, R.S.A. 2000, c. M-26 and amendments thereto, a Municipal Development Plan may address the financing and programming of municipal infrastructure, and the financial resources of a municipality;

AND WHEREAS Council has held a public hearing prior to second reading of this bylaw pursuant to Section 692(1) of the Municipal Government Act, R.S.A. 2000, c. M-26 and amendments thereto;

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

1. SHORT TITLE

1.1 This Bylaw may be cited as the "Municipal Development Plan Amendment No. 3."

2. AMENDMENT

2.1 THAT the Town of Strathmore Municipal Development Plan attached and forming part of Bylaw No. 14-03, is hereby amended as follows:

a) By replacing the cover page and section pages and replacing them with the "**Cover Page & Section Pages**" included as Schedule "A" to this bylaw.

b) By deleting the "**Table of Contents**" entirely and replacing it with the "**Table of Contents (HOLDING)**" included as Schedule "B" to this bylaw.

c) By adding "**Map A: Planned Growth Areas**" as a new page at the end of the document included as Schedule "C" to this bylaw.

d) By deleting "**Figure 2: Land Use Concept**" and replacing it with "**Map B: Land Use Concept**" as a new page at the end of the document included as Schedule "D" to this bylaw.

e) By deleting "**Figure 3: Downtown Boundaries**" and replacing it with "**Map C: Downtown Strathmore**" as a new page at the end of the document included as Schedule "E" to this bylaw.

f) By deleting "**Figure 4: Open Space Concept**" and replacing it with "**Map D: Open Space Concept**" as a new page at the end of the document included as Schedule "F" to this bylaw.

g) By deleting "**Figure 5: Wetlands**" and replacing it with "**Map E: Wetlands**" as a new page at the end of the document included as Schedule "G" to this bylaw.

h) By deleting "**Figure 6: Future Planned Areas**" entirely.

i) By deleting "**Figure 7: Future Transportation Network**" and replacing it with "**Map F: Future Transportation Network**" as a new page at the end of the document included as Schedule "H" to this bylaw.

j) By deleting "**Figure 9: Future School Sites"** and replacing it with "**Map G: Future School Sites**" as a new page at the end of the document included as Schedule "I" to this bylaw.

k) By deleting "**Figure 8: Future Truck Routes**" entirely.

l) By renaming "**Part 1 – Overview and Vision**" to "**PART 1: INTRODUCTION**".

m) By deleting "**Section 1.1 – Introduction and Purpose**" entirely and replacing it with the following:

"1.1 ABOUT THE TOWN'S PLAN

Within the next 30-50 years, the Town of Strathmore is anticipated to reach a population of 35,000 under a medium growth scenario and potentially to a population over 50,000 under a high growth scenario, which amounts to a doubling or more of the current population. The Town's Municipal Development Plan (MDP) provides guidance that is intended to ensure that current and future residents and businesses can enjoy a truly complete community in a small-town setting, while at the same time enjoying access to the advantages and opportunities that Strathmore's geographic location offers from being adjacent to the larger Calgary Metropolitan Area (CMA).

1.1.1 ROLE OF THE PLAN

MDP's are often described as a paramount or foundational document as they are intended to guide the overall growth and development of a community, and they help inform and guide the preparation of other plans like Area Structure Plans (ASP's), Area Redevelopment Plans (ARP's), and Outline Plans. To be more precise, the Town's MDP is intended to provide guidance over the long-term as it relates to the growth and development of Strathmore – in particular, over the next 30-50 years as it grows toward a population of 35,000 people. The MDP describes a vision and establishes goals, objectives, and policies that are intended to provide guidance as it relates to economic development, growth management, investment in municipal infrastructure, land use planning, and other related programs and services. The MDP creates an important connection and understanding of expectations between Council, residents, and businesses, and the Town's corporate and business administration processes. The MDP is also a "living document" that is reviewed and updated periodically using adaptive management approaches to ensure that Strathmore's growth and development policies remain applicable and relevant.

DRAFT

1.1.2 SCOPE OF THE PLAN

The Town's MDP is intended to cover the timeframe from its adoption until Strathmore reaches a population of 35,000 residents, which is projected to occur within the next 30-50 years. Both the targeted population and timeframe is acceptable because the MDP is subject to both optional and mandatory reviews and evaluations at regular intervals.

This MDP is a policy-based land use planning document that is required under statute law in the Province of Alberta and has been prepared in accordance with Section 632 of the Municipal Government Act, RSA 2000, cM-26 (MGA). MDP's must address certain matters and issues as described under Section 632(3) of the MGA, which ranges from ensuring agricultural operations are protected, to guiding future land use, growth, and development, to the provision of municipal infrastructure, facilities, and transportation networks, and to how reserves for municipal, school, and other purposes are secured and managed.

The MGA provides for additional flexibility in other topic areas, which range from conservation reserves, to economic development, to environmental matters to financing of municipal infrastructure and other financial resource matters, to coordination of municipal programming, to statements around development constraints, and to any other matter related to the physical, social or economic development of the municipality.

This MDP is applicable to all lands within Strathmore's municipal boundaries. The MDP does not directly address the coordination of land use, growth patterns, and other infrastructure with adjacent municipalities on the basis that the Town and Wheatland County have together adopted the Town of Strathmore and Wheatland County Intermunicipal Development Plan (IDP). The MGA does not require intermunicipal matters to be addressed in this MDP, as they are addressed more appropriately within the Strathmore-Wheatland County IDP.

1.2 CONTEXT & INTERPRETATION

The Town's MDP is positioned within a legislative hierarchy that includes the Province of Alberta and the municipality, as well as our intermunicipal partners in Wheatland County. This section of the MDP includes helpful information related to how this MDP is structured and how it should be read and used. This section of the MDP is not exhaustive in nature, but rather it is intended to help illustrate the overall landscape under which the MDP exists and operates.

1.2.1 LEGISTLATIVE FRAMEWORK

Land use planning and decision-making as it relates to land in the Province of Alberta is administered through a hierarchy of provincial legislative and policy documents that are implemented by decision-makers, including provincial departments and agencies, regional boards and agencies, and municipal governments (see Figure 1). As a general rule, municipal plans and bylaws must comply with all provincial plans and statutes, as well as any applicable regional plans.

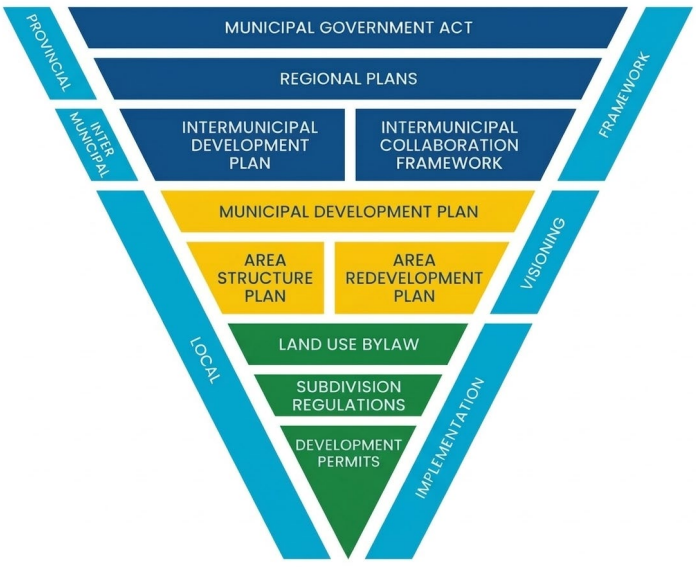


Figure 1: Planning Hierarchy in Alberta (Province of Alberta, 2026)

Land use planning at the provincial level is governed largely by the Alberta Land Stewardship Act, RSA 2009, cA-26.8 (ALSA), the Alberta Land Use Framework (ALF), and in Strathmore's case the South Saskatchewan Regional Plan (SSRP), while municipal and intermunicipal land use planning is primarily governed by the MGA. The Town's MDP must also reflect and be consistent with any IDP that has been adopted by the Town and Wheatland County and the MDP may also be limited in part by statute law and regulations of the federal and provincial governments. The MDP in turn provides direction to other municipal statutory and non-statutory plans, bylaws, guidelines, and implementation tools. In addition to the basic hierarchy, land use planning and development in Alberta is further affected by a variety of other statutes, regulations, and requirements, such as but not limited to the Alberta Building Codes and Standards, Condominium Property Ac, RSA 2000, c22, Environmental Protection and Enhancement Act, RSA 2000, cE-12, Highways Development and Enhancement Act, RSA 2004, cH-8.5, Land Titles Act, RSA 2000, cL-4, and the Alberta Regulation 84/2022 – Matters Related to Subdivision and Development Regulation.

1.2.2 PROVINCIAL, REGIONAL & MUNICIPAL ROLES

The ALF is a policy and visioning document that establishes a management framework for land use planning in Alberta. The ALF created regional planning areas throughout the province based on watershed boundaries that are intended to facilitate the achievement of stated outcomes as it relates to these landscapes.

The ALSA amounts to legislation intended to implement the ALF. The ALSA establishes the legislative authority for the province to undertake the creation of regional plans. All municipal bylaws and other provincial legislation are required to comply with the ALSA, including those provisions applicable under the MGA.

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Strathmore is geographically situated within the South Saskatchewan River Watershed and subject to the provisions of the SSRP, which was initially adopted in September 2014 (see Figure 2). The SSRP provides direction for implementing the vision and the outcomes identified in the ALF. The SSRP covers approximately 84,000 km^2 (32,433 mi^2) and all municipal plans, bylaws, and regulations within the SSRP area must comply with the SSRP.

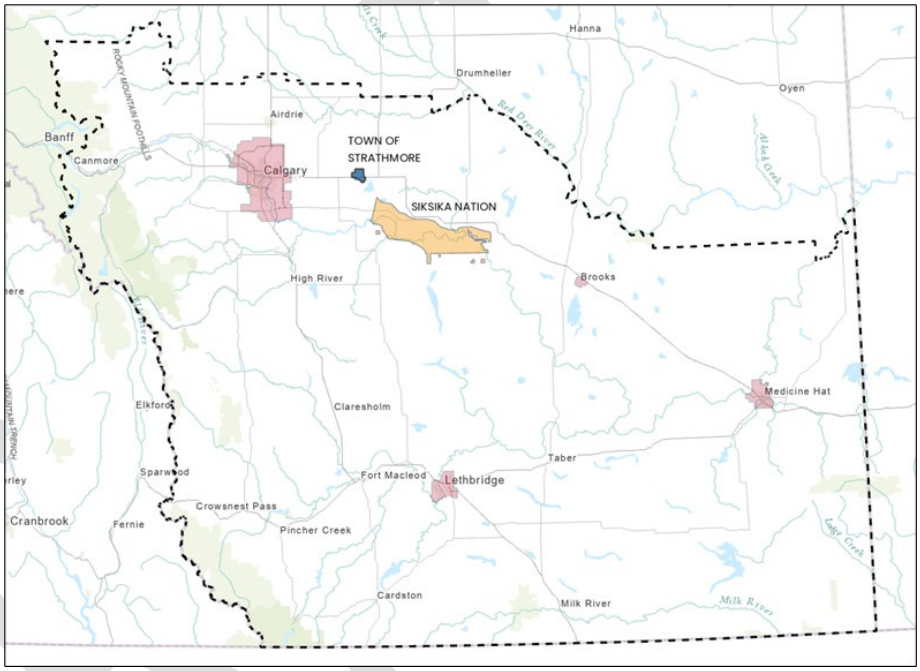

Figure 2: South Saskatchewan Regional Plan Area (Source: Province of Alberta & Esri Canada, 2026)

The Town of Strathmore and Wheatland County have jointly adopted an Intermunicipal Collaboration Framework (ICF) and an IDP. The Strathmore-Wheatland County IDP establishes a framework for the longer-range planning of lands of mutual interest to both the Town and Wheatland County. This longer-range planning document is intended to ensure that land use planning conflicts across municipal boundaries are minimized and that any future annexation discussions are undertaken in a collaborative manner. The ICF ensures that opportunities for collaboration and communication are defined and provided for appropriately and that processes are in place for the resolution of any issues that may arise in the IDP area (see Figure 3).



Figure 3: Provincial, Intermunicipal and Municipal Roles (Source: Province of Alberta, 2026)

1.2.3 THE TOWN'S ROLE

The Town's MDP establishes policy directions on several topic areas ranging from land use planning, community well-being, environmental responsibility, the growth of the local economy, transportation and infrastructure planning, and innovative approaches to ensuring growth occurs in a manner representative of good land use planning. MDP's are viewed as being at the top of the municipal land use planning hierarchy because it establishes an administrative framework for land use planning and related municipal documents that are carried out and implemented by the municipality.

The policy directions established in the MDP are not static and can be reasonably expected to change across time. Responding to emerging trends and shifting focus requires that the MDP be subject to continual and ongoing coordination and implementation efforts at various stages of the land use planning process. The MGA in this respect specifically requires that all statutory plans in a municipality demonstrate consistency with its MDP.

The ongoing review and alignment of both statutory and non-statutory plans, bylaws, guidelines, and implementation tools is also required to successfully deliver on policy directions at both the municipal-wide and area-specific levels. These documents include but are not limited to the use of ASP's, ARP's, Outline Plans, master plans, and other non-statutory plans, tools, and regulatory instruments, such as the Town's Land Use Bylaw (LUB). The MDP also includes policies that help direct and guide more detailed land use planning exercises and decision-making processes that require a finer or more precise level of focus, such as ASP's, ARP's, and Outline Plans.

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

1.2.4 HOW TO READ THE PLAN

The Town's MDP should be visualized as an intersection where Strathmore's aspirations and priorities and values come together and work together. The MDP policies are intended to be understood by an audience that ranges from residents, to local, national, or international businesses, to technical professionals, and decision-makers.

The MDP also uses a policy structure and terminology that is intended to bring clarity and consistency to the directions and actions that are being pursued. These policy intentions and the actions associated with each are explained here for the benefit of the reader and are as follows:

- **Mandatory** policies align with prevailing statutory requirements and are critical to achieving the policy goals and objectives of the MDP. These policies will include words such as *require* or *ensure*, which can be paired with words such as *prohibit* or *must*.

- **Permissive** policies help facilitate the policy goals and objectives of the MDP. Compliance or implementation of these policies are generally discretionary, although in the case of development proposals an applicant may be expected to demonstrate why a permissive policy is inappropriate, not applicable, or unreasonable. These policies will include words such as *encourage*, *support*, *promote*, or *allow*.

- **Restrictive** policies are intended to limit practices or actions that are contrary to the policy goals and objectives of the MDP. Compliance or implementation of these policies are generally discretionary. These policies will include words such as *discourage* or *limit*.

- **Action-Oriented** policies identify important initiatives that are generally led by the municipality and are supportive of the policy goals and objectives of the MDP. These policies include words such as *adopt*, *partner with*, *establish*, *develop*, *evaluate*, *monitor*, *maintain*, *prepare*, or *update*.

1.2.5 INTERPRETING MAPS, FIGURES, TABLES & POLICIES

The Town's MDP includes maps for which boundaries are generalized and subject to minor variation without amending the MDP, except where a feature is established by a fixed boundary or feature such as a railway, road, utility corridor, watercourse, or where a boundary is specifically fixed by a policy within the MDP.

Boundaries are intended to be more precisely identified through use of ASP's, ARP's, and Outline Plans. Where interpretation of the limit of a boundary is needed, such as an environmental feature, mandatory setbacks, riparian area, or wetland, the Town may specify the nature and extent of information that is required to define the limit in question.

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The location of various infrastructure or facilities shown on maps, such as parks and open spaces, reserves, roads, schools, and service corridors are approximate and based on best available information. These locations are subject to minor variation and in some cases intended to be more precisely identified through use of ASP's, ARP's, and Outline Plans without amendment to the MDP.

Final interpretation or determination of the limits of any feature or resource, or the location of infrastructure or a facility will be decided by the Town unless an external agency, department, or ministry is responsible for identifying the feature.

The MDP also makes no representation that a particular site is suitable for a specific purpose or land use as shown on maps, figures, and tables, or implied through policies contained within the MDP. Site-specific conditions must be assessed on a case-by-case basis as part of any development proposal or planning application review.".

n) By renumbering and renaming "**Section 1.2 – Community Context and Trends**" and "**Section 1.3 – Vision Statement**" to "**Section 1.3 – THE TOWN'S COMMUNITY PROFILE**" and "**Section 1.4 – VISION STATEMENT**".

o) By deleting all footnotes contained within the renumbered and renamed "**Section 1.3 – THE TOWN'S COMMUNITY PROFILE**".

p) By adding the following text and sections at the beginning of "**Section 1.3 – THE TOWN'S COMMUNITY PROFILE**":

"Context matters – looking to the past, where we are now, and into the future at what is on the horizon is all important in understanding and deciding together how Strathmore will move forward. We do know that Strathmore is growing quickly and today this means growing from a small town of 15,000 people to approximately 35,000 people within the next 30-50 years. This community profile is intended to be helpful in terms of understanding aspects of Strathmore's past and its present and what the community views as being important as growth and development continues.

1.3.1 THIS PLACE & INDIGENOUS PEOPLES

Omahksikokii – meaning Big Corner – is the Blackfoot name bestowed upon Strathmore. The ancestral and traditional lands on which Omahksikokii resides are lands of the Blackfoot Confederacy. The larger surrounding area – the Kitaowahsinnoon – on which the Blackfoot have lived and protected since time immemorial is a vast area extending from the south of the North Saskatchewan River to the Yellowstone River in the state of Montana, from the Continental Divide in the west, and east to Regina in present-day Saskatchewan. The Siksika – Blackfoot peoples, or "Children of the Plains" comprise approximately 25% of the Indigenous population in the Province of Alberta. The Siksika Nation are our neighbours in Strathmore, and we strive to partner together to help each other make good land use planning decisions that are respectful of Indigenous peoples, and their ancestral and traditional places.

CONNECTING PLACE TO CULTURE

There are countless number of Siksika stories spanning generations, all of which collectively illustrate the importance of Omahksikokii as an ancestral and traditional place to Indigenous peoples that have always lived here. We understand that these stories are passed down through the centuries from generation-to-generation, a long history that is also an oral tradition interwoven into the flora and fauna – especially the inii – the buffalo. We must respect and understand that some of these stories are sacred, private and cannot be shared publicly or without understanding of protocol. To gain a better understanding of the Blackfoot culture, stories and lived experience, in this region and elsewhere, a truthful community profile must start by looking at the lands on which Strathmore now resides as the ancestral and traditional place of the Blackfoot people. The story of this place and its people begins well before and prior to colonial settlement.

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ANCESTRAL & TRADITIONAL TERRITORY – KITAOWAHSINNOON

Human habitation on the Great Plains has existed for thousands of years based on archaeological evidence found that dates to at least 3,500 BCE, such as bone fragments of hunters. The Siksika believe their people have always been on these lands and that their ancestors were always Blackfoot – likely their arrival to these lands coincided with migrating buffalo herds.

The Blackfoot tribes have without question long inhabited the lands in and around Strathmore and they rightfully seek to continue the legacy of their ancestors by preserving their rich cultural heritage and deep connection to their ancestral and traditional territory – Kitaowahsinnoon. The Niitsitapi, or Real People, were created by Apisstotoki to live in harmony and equality with all other beings in the universe. The Niitsitapi are Land Keepers and stewards to all living things as they are called upon to never forget the heritage of creation.

Their ancestors were terraformers that shaped the lands upon which they lived. Much of the flora in these traditional territories can draw its roots to the traditions of Niitsitapi ancestors. The Niitsitapi would burn the grasses of the great plains, so that animals would graze the medicinal plants that would sprout from the burnt earth. In turn, they would hunt these animals, their feet blackened by the charcoal, and become imbued with medicine themselves – a practice that has linked the Niitsitapi with the word Sisika, which translates to "Blackfoot."

The Niitsitapi have great reverence for the buffalo, the Being that sustained their ancestors has always been a respected, much-loved beast of the prairies that was integrated into every part of their lives. In the summer months, the Niitsitapi people would follow the buffalo, also spending winters alongside the herds. The lives of historical Blackfoot tribes were mobile and in harmony with the rhythms of the land, and wherever the buffalo wandered they would follow closely. The land of the buffalo is the land of the Siksika.

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Blackfoot territory was defined by the buffalo, which came to include vast swaths of land across what is now Alberta and Saskatchewan, as far west as the Backbone of the World – the Rocky Mountains – and to the east in Regina, Saskatchewan and southward to the Yellowstone River in what is now Montana.

DOG DAYS BECOME HORSE DAYS

Prior to 1700, tribal government was well-established among the many Siksika clans, taking the form of a non-hierarchal, consensual form of leadership that derived authority from sacred practices and clan ties. Around this time, the Blackfoot were organized structurally into 36 clans, grouped into three main tribes with each being responsible for maintaining the boundaries of the Blackfoot Confederacy. The Middle Blackfoot were responsible for all lands between the Rocky Mountain to the west and the Cypress Hills to the east – this vast area of land includes where Strathmore is located today.

In the 1700s, the Siksika population was estimated to be around 18,000 and to keep pace with the buffalo herds they would pull travois – wooden sleds – packed with everything needed to live and shelter on the land. From the pre-to-late 1700s, these days are referred to as the Iitotasimahpi Imitaiks – the Dog Days – because dogs would pull the sleds.

The arrival of the elk-dogs – horses – saw the Dog Days give way to the Horse Days – or Ao'ta'sao'si Ponokomita – a shift that would forever change the lives of the Blackfoot peoples. This period saw a marked increase in the number and frequency of clashes with other tribes because the horse allowed warriors to move quickly, covering more ground than was possible during the Dog Days. Horses were a symbol of success that led to horse-raiding, and soon after rifles would arrive along with fire-water – alcohol – and diseases introduced by European contact, Western religions, and increasingly larger groups of settlers. European hunters were now overhunting and had all but destroyed the buffalo herds – the Siksika were substantially harmed because of these circumstances and practices, and their population dwindled considerably as a result, ultimately reaching its lowest population at the time of signing Treaty No. 7 in 1877.

More recently, the Siksika have honoured the profound changes that horses have had on their way of life, and they celebrate their partnership with horses in many ways – which has included participation in the rodeo at the Strathmore Stampede, where Siksika riders have regularly competed in events ranging from bull-riding and calf-roping to ladies' barrel-racing and steer wrestling. Indian Relay Racing is also a growing sport for Siksika riders with some race events having took place on the Strathmore Stampede Grounds.

TREATY NO. 7, THE INDIAN ACT & RESIDENTIAL SCHOOLS

The creation of the Indian Act by the Government of Canada in 1876 provided substantial powers to the Department of Indian Affairs and to Indian Agents that allowed for the control of Indigenous peoples throughout the country – including the introduction of restrictions on land ownership, requiring children to attend residential schools, and banning Indigenous ceremonies. It was around this time that the buffalo trade began to fail due to commercial overhunting practices that decimated the herds and in part due to restrictions placed on the Siksika around hunting permissions under the Indian Act. The near extinction of the buffalo herds throughout the region would prove devastating to a well-established way of life for the Blackfoot – including the Starvation Winter of 1883 when there was very few buffalo left and no supplies from the Government of Canada were being provided to the Siksika – the buffalo herd is estimated to have decreased from a highpoint of 30 million to less than 100 animals as the late-1880s approached. The Canadian Pacific Railway (CPR) also arrived in 1883 and was built across Siksika land – including construction of a rail-siding to the south of present-day Strathmore at Eagle Lake.

DRAFT

Blackfoot Crossing – or "ridge under water" – on the Bow River is the site on which Treaty No.7 was signed between representatives of the Blackfoot Confederacy and the Government of Canada in September 1877. This location has been a focal point of human activity for many generations and a meeting place for many cultures since time immemorial. It is a place of high importance within Siksika traditions spanning many generations – as a place, it also the cultural and geographic centre of Blackfoot territory and remains so today within the modern Siksika Nation. It was thought and hoped for that when Treaty No. 7 was signed at Blackfoot Crossing, that it would provide protection from American expansion by settlers and traders into Blackfoot territory, and provide the Blackfoot with supply reserves, livestock, farming implements and other considerations – however, the treaty facilitated the transfer of approximately 130,000 km^2 (55,000 mi^2) of territory to the federal government with some areas designated as being "reserved" for the Blackfoot. All of this was done with little support being provided to the Blackfoot people to cope with the impacts of disease and the overhunted buffalo herds. Blackfoot Crossing today is the thread that ties together historic events with natural features as a culturally important landscape – including the remains of antelope and buffalo jumps, boulder effigies, cairns, medicine circles, Sundance sites and tobacco planting fields.

In the late-1890s, the Siksika Reserve was divided by the arrival of residential schools that were built by Anglican and Roman Catholic priests, and these residential schools would persist through the 1900s on the Siksika Reserve until 1972 when the Old Sun Residential School was closed permanently and converted to the Old Sun Community College. Siksika children were taken from their families and placed in these residential schools, where forced assimilation was intended to destroy or remove them from their cultural roots and traditions.

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SELF-GOVERNANCE: BLACKFOOT CONFEDERACY & SIKSIKA NATION

It wasn't until the 1980s that the Siksika were able to begin the process of re-establishing their own self-government that could engage in land claims and revitalization efforts. These efforts would progress to treaty-based governance in 1994, and later to the reunification of the Blackfoot Confederacy in the early-2000s. Since this time, the Siksika Nation has made progress on land and water claims and disputes. With further work to do, the Blackfoot Confederacy signed the Protocol Between the Government of Alberta and the Blackfoot Confederacy for Discussion on Matters of Mutual Concern in 2017, which was later renewed in September 2019.

Today, the Blackfoot Confederacy – or Siksikaitsitapi – is a Tribal Council that consists of four Blackfoot Nations being that of the Kainaiwa–Blood Tribe, Siksika, Peigan–Piikani, and Aamskapi Pikuni. The Blackfoot Confederacy was established with the intention of establishing unity among these Nations to solve collective issues and expand opportunities for the Blackfoot people. The Blackfoot Confederacy works alongside external governing bodies, such as the Government of Alberta, Indigenous Services Canada, and the Assembly of First Nations to preserve their right to self-determination and to ensure a bright future for all Niitsitapi. The Siksika Nation today has a total population of approximately 7,800 people with 4,095 people living on the Siksika Nation Reserve itself, which is located to the east of Strathmore and near the Town of Gleichen. The Siksika Nation Reserve has a land area of approximately 697 km^2 (270 mi^2) and approximately 3 km (1.9 mi) to the south of Highway #1.

TRUTH AND RECONCILIATION

We remind ourselves that the stories of the Siksika are many and that these stories have been passed down through generations for centuries – it is a long history interwoven with the land, plants, birds, and animals – especially the buffalo. And to understand the history of the Siksika, we must first seek to understand these stories. The stories of the Niitsitapi and all Indigenous peoples cannot truly ever be separated from the story of Strathmore.

Most recently, the Town and the Siksika Nation have signed a Memorandum of Understanding on November 15, 2019, that sets a strong foundation for maintaining a relationship in the spirit of truth and reconciliation, including a working committee to foster health, growth, and well-being of Siksika residents and their communities. The memorandum provides a platform for meaningful, effective, and transparent communication and information sharing on all issues of mutual interest.

The Town has also reviewed the Truth and Reconciliation Commission of Canada's Honouring the Truth, Reconciling for the Future final report with particular attention being focused on the 94 Calls To Action and how Strathmore can play a role in advancing these actions in our community. While many of the Calls to Action are not directed at municipalities, it is understood that there are still ways that municipal government can contribute positively to and help support action.

The Town's MDP seeks to reinforce our commitment to truth and reconciliation in Strathmore, and to do this we must continue to build and have awareness of Indigenous people and their cultures, which includes many historical and contemporary topics, such as treaties, protocol, Indigenous rights, the history of residential schools and the impacts it had on Indigenous peoples, and the intergenerational trauma that has been unjustly inflicted upon Indigenous peoples.

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1.3.2 STRATHMORE'S HISTORY OF DEVELOPMENT

Strathmore began in the 1880's as a railroad siding along the Canadian Pacific Railway (CPR) on Eagle Lake, although by the early 1900's the siding had been relocated to present-day Downtown Strathmore. Early growth was primarily agricultural-based and was shaped by the CPR and its construction of the Western Irrigation Block. The arrival of the Trans-Canada Highway (ie. Highway #1) eventually shifted focus from the CPR to the development of commercial uses along the Highway #1 corridor, while at the same time more recent urban residential development has shifted away from a traditional grid-pattern that was oriented toward the CPR to a more curvilinear street network that is typical of modern urban and suburban areas. Agricultural and rural uses have continued across time despite the shift from locomotive to automotive, and these land uses remain an integral part of Strathmore's local economy and rich history.

EARLY SETTLEMENT: GETTING STARTED (1880'S – EARLY 1900'S)

The name "Strathmore" first appeared in the CPR timetable on December 1, 1883, referring to a railroad siding constructed near the south-west shore of Eagle Lake. The siding was named after the Valley of Strathmore in Scotland.

The siding was parallel to the CPR's main-line and allowed for the unloading, servicing, and storage of railcars, but also hosted livestock corrals that soon became an important cattle-shipping point. No permanent buildings were constructed however in this location.

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The 1880's had started with the CPR's formation and the federal government providing 10.1 million ha (25 million ac) of land to the CPR in a beltway along the railway, but a period of drought in the early-1890's threatened any prospects for agricultural production and homesteading. Later in 1894, the federal government responded to this and included a 12,140 km^2 (4,687 mi^2) block of land in a land agreement with the CPR for the purpose of developing a gravity-fed irrigation district to service the "desert" known as Palliser's Triangle by diverting water away from the Bow River. Without irrigation, the rich soils, flat land, and a climate suitable for farming within Palliser's Triangle would be susceptible to periods of severe drought and therefore limited in terms of the range and varieties of crops that could be produced.

Later in the early-1900's, construction of a large-scale irrigation scheme in the westerly portions of the irrigation block had started and present-day Strathmore became the headquarters for the CPR Irrigation Division. The previous railroad siding at Eagle Lake was now known only as Siding #16 after the CPR transferred the name "Strathmore" to present-day Strathmore, where another railroad siding had been constructed that better facilitated the settlement of irrigable lands that would begin in 1906.

Strathmore became a village the following year and was comprised of four families, a boxcar operating as the CPR's office with a waiting room, a red-brick CPR station house, and a store.

The growing importance of the village was evident as the CPR soon after constructed an 809 ha (2,000 ac) demonstration farm in Strathmore to help assist new farmers by showing them what could be grown and how, and by teaching them the skills and techniques necessary to work the land. The demonstration farm also provided marketing opportunities and economic stimulus that would prove key to Strathmore's early history.

The CPR's work continued in the early-1900's with thousands of trees being planted, as well as flowers, shrubs, hedges, and lawns having been established. These were accompanied by crops, orchards, and later by award-winning livestock – in fact, by 1928 the demonstration and supply farm had raised over 20,000 livestock before selling them to area farmers.

GROWING STABILITY: PRE-WWI TO POST-WWII (1910'S – 1940'S)

Strathmore achieved town-status from the Province of Alberta on July 6, 1911, with a commissioned report noting that the growing town had a population of 531 people. During this early period, the presence of the CPR in Strathmore was continually reflected by development that was occurring along a main street near a train station, which emphasized the railway as the focal point and "back-bone" for agricultural and commercial development in Strathmore.

The arrival of settlers slowed during World War I, but then rebounded shortly after the war ended, however the best farmland had already been settled at this point and instead tourism began to grow. The CPR's demonstration farm responded to this by taking on an expanded role as a supply farm, which provided milk, cream, and butter to the company's dining train-cars and its hotels. The CPR's demonstration and supply farm at Strathmore continued to grow in importance during the 1920's and was eventually hosting the largest herd of registered Holsteins in Canada.

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The 1930's saw activity and business along the CPR trend downward, with faster and more convenient truck delivery services expanding significantly between the late 1920's and the end of the 1930's. The CPR would soon divest itself from the farm and the irrigation works due to economic circumstances resulting from the curtailing of its freight and passenger traffic. Strathmore's initial response to land use planning and the pressures that come with increasing growth dates to 1935 when the Town's first zoning bylaw was enacted, which divided Strathmore into two zones – a business zone located at the centre and a residential zone consisting of, "all other property in the Town."

In the 1940's, the CPR began the process of transferring irrigation-related infrastructure to local water users, which also brought about the decommissioning of the CPR farm. Ownership and operation of the irrigation works was then assumed by the Western Irrigation District (WID). At present, only one of the former CPR farm buildings remains – a granary – located south of Pine Road and east of the intersection of Orchard Park Drive and Spruce Park Drive.

The importance of the WID to Strathmore remains historically important because without irrigation the value and productivity of the land would have been limited to ranching and a much smaller range of crop varieties. The WID canals have remained important through time as both a water source and as a place for Strathmore residents and visitors to engage in outdoor recreational activity. The installation of municipal-built and maintained sanitary sewer infrastructure also began in 1949 as urban development pressures began to emerge.

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ECONOMIC GROWTH: MAIN STREETS TO HIGHWAYS (1950'S – 1970'S)

The 1950's was a busy period that saw construction of new municipal buildings, such as the Strathmore Memorial Arena, along with installation of municipal water, sanitary sewer, and waste services. Institutions such as churches, schools, and a senior citizens home, also enjoyed new or expanded growth. The mid-1950's local economy was also growing quickly, which was evident in the construction of a second grain elevator by Alberta Wheat Pool, along with the opening of a seed cleaning plant. The late-1950's saw increased recreational opportunities with the Strathmore Golf Course converting their sand greens to grass. Other services that were available continued to improve with the arrival of a natural gas pipeline that was constructed by the Canadian Western Natural Gas Company.

The early-1960's remained busy from a development perspective with an engineering report noting that Strathmore would need to direct growth toward the west canal. The balance of the 1960's would see more construction – a bank, two churches, a drive-through restaurant, school additions, a senior's home, a new Town Hall, along with the purchase of improved firefighting equipment. The road layout was also shifting away from a grid-pattern oriented toward the CPR to a more suburban-like system of cul-de-sacs, crescents, and curvilinear streets featuring "ranch-style" homes.

It was also during this post-war period that the automobile was becoming a more affordable option for people. The importance of Highway #1 between the 1940's to 1960's became evident as patterns of commercial development in Strathmore was reshaped considerably toward the highway and away from the railroad. Strathmore's 1968 General Plan noted at the time that commercial uses had already started to cluster along Highway #1 to trade more effectively with highway travelers. Industrial uses were also beginning to gravitate toward more rural locations closer to Highway #1.

GROWING UP FAST: RURAL TOWN TO MID-SIZED TOWN (1970'S – 1990'S)

The 1970's began with the Town assuming responsibility for operating the Strathmore and District Library, along with the transfer of policing criminal and federal crimes from the Town Constable back to the Royal Canadian Mounted Police, although responsibility of enforcing municipal bylaws remained with the Town. There was talk among landowners and businesses that an industrial park was needed, complete with an airstrip to accommodate growth in the oil industry. Although it never materialized, it did result in the Brentwood Industrial Park, which still exists today between Brentwood Drive and Centennial Drive.

Throughout the 1970's, Strathmore would continue to grow and develop – a new municipal well was completed, a seed cleaning plant was opened near Brentwood Drive, and there was a renewed push for industrial land, but this time on the south side of Highway #1, and commercial uses continued to cluster along the highway. And by the end of the 1970's, Strathmore had adopted an updated General Municipal Plan (GMP) that was responding to, "… the growing pains of an expanding urban centre" and sought to take a fresh look at Strathmore's growth and development plans. The updated GMP was followed soon after by an updated zoning bylaw intended to implement the GMP.

As the 1980's began, Strathmore's population had grown to 2,724 people and by the early-1990's the population had grown by approximately 54% to 4,183 people. This period of growth placed new demands on municipal services and infrastructure, as well as provincial services – a new Town Office was built, a water agreement with the East Lake Water Line was signed, the now renamed Valley General Hospital and Extended Care Centre was opened, and as the decade closed the Town had turned its attention to constructing a new arena to replace the now demolished Strathmore Community Arena.

And to the east of the Town, the federal government had completed the twinning of Highway #1, again reinforcing its importance as a transportation corridor. The CPR's right-of-way was also sold, which resulted in the demolition of the Alberta Pool grain elevator – which unfortunately changed the skyline and eliminated a traditional wayfinding landmark associated with Downtown Strathmore.

Strathmore's growth continued to accelerate in the 1990's, ending the decade with a population of almost 7,000 people. This period saw construction values increase significantly, while local roads and highways like Wheatland Trail and the Trans-Canada Highway continued to be upgraded and expanded to accommodate growth. Schools were again experiencing pressure as portable classrooms were continually being added to schoolyards and lands were being assembled for more schools.

Municipal buildings, recreational amenities, and services were again front and center – a twin pad arena was opened, tennis courts were built, bicycle paths were added to Kinsmen Park, and Canada Post added centralized "super mailboxes" to help relieve pressures on mail service at the local post office.

By the mid-1990's, Strathmore was one of the fastest-growing municipalities in Alberta, offering proximity to a large metropolitan area – in fact, at that time 37% of Strathmore's population commuted to and worked in Calgary. The mid-to-late 1990's saw the Town purchase land from the CPR on the south side of the Trans-Canada Highway for industrial development, which was fully built-out before the decade ended. Lands were also annexed from Wheatland County to allow for growth and development to reach the WID's west canal.

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21ST CENTURY DEVELOPMENT (2000 – PRESENT)

The 2000's saw needed improvements to municipal infrastructure with more land being annexed from Wheatland County to accommodate construction of a wastewater treatment plant. The plant was operational by 2001, which opened additional lands for residential development. The importance of Highway #1 was further reinforced as the provincial government periodically entertained the idea of re-routing the highway around Strathmore. Strathmore's new aquatic centre was opened, a splash-pad was added in Kinsmen Park, and a new municipal recycling facility began operations. The most significant land use planning shift during this time occurred along Highway #1 when "big box stores" and "restaurant chains" arrived. The late-2000's saw further investment in municipal infrastructure with major upgrades being made to the water treatment plant.

Strathmore continued to grow around the WID lands, and a new trails and pathway system would emerge in the 2010's along the same canal system that was originally constructed with the intention of irrigating farmland. Ongoing water issues were also addressed when a regional waterline bringing clean and reliable drinking water to Strathmore from the City of Calgary was opened in 2010.

The 2020's arrived with the completion of the Strathmore Municipal Building (SMB) located in Downtown Strathmore at the north-east corner of Kinsmen Park (see Photo 1). The SMB offers a cost-effective and convenient "one-stop" location for residents and businesses that need to access municipal services, while at the same time enhancing and further highlighting Kinsmen Park as a community hub and focal point that plays host to events and gatherings that brings the community together.

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Photo 1: Strathmore Municipal Building (Town of Strathmore, 2020)

HISTORY OF URBAN EXPANSION & ANNEXATION (1974 - PRESENT)

The history of urban expansion and annexations in Strathmore can largely be attributed to the presence of the CPR and eventually Highway #1 – both of which contributed in different ways and at different times to a pace of growth and development that has occasionally required the addition of lands through annexation to properly service the future needs of residents and businesses in Strathmore.

Since 1974, the Town has expanded its municipal boundaries on several occasions with the most recent annexation having been completed in 2010. It is noted that municipalities have typically been encouraged by the provincial government to pursue larger annexations that provide land supply for 40-50 years, as opposed to engaging in a series of smaller annexations. Lands that have been annexed are to generally remain as agricultural and rural lands until the urban development of these lands have been comprehensively planned. Urban development on annexed lands must also consider applicable policies within the Town's MDP. The development of annexed lands may also require the approval of other studies, plans, and growth management solutions prior to urban development.".

q) By deleting "**Figure 1: Town of Strathmore Historical Population and Population Projections**" in "**Section 1.3 – Commnity Context and Trends**".

r) By deleting "**Section 1.3 – Community Context and Trends**" entirely and replacing it with the following sections:

"**1.3.3 STRATHMORE TODAY**

With a land area of approximately 27 km^2 (10.42 mi^2) and an estimated population of 16,416 residents as of 2025, Strathmore is one of the larger incorporated towns in Alberta by land area and by population (see Figure 4). Recent population growth in Strathmore has seen a year-to-year increase of 1.74% between 2024 and 2025, and five-year period increase of 9.73% between 2020 and 2025 (Source: Alberta Regional Dashboard, 2026).

This section of the Town's MDP describes the population and physical characteristics of Strathmore as it exists today and relies primarily on available data from municipal, provincial, and federal sources.

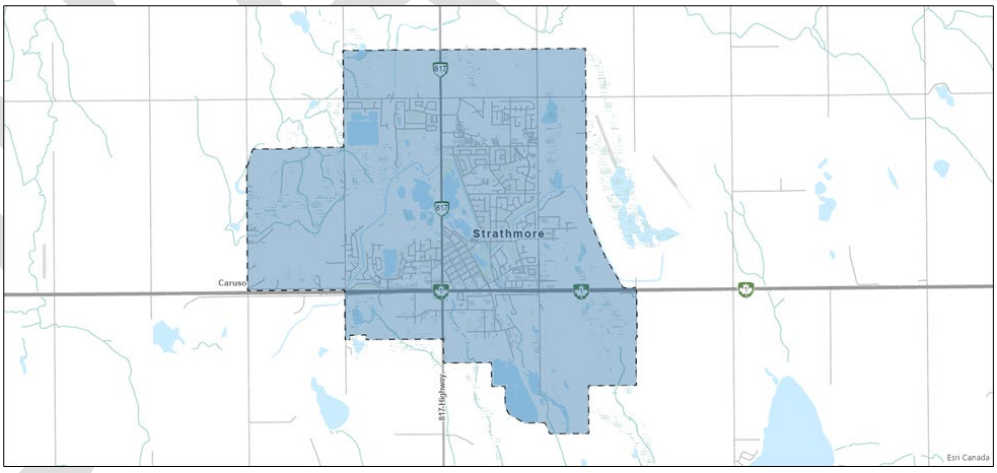

Figure 4: Town of Strathmore (Source: Province of Alberta & Esri Canada, 2026)

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1.3.3.1 POPULATION & DEMOGRAPHICS

Strathmore is a growing and desirable place to live, having almost doubled in population between 2001 and 2018 from 7,455 to 13,528 at an average growth rate of 4.79% per year across this 17-year period (Source: Strathmore Census, 2018). During this period, the year-to-year growth rate varied from a high of over 7% from 2010 to 2012 and as low as under 1% between 2015 to 2018.

More recently, the Town's population growth is evident within provincial data which shows an increase of approximately %18.7 across a ten-year period between 13,832 in 2015 to 16,416 in 2025 (see Figure 5). Recent federal census data shows a 4.2% population increase between the federal census years of 2016 and 2021, which was slightly below the 4.8% population increase in Alberta and below the 5.2% population increase across Canada during this same period (Source: Statistics Canada, 2025).

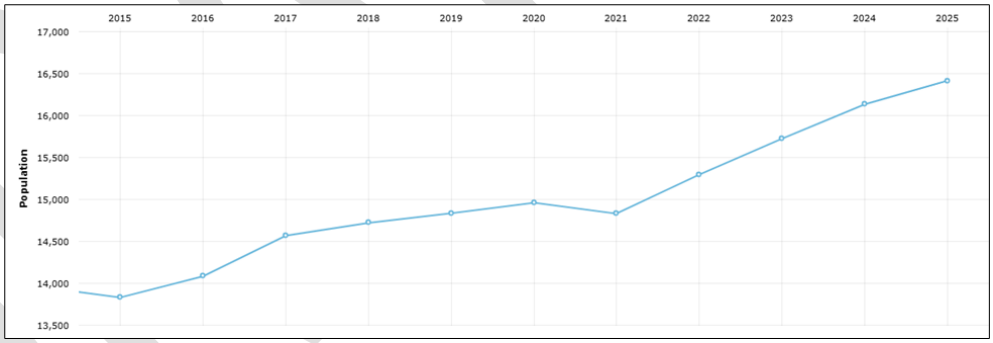

Figure 5: Population Growth in Strathmore (Source: Province of Alberta, 2026)

According to most recent federal census data, Strathmore's median age is 40.0 years, which is slightly higher than the provincial median of 38.4 years, yet comparable to other communities in the region – for example, Airdrie at 35.6 years, Calgary at 38.0 years, Chestermere at 37.6 years, Okotoks at 39.2 years, and considerably lower than High River at 44.8 years (Source: Statistics Canada, 2021).

Strathmore is also a young community with 26.5% of residents being 19 years of age or younger compared to 24.9% of the population being 19 years of age or younger province-wide in Alberta (Source: Statistics Canada, 2021). This illustrates Strathmore's position as an affordable community that offers a range of health facilities, parks and open spaces, recreational facilities, and schools, which collectively offer people an overall quality of life that prioritizes family and people. Strathmore's attractiveness as a good place to raise a family is also evident in other cohorts – for example, the age cohorts between 25 to 29 years of age and 45 to 49 years of age each account for a range of between 5.1% to 7.1% of the total population (Source: Statistics Canada, 2021).

The affordability and access to amenities and services that are enjoyed by those raising families is also enjoyed by seniors with 17.7% of Strathmore's population being 65 years of age or older compared to 14.8% of the population being 65 or older province-wide in Alberta (Source: Statistics Canada, 2021).

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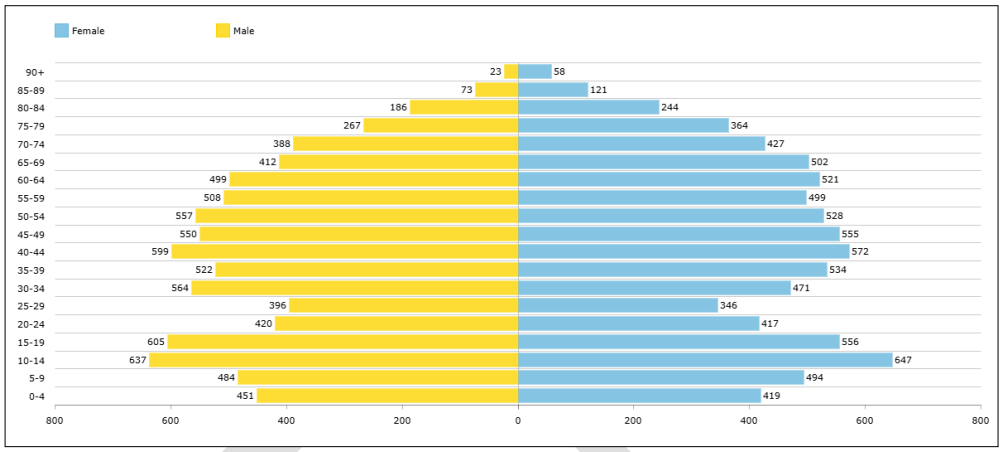

Figure 6: Age Distribution in Strathmore (Source: Province of Alberta, 2026)

Age distribution in the Town's population will change across time, but at the same time with improved housing choice and supply it is anticipated that Strathmore will remain a desirable place to both raise a family and age-in-place – a truly family-oriented community (see Figure 6).

1.3.3.2 HOUSING & SOCIOECONOMIC CHARACTERISTICS (HOLDING)

1.3.3.3 PATTERNS OF DEVELOPMENT

An enduring link to the past in Strathmore can be found in the plans of subdivision that were registered by the CPR in the early-1900s. These plans created lots that were 7.62 m (25.00 ft) by 36.58 m (120.00 ft) with lanes in the rear of the lots. These lots were sold individually or in multiples of 7.62 m (25.00 ft) by 36.58 m (120.00 ft). There are a small number of single lots of this size remaining today and they are concentrated in or near Downtown Strathmore.

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Strathmore has traditionally been a community having a rigid separation of land uses, which has seen residential land development mostly occur to the north of Highway #1 with commercial land uses being situated along the highway and in Downtown Strathmore, along with a mix of commercial and industrial uses being situated to the south of the highway. This pattern of development is expected to shift as Strathmore continues to experience strong growth with the result being a preference for mixed-use development at varying densities in both new planned growth areas and through the processes of strategic intensification and redevelopment, all of which is expected to include appropriate transitions between existing residential and commercial and industrial areas.

Strathmore's transportation network has also evolved from a traditional street-grid that remains evident today in Downtown Strathmore toward a more contemporary system of roads featuring cul-de-sacs, crescents and curvilinear streets. Two provincially controlled highways also traverse Strathmore with Highway #1 running east-to-west and Highway #817 (ie. Wheatland Trail) in a north-to-south direction.

1.3.3.4 LOCAL ECONOMY (HOLDING)

1.3.4 STRATHMORE MOVING FORWARD

Strathmore has now surpassed a population of 16,000 and is expected to continue to a population of 35,000 over the next 30-50 years. How will Strathmore move forward together as a community – and what does this look and feel like? What will Strathmore's urban landscape look like when it reaches a mid-to-large sized town population of 35,000? Moving forward together with a vision and a plan is crucial – and knowing what to expect is integral to understanding and planning for how growth and development should take place in Strathmore.

1.3.4.1 POPULATION PROJECTIONS

The Town's MDP assumes that the population will continue to grow at a medium growth rate of 1.8% per year, which would see a population of 20,000 by 2040, 30,000 by 2063, and 35,000 by 2073. This assumption is based on projections within the Strathmore-Wheatland County IDP, which included a population analysis intended to provide an understanding as to how fast Strathmore and Wheatland County are expected to grow over the next 50 years.

Based on the medium growth rate scenario of 1.8% per year, Strathmore is expected to reach a milestone population of 35,000 people by 2073 – although within the same period, a higher growth rate scenario could see a population size of 50,000, or a lower growth rate scenario of just under a population of 25,000 by 2073. The medium growth rate is considered reasonable provided that Strathmore's growth is monitored regularly and adjustments are made when necessary.

1.3.4.2 ECONOMIC PROJECTIONS (HOLDING)

1.3.4.3 BUILDING FOR FUTURE GENERATIONS (HOLDING)".

s) By deleting "**Section 1.4 – Vision Statement**" entirely and replacing it with the following reformatted words:

"**1.4 VISION STATEMENT**

The Town's MDP employs a vision for Strathmore that revolves around four pillars, expressed as recurring themes that were previously identified through public engagement and consultation when it was first adopted by Council:

- Strathmore recognizes where it has come from to the position it holds dearly today.
- Strathmore places emphasis on parks and open spaces, wetlands, and other community attributes that collectively gives Strathmore a feeling of openness that is complimentary to its surrounding agricultural and rural areas.

- Strathmore is family-oriented and has a strong connection to and recognizes the importance of the role of the family in everyday life.
- Strathmore values recreation and strives to incorporate amenities within the community that encourage active and health lifestyles.

Strathmore's vision is to remain a community that places emphasis on its history and its space. A community, in which responsible growth and development is balanced with smart, well-planned parks and open spaces, and where wetlands are protected. Strathmore is a regional-centre that provides a strong environment for families to grow, while still recognizing important connections to its past. Strathmore is a community where quality of life is a way of life.".

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t) By renaming "**Part 2 – Growth Strategies**" to "**PART 2: GROWING STRATHMORE**" and by adding the following preamble:

"**2.1 GROWTH MANAGEMENT**

Managing growth effectively is integral to good land use and community planning. Managing growth properly will also enable Strathmore to strategically expand its range of services and opportunities and grow its tax base. With this in mind, "growth management" is a term that refers to the process of guiding the amount, rate, location, type, and quality of future growth in Strathmore – with emphasis on how future population and economic growth is expected to contribute positively toward the municipality's longer-term fiscal and environmental sustainability aspirations and infrastructure efficiencies.

At present, there is significant capacity within the Town's existing planned areas that are approved and ready for current development. Placing emphasis on development within these existing planned areas generates opportunities related to good fiscal and economic decision-making, ensuring the protection of agricultural and rural lands, and for preserving the unique character of Strathmore.

This section of the Town's MDP identifies and categorizes growth areas that are ideal from the perspective of accommodating new growth, whether it be through strategically increasing the intensity of development within an existing built-up area, or through facilitating expansion onto undeveloped lands.

These growth areas are each well-positioned to accommodate and support a range of development types based on existing or planned infrastructure capacities, adjacency, or proximity to existing built-up areas, major roads, and transportation corridors, or they offer efficient and sensible infrastructure and servicing options. Directing growth toward these areas helps ensure that the longer-term financial sustainability of the municipality is maintained, while at the same time balancing the evolving character and role of Strathmore as a community, protecting the natural environment, and continuing to protect surrounding agricultural and rural areas. ".

u) By deleting content following the new preamble in "**Section 2.1 – Growth Management**" entirely and replacing it with the following:

"**2.1.1 GENERAL POLICIES**

2.1.1.1 The Town shall ensure all growth and development on undeveloped lands that are designated on *Map A: Planned Growth Areas* as an Unplanned Growth Area (UGA), Future Growth Area (FGA), or Active Growth Area (AGA), is comprehensively planned for and guided by an Area Structure Plan (ASP), and where appropriate the approval of Outline Plans, prior to redesignating land under the Town's Land Use Bylaw, subdividing land, or facilitating the issuance of any development permits. Table 1 provides a summary of the Planned Growth Areas hierarchy:

2.1.1.2 The Town will ensure that all new and existing ASP's or Area Redevelopment Plans (ARP) demonstrate good land use planning, demonstrate conformity with all approved plans and studies related to the ASP or ARP, including all applicable policies in the Town's MDP, and where possible contribute positively toward the implementation of all other related plans, reports, and studies that have been approved by Council.

2.1.1.3 The Town will prevent rural lot creation for country residential purposes, and the premature subdivision or fragmentation of agricultural and rural lands, by requiring that all new growth and development demonstrate conformity with all applicable policies in the MDP and be contiguous to an FGA, AGA, or otherwise existing development.

2.1.1.4 The Town will ensure that orderly progression and phasing of growth and development has regard for infrastructure and servicing capacities, including water and wastewater systems, stormwater management infrastructure, transportation networks, emergency services, parks, open space, and recreational facilities, and other municipal services required to support new development in a fiscally responsible manner.

2.1.1.5 The Town will seek to prioritize any potential municipal funding for the planning, design, and construction of major infrastructure that is necessary to support growth within AGA's over those areas designated as a UGA or FGA.

2.1.1.6 The Town should review and update existing population projections, growth rates, and residential densities on a regular basis to help assess and understand its land absorption rate relative to available land within the existing municipal boundary.

2.1.1.7 The Town will seek to encourage strategic intensification and manage growth through the approval of amended ASP's, ARP's, Outline Plans, and subdivision plans that positively contribute toward the Town's overall aspirational intensification target of 10%.

Policy Direction	Unplanned Growth Area	Future Growth Area	Active Growth Area
Development Status	Long-term growth potential with no ASP process activated.	Mid-term growth potential and requires adoption of new ASP to transition from UGA.	Immediate growth potential and "shovel ready" for development.
Planning Requirement	Council resolution to begin ASP activation process.	ASP approved and potential for Outline Plan(s).	ASP and Outline Plan(s) approved.
MDP Amendment	Required to redesignate from UGA to FGA.	Required to redesignate from FGA to AGA.	Housekeeping update to redesignate from AGA to Existing Development.
Prerequisites	Substantial build-out of existing FGAs and AGAs.	Market demand not be met by existing ASPs and/or ARPs.	Ongoing development or ready for immediate subdivision.
Infrastructure Priority	Lowest priority for municipal funding.	Medium priority and must demonstrate servicing capacity.	Highest priority for municipal funding and infrastructure.
Density Targets	Not applicable.	Minimum 20 dwelling units/ha and up to 35 dwelling units/ha in mixed-use areas.	Same as FGA but refined and guided by approved Outline Plan(s).

Table 1: Summary of Planned Growth Areas

2.1.2 NEW PLANNED GROWTH AREAS

2.1.2.1 The Town must have authorization in the form of a resolution from Council prior to accepting the submission of any formal planning applications that would amount to the initiation and subsequent preparation and request for approval of a new ASP and redesignation of a UGA.

2.1.2.2 The Town may require the submission of a pre-consultation application to examine a proposed new ASP within a UGA prior to proceeding to Council with a resolution to accept any formal planning applications that would initiate preparation of a new ASP within a UGA.

2.1.2.3 The Town requires substantial build-out and completion of existing FGA's and AGA's, including the provision of infrastructure, servicing, and amenities prior to authorizing the preparation of a new ASP within a UGA.

2.1.2.4 The Town requires that any new FGA provide a housing mix that achieves a minimum overall density of 20 residential dwelling units per net residential hectare be provided and that within a mixed-use node a minimum overall density of 35 residential dwelling units per net residential hectare should be targeted.

2.1.2.5 The Town requires that the creation of a new FGA occur in tandem with the adoption of a new ASP, which at a minimum shall demonstrate the following:

a) That the location for a new FGA is appropriate;

b) That market demand for growth is not met by existing ASP's and ARP's;

c) That the proposed new FGA represents orderly and appropriately phased or sequenced growth and development patterns; and,

d) That the proposed new FGA otherwise conforms with all applicable policies in the Town's MDP.

2.1.2.6 The Town shall ensure that the creation of a new FGA on lands currently designated as a UGA be created only through an amendment to the Town's MDP, including the updating of *Map A: Planned Growth Areas* to reflect a newly established FGA.

2.1.3 EXISTING & EXPANDING PLANNED GROWTH AREAS

2.1.3.1 The Town requires that all existing or expanding FGA's and AGA's provide for a housing mix that achieves a minimum overall density of 20 residential dwelling units per net residential hectare be provided and that within a mixed-use node a minimum overall density of 35 residential dwelling units per net residential hectare should be targeted.

2.1.3.2 The Town will ensure that development proposals within an existing FGA or AGA maintains and enhances the general intent and character for the area and the development must demonstrate conformity with any applicable ASP or ARP, Outline Plans, and where appropriate the approval of a new Outline Plan where there is no subordinate plan to an approved ASP or ARP may be required.

2.1.3.3 The Town shall require that any expansion to an existing FGA or AGA only proceed by way of an amendment to any applicable ASP or ARP, and Outline Plans, or where more appropriate the adoption of a new ASP or ARP may be required at discretion of the Town.

2.1.3.4 The Town requires that the expansion of an existing FGA or AGA first demonstrate a pattern of successfully completed development or phasing of development within the current ASP or ARP, and Outline Plans area, which results in limited land supply within the currently approved ASP or ARP, and Outline Plans.

2.1.3.5 The Town shall ensure that the expansion of an existing FGA or AGA be permitted only through an amendment to the Town's MDP, including the updating of *Map A: Planned Growth Areas* to reflect any expanded FGA or AGA.

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2.1.4 FUTURE GROWTH AREAS

2.1.4.1 The Town will encourage and pursue a full range and mix of land uses within all FGA's and implementing ASP's, including but not limited to the following:

a) Residential uses;

b) Local commercial retail and personal service uses;

c) Employment Areas and uses;

d) Institutional and community uses;

e) Parks, open space, recreational and cultural uses; and,

f) Light industrial uses where appropriate and compatible.

2.1.4.2 The Town will encourage and pursue a diverse range of housing types, built forms, and densities within all FGA's and implementing ASP's, including but not limited to the following:

a) Single-detached, duplex, and semi-detached dwellings;

b) Townhouse and rowhouse dwellings;

c) Multiple dwellings having 3-4 residential dwelling units (ie. triplex or fourplex);

d) Manufactured homes;

e) Apartment-style multiple dwellings having more than 4 residential dwelling units;

f) Seniors housing and continuing care facilities; and,

g) Accessory dwelling units (eg. basement apartments, garden suites, etc.).

2.1.4.3 The Town will additionally encourage and pursue development within all FGA's and implementing ASP's that:

a) Provides adequate infrastructure and servicing capacities;

b) Provides new, connected, and well-integrated parks and open space uses, including locations for active and passive recreational activities and facilities;

c) Provides integration with existing and planned transportation networks, including sidewalks, pathways, trails, as well as both local and regional roads; and,

d) Provides complete community benefits and amenities, including non-residential uses, that provide direct benefits to the FGA.

2.1.4.4 The Town shall not approve any Outline Plans within an FGA.

2.1.4.5 The Town shall ensure that redesignation of an FGA to an AGA be permitted only through an amendment to the Town's MDP, including the updating of *Map A: Planned Growth Areas* to reflect a change from FGA to AGA.

2.1.5 ACTIVE GROWTH AREAS

2.1.5.1 The Town may require the approval of an Outline Plan prior to subdivision proceeding on any lands situated within a AGA that are also subject to an ASP.

2.1.5.2 The Town will encourage and pursue the preparation and approval of Outline Plans where development within a AGA on lands subject to an ASP:

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a) Proposes subdivision that would create a parcel of land having an area of 0.8 ha (2 acres) or greater;

b) Includes a parcel of land subject to outstanding municipal or environmental reserves;

c) Includes land that is needed for a public road; and/or,

d) Proposes the complex subdivision of land having the intent of creating multiple new parcels of land and numerous infrastructure development conditions, which in the opinion of the Town would be aided by a land use planning and infrastructure approval framework.

2.1.5.3 The Town will ensure that in addition to those matters outlined in Section 2.1.4.1 through 2.1.4.3, all required Outline Plans provide for an appropriate and workable distribution of land uses, open space, and transportation networks that is representative of good land use planning, while also demonstrating conformity with an applicable ASP.

2.1.5.4 The Town will undertake a housekeeping update to redesignate lands containing an approved Outline Plan from AGA to Existing Development on *Map A: Planned Growth Areas* as permitted under Section 5.4.3 of the Town's MDP.

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2.1.6 STRATEGIC INTENSIFICATION

2.1.6.1 The Town supports the growth and evolution of existing urbanized areas and settings designated as Existing Development on *Map A: Planned Growth Areas*, provided that their general intent, character, and vitality are maintained and preferably enhanced.

2.1.6.2 The Town encourages the prioritization of development or redevelopment of vacant or underutilized lands within existing and established urbanized areas and settings.

2.1.6.3 The Town will promote strategic intensification along major arterial and minor arterial roadways and within Downtown Strathmore that can support a future public transit system, including the generation of suitable public transit passenger volume and system utilization.

2.1.6.4 Town will manage strategic intensification within existing urbanized areas and settings through land use redesignations under the Town's Land Use Bylaw and ARP's where appropriate and aspire to achieve an overall minimum strategic intensification target of 10% for all new residential dwelling units constructed in Strathmore.

2.1.6.5 The Town will focus on supporting strategic intensification opportunities that achieve the following:

a) Development of built forms having building heights of 2-3 storeys on lands adjacent to Downtown Strathmore;

b) Development of built forms having building heights of 3-5 storeys in Downtown Strathmore; and/or,

c) Development of built forms having building heights of 5-8 storeys in proximity to Highway #1.

2.1.6.6 The Town encourages strategic intensification that is delivered in a manner that facilitates beneficial and desirable improvements to infrastructure, servicing, and the public realm, while at the same time demonstrating good municipal fiscal responsibility.

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2.1.6.7 The Town should prepare guidelines in consultation with residents and businesses for accommodating intensification within existing urbanized areas and settings in a manner that contributes positively to the existing intent, character, and vitality of neighbourhoods, as well as Strathmore as a whole.

2.1.7 STRATEGIC BUSINESS & INNOVATION HUBS

2.1.7.1 The Town may identify locations for Strategic Business and Innovation Hubs on *Map A: Planned Growth Areas*, where the geographic clustering of interconnected businesses, suppliers, and associated institutions in a particular field, economic sector, or form of technology are able to mutually grow and thrive together.

2.1.7.2 The Town may require the approval of an ASP or Outline Plan on lands designated as a Strategic Business and Innovation Hub on *Map A: Planned Growth Areas* prior to redesignating land under the Town's Land Use Bylaw, subdividing land, or facilitating the issuance of any development permits.

2.1.7.3 The Town will ensure that the designation of a new or expanding Strategic Business and Innovation Hub first consider the following:

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a) Regional, provincial, national, and/or international significance;
b) Local and regional employment benefits and/or improved access to goods and services;
c) Orderly, efficient, and appropriately phased approach to development, including site designs, that minimizes adverse impacts on nearby agricultural and/or residential areas;
d) Appropriateness of the location as it relates to accessing utilities, transportation networks, or the opportunity to co-locate with other business types and uses;
e) Acceptable rationale for not locating within an existing Employment Area;
f) Clear and significant financial benefit to the Town;
g) Existence of market demand and proximity or access to target markets; and,
h) Alignment with any applicable plans, reports, and studies that have been approved by Council.

2.1.7.4 The Town will facilitate the creation of hub-specific, land use districts under the Town's Land Use Bylaw within Strategic Business and Innovation Hubs, that may include, but is not limited to, the following:

a) Expanded range of permitted and discretionary uses;
b) Flexible lot areas, coverages, frontage, and yard setbacks;
c) Reduced parking area and parking space requirements;
d) Increased density permissions; and/or,
e) Permitted accessory residential uses (eg. live-work dwelling units).

2.1.8 EMPLOYMENT AREAS

2.1.8.1 The Town may require the approval of an ASP or Outline Plan on lands designated as Employment Areas on *Map A: Planned Growth Areas* prior to redesignating land under the Town's Land Use Bylaw, subdividing land, or facilitating the issuance of any development permits.

2.1.8.2 The Town will ensure that Employment Areas are economically competitive and capable of supporting a diverse range and mix of light industrial, general industrial, and commercial uses that serve the broader community and region.

2.1.8.3 The Town will encourage development within Employment Areas that complements nearby existing land uses, utilize existing or planned infrastructure and services, minimize land use conflicts with nearby agricultural and residential uses, and minimize traffic along local roads and in rural areas.

2.1.8.4 The Town may allow institutional and community uses within Employment Areas where nearby employment uses and their functions would not be negatively impacted and where conformity with any approved ASP, ARP, or Outline Plan is demonstrated.

2.1.8.5 The Town shall ensure that all development within Employment Areas connects to municipal water and wastewater infrastructure, unless otherwise permitted within an approved ASP, ARP, or Outline Plan, which at a minimum identifies proven market demand, environmental capacity and safety, and suitable land uses.

2.1.8.6 The Town will encourage the creation of an integrated local and regional transportation network within Employment Areas that includes, but is not limited to, the provision of sidewalks, pathways, trails and roads.

2.1.8.7 The Town will promote development within Employment Areas that demonstrates the possible integration of a future public transit system, including the generation of suitable public transit passenger volume and system utilization.

2.1.8.8 The Town will encourage development within Employment Areas that provides connections to existing, planned, or new open space corridors, pathways, and trails.

2.1.8.9 The Town will periodically undertake a housekeeping update to redesignate lands containing developed Employment Areas to Existing Development on *Map A: Planned Growth Areas* as permitted under Section 5.4.3 of the Town's MDP.".

v) By renumbering existing "**Section 2.2 – Community and Neighbourhood Design**", "**Section 2.3 – Economic Development**", "**Section 2.4 – Heritage Preservation**", "**Section 2.5 – Environmental Management**", **and** "**Section 2.6 – Agriculutral Operations**" to "**Section 2.3 – Community & Neighbourhood Design**", "**Section 2.4 – Housing (Holding)**", "**Section 2.5 – Economic Development**", "**Section 2.6 – Heritage Preservation**", "**Section 2.7 – Environmental Management**", **and** "**Section 2.8 – Agriculutral Operations**".

w) By deleting all footnotes contained within the renumbered "**Section 2.2 – Community & Neighbourhood Design**".

x) By adding a new "**Section 2.2 – Fiscal Sustainability**" as follows:

"**2.2 FISCAL SUSTAINABILITY**

2.2.1 The Town will encourage local employment opportunities and the diversification of municipal revenues through attraction, diversification, growth, and development of commercial and industrial businesses.

2.2.2 The Town should align both the capital and operating budget with growth management priorities and municipal-wide budgetary processes.

2.2.3 The Town will ensure that maximum cost recovery methods are in place prior to approving development to ensure that developers are primarily responsible for paying the capital and interest costs of development.

2.2.4 The Town will ensure that utility operational and life-cycle costs are recovered through the application of user fees from those benefitting from utilities and services.

2.2.5 The Town will ensure that off-site infrastructure costs related to new development are funded by developers during the subdivision or development permit process and in alignment with off-site levy bylaws.

2.2.6 The Town may require the preparation of cost feasibility and life-cycle analyses detailing the operating and replacement costs of new water, stormwater, wastewater, solid waste and utility infrastructure associated with development proposals.

2.2.7 The Town should promote non-residential property assessment growth by encouraging all new development and redevelopment within any new or existing ASP's to strive for and achieve a residential to non-residential property assessment ratio of 60:40.

2.2.8 The Town should promote the achievement of a municipal-wide residential to non-residential property assessment ratio of 70:30.".

y) By deleting "**Policy 2.3.1**" and replacing it with the following:

"2.3.1 All new developments greater than 8 ha (19.77 acres) within the Town shall generally require the preparation of an Area Structure Plan (ASP) prior to redesignation and subdivision proceeding on any lands.".

z) By deleting renumbered "**Section 2.5 – Economic Development**" entirely and replacing it with the following:

"**2.5 ECONOMIC DEVELOPMENT**

Strathmore's traces its economic roots back to agriculture – when the arrival of the Canadian Pacific Railway (CPR) and the Western Irrigation Block (WIB) brought hundreds, and eventually thousands of people to the area as settlers. Strathmore has since evolved into a vibrant community of over 16,000 residents that offers the best of two worlds – the tranquility of rural life, while also offering the convenience of urban services – including access to employment, high-quality education, healthcare, and recreational facilities.

Strathmore is a growing regional commercial, employment, and service centre that allows residents to find the goods they need, the jobs they want, and access most services they need without having to leave their community. Those outside the municipal boundaries, but within the immediate trading area, also frequent Strathmore for their own commercial, employment, and service needs.

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Businesses can and do thrive in this environment. Strathmore's location allows businesses to thrive in an environment that enjoys small-town, local community support, while at the same time benefitting from access to the workforce, services and market within the context of the larger Calgary Metropolitan Area (CMA). According to the Town's *Business Needs Assessment and Economic Development Action Plan*, there are an estimated 1.6 million people living near the eastern trade corridor of Trans-Canada Highway #1, with more than 100,000 people living within 25 km (15.53 mi) of the Town's municipal boundaries. Strathmore has grown and developed around Highway #1 and Wheatland Trail, resulting in strong connectivity to the larger region and its amenities – such as the Calgary International Airport, major shopping areas, major industrial sites, and to other municipalities and regions in Alberta.

This section of the Town's MDP provides guidance seeking to ensure that Strathmore remains focused on attracting, expanding, and retaining businesses and further strengthening its economic advantage, feasibility, and vibrancy, as a regional commercial, employment, and service centre within the CMA.

2.5.1 GENERAL POLICIES

2.5.1.1 The Town will promote business and economic activity that provides ongoing stability, responsiveness, and market growth that keeps pace with the needs of a growing small to medium-sized town.

2.5.1.2 The Town will promote access to a diverse, inclusive economy, and seek growth and development opportunities that meet the needs of both existing and future residents and businesses that are supportive of a high quality of life, including the attraction of businesses that allow residents to work and live in Strathmore without having to commute elsewhere.

2.5.1.3 The Town will work toward creating economic opportunities that utilize community strengths and seek to attract non–residential development that supports a diverse range of amenities, services, and employment options within the community.

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2.5.2 ATTRACTING & RETAINING BUSINESSES

2.5.2.1 The Town will support home-based businesses that are ancillary in nature and complimentary to residential neighbourhoods and built-forms, including the establishing of land use permissions under the Town's Land Use Bylaw.

2.5.2.2 The Town encourages the development of live-work housing options in mixed-use areas, including the establishing of land use permissions under the Town's Land Use Bylaw and supportive guiding policies within Area Structure Plans (ASP's), Area Redevelopment Plans (ARP's), and Outline Plans.

2.5.2.3 The Town will encourage initiatives and incentives that retain existing businesses and attract new businesses to Downtown Strathmore and major employers to planned growth areas.

2.5.3 EMPLOYMENT GROWTH

2.5.3.1 The Town will facilitate the provision of serviceable, developable, and/or redevelopable land for employment purposes by:

a) Establishing new Employment Areas as planned growth areas under Section 2.1 of the Town's MDP and as shown on *Map A: Planned Growth Areas*;

b) Working with landowners and developers to expedite cost-effective and sustainable development of municipal infrastructure within planned Employment Areas; and,

c) Optimizing the use of existing infrastructure and services when planning and phasing development occurring within Employment Areas.

2.5.3.2 The Town will ensure that Employment Areas feature parcels of land offering a wide range of lot areas, depths, and frontages that can support a diverse range of businesses.

2.5.3.3 The Town will explore and consider opportunities that result in servicing infrastructure that capably facilitates new development in identified Employment Areas.

2.5.3.4 The Town encourages the redevelopment and intensification of established employment-related uses and areas that facilitates new employment and economic development opportunities.

2.5.3.5 The Town will ensure that retail and service-related land uses within Employment Areas primarily serve employees and businesses in the area.

2.5.3.6 The Town will seek to promote partnerships that offer opportunities for growth and investment at a regional scale within Wheatland County and the larger Calgary Metropolitan Area.

2.5.4 INNOVATION

2.5.4.1 The Town may support growth and development in the renewable energy sector by:

a) Exploring interim, small, and medium-sized energy technology and their facilities or installations on vacant or underutilized land that is non-contiguous to existing urban development if power transmission infrastructure is available; and/or,
b) Considering the use of rooftop solar panels where individual energy needs on a site or within a development proposal can be met on the same lot or parcel of land subject to the Alberta Building Code and the Town's LUB.

2.5.4.2 The Town should promote access to high-quality broadband infrastructure as being essential by advocating for increased service levels in areas with a high concentration of businesses, institutional users, small businesses, and residential neighbourhoods that require access for domestic, work-from-home, and other commercial purposes.

2.5.4.3 The Town should promote the attraction of knowledge-based industries and educational and employment opportunities to Strathmore, and by continuing to encourage the locating of post-secondary educational institutions in Strathmore.

2.5.5 RELATIONSHIPS

2.5.5.1 LOCAL RELATIONSHIPS

2.5.5.1.1 The Town should promote collaboration with local community-building partners by building strong relationships with those involved in the areas of community development, economic development, education, recreation and culture, social initiatives, and land use planning.

2.5.5.2 REGIONAL PARTNERSHIPS

2.5.5.2.1 The Town should promote collaboration with nearby communities and across organizations and decision-making authorities that is supportive of the region by:

a) Pursuing economic development, land use planning, municipal services, and transportation partnerships that help achieve desired municipal and regional outcomes;

b) Pursuing regional partnerships and opportunities that demonstrate effort toward achieving economic, environmental and social outcomes, both locally and regionally; and,

c) Pursuing an active and ongoing understanding of Wheatland County's land use planning issues and concerns, and how they may affect Strathmore, and provide reciprocal information and support as warranted.

2.5.5.3 PROVINCIAL RELATIONSHIPS

2.5.5.3.1 The Town should promote collaboration with the Province of Alberta and continue to position Strathmore as an important regional centre east of the Calgary CMA in Southern Alberta by:

a) Partnering with the provincial government and its agencies and departments to manage growth in a coordinated manner, ensuring land use planning efficiencies, and the provision of adequate infrastructure and services;

b) Encouraging post-secondary institutions to consider Strathmore as a location for satellite campus facilities; and,

c) Encouraging expansion of provincially-mandated medical services and facilities within and in proximity to the existing Strathmore District Health Services facility located on Brent Boulevard.

2.5.5.3.2 The Town will promote improved access to local, regional, national, and international markets by encouraging timely improvements to Trans-Canada Highway #1 and by advocating for a future highway bypass design that provides access to arterial roads and other provincial highways, including maintenance and enhancement of key access points to Strathmore.".

aa) By deleting "**Section 2.8 – Agricultural Operations**" entirely and replacing it with the following:

"**2.8 AGRICULTURAL OPERATIONS**

2.8.1 The Town will ensure that the predominant land use within agricultural areas includes core elements such as the cultivation of crops, raising of livestock, and other food, fiber, and horticultural production, along with related elements such as farm buildings and residences, the storage and processing of agricultural and agriculture-related good and products, farming infrastructure and equipment sales, and agricultural research and development activities.

2.8.2 The Town will support the protection and continued operation of existing agricultural and agriculture-related land uses within agricultural areas, while also striving to protect future urban development opportunities by preventing the intensification of existing agricultural operations or the conversion of an existing agricultural operation to a more intensive agricultural operation.

2.8.3 The Town will ensure that agricultural areas are not fragmented or prematurely converted for urban development purposes and strive to prevent conversion of agricultural lands for urban development purposes by first encouraging intensification of non-agricultural lands elsewhere in Strathmore.

2.8.4 The Town should disallow any development proposals that would permanently remove lands from agricultural production or facilitate the subdivision of agricultural areas for the purposes of agricultural or rural residential lot creation that do not meet minimum requirements established in the Town's Land Use Bylaw (LUB).

2.8.5 The Town will designate any lands that have been annexed after the enactment date of Bylaw 26-07 as an Unplanned Growth Area (UGA) and as "AG", General Agricultural District under the LUB, until all growth management policies in Section 2.1 of the Town's MDP, including ASP and Outline Plan approvals where required, have been satisfied before any LUB redesignation, subdivision of land, or development permits are issued on the annexed lands.".

bb) By renaming "**Part 3 – Land Use & Open Space**" to "**PART 3: BUILDING STRATHMORE**" and by adding the following preamble:

cc) By renaming "**Section 3.1 – Development Concept**" to "**Section 3.1 – Land Use Concept**" and by entirely replacing the preamble with the following:

"This section of the Town's MDP establishes a land use concept that is depicted on *Map B: Land Use Concept* along with supportive policy-based text that is intended to help guide what constitutes good land use planning and development, as Strathmore as it moves toward a population of 35,000 residents over the next 30-50 years.

All lands within Strathmore are assigned a land use designation under *Map B: Land Use Concept*, which are broad place-based and node-based categories that describe the types of land use and development or redevelopment that are most appropriate or desirable for each place or node. Land use designations are applied to lands that have already been developed, as well as lands that are currently undeveloped but expected to develop or urbanize in the future.".

dd) By deleting all footnotes in "**Section 3.2 – Residential Development**", "**Section 3.3 – Downtown District**", "**Section 3.4 – Commercial Development**", "**Section 3.5 – Industrial Development**", "**Section 3.6 - Parks, Open Space, Pathways**", "**Section 3.7 – Wetlands**", "**Section 4.1 – Transportation**", "**Section 4.3 – Stormwater Management**".

ee) By deleting "**Section 3.8 – Annexed Lands**" entirely, including all footnotes.

ff) By renaming "**Part 4 – Infrastructure, Community & Protective Services**" to "**PART 4: INFRASTRUCTURE, COMMUNITY & PROTECTIVE SERVICES**" and by adding the following preamble:

gg) By renaming "**Part 5 – Co-operation, Engagement & Implementation**" to "**PART 5: IMPLEMENTATION, MONITORING & REVIEW**" and by adding the following preamble:

"This section of the Town's MDP is intended to provide guidance and direction to Town Administration and Council with respect to a range and variety of tools and approaches that will be utilized to ensure progress is being made on policy directions that are identified in the MDP.

These tools and approaches are also intended to facilitate the transition from policy to tangible results on the ground that promotes the achievement of Strathmore's community vision. Collectively, the policies in this section outline how implementation, monitoring, and review of the MDP will take place in Strathmore.".

hh) By deleting "**Section 5.1 – Intermunicipal and Agency Planning and Regional Cooperation**", "**Section 5.2 – Public Engagement**", and "**Section 5.3 – Implementation**" entirely and replacing it with the following:

"**5.1 IMPLEMENTING THE TOWN'S PLAN**

5.1.1 GENERAL POLICIES

5.1.1.1 The Town's MDP shall meet all statutory requirements under the MGA, including the enactment of an adoption bylaw. The MDP may also be amended where determined to be appropriate and necessary in accordance with the MGA and Section 5.4 of this MDP.

5.1.1.2 The Town will promote decision-making in relation to the implementation of the MDP and associated municipal priorities for public funding and phasing of growth by encouraging decision-making that has regard for annual capital and operating budget capacities and by undertaking public engagement as part of the budgetary process. The policies contained within the MDP are not intended to explicitly commit Council to any funding decisions.

5.1.2 INTERMUNICIPAL PLANNING & REGIONAL COOPERATION

5.1.2.1 The Town must have regard for its commitment as an intermunicipal partner and as required under the Strathmore-Wheatland County IDP, which includes the following:

a) That joint growth and development opportunities be explored and that cost-sharing for amenities, facilities, services, infrastructure, or maintenance where mutual benefit exists be preferred;

b) That all development proposals involving lands that are within the IDP's "Urban Referral Area" and not within an existing plan be referred to Wheatland County for review and comment;

c) That a review of all development proposals involving lands that are within the IDP's "Predominantly Agricultural Lands" that have been referred to the Town is completed; and,

d) That the Town follows all requirements under Part 4, Division 6 of the MGA and adhere to the Strathmore-Wheatland County IDP as it relates to future annexations.

5.1.2.2 The Town will ensure that annexation proposals are representative of good land use planning by confirming the following prior to deciding to proceed:

a) That annexation would occur well in advance of development to allow for an effective growth management approach to developing the lands;

b) That longer-term growth and development options are protected;

c) That a comprehensive fiscal, growth, infrastructure, and servicing feasibility analysis is completed and its findings are accepted by the Town; and,

d) That development potential and land consumption to the south of Highway #1 and on lands adjacent to any future highway bypass are considered from a future growth opportunity perspective.

5.1.3 PUBLIC ENGAGEMENT

5.1.3.1 The Town will ensure that all people and groups have an opportunity to be heard in an open and transparent manner when a development proposal is under consideration by:

a) Committing to public engagement during the land use planning process through a variety of techniques that are appropriate to the subject matter and circumstances and in accordance with all requirements of the Town's Public Participation Policy and under the MGA;

b) Requiring a minimum of one public open house be hosted by the proponent of a development proposal seeking approval of a new or amended ASP or ARP, or where determined to be appropriate an Outline Plan; and,

c) Requiring notice of all public open houses related to an ASP, ARP, or Outline Plan be provided both in print and electronic formats.

5.1.3.2 The Town should promote fair and equitable access to land use planning processes, including public engagement as part of the decision-making process by:

a) Making information available on a development proposal in both print and electronic formats and where appropriate on all municipal online platforms;

b) Encouraging all planning applications involving statutory notice of a public hearing exceeds minimum requirements by utilizing online resources and platforms to further notify the public and invite feedback from a larger audience; and,

c) Providing mailing information when requested to assist an applicant with providing required public notices and engagement opportunities to residents and businesses provided that all privacy legislation and guidelines are followed.

5.1.4 STATUTORY & REGULATORY REQUIREMENTS

5.1.4.1 The Town will avoid conflict between agricultural lands and existing or future urban development by discouraging new or expanded Confined Feeding Operations (CFOs), or stand-alone manure storage facilities within the Town, or on any lands within the Strathmore-Wheatland County IDP, or otherwise situated within 3.5 km (2.17 mi) or less from the Town's municipal boundary.

5.1.4.2 The Town will respond to notifications or circulations from the Alberta Energy Regulator (AER) when a new oil and gas facility or operation is proposed by communicating the prioritization of public safety and a position of opposition to the locating of any oil or gas facilities or operations in the Town or within 1.5 km (0.93 mi) of the municipal boundary.

5.1.4.3 The Town will refer all subdivision and development permit applications located within 1.5 km (0.93 mi) of a known sour gas facility to the AER and require that any resulting setbacks from the AER are met or exceeded pursuant to the Subdivision and Development Regulation unless notice is received that a reduced setback has been approved by AER.

5.2 MONITORING THE TOWN'S PLAN

5.2.1 The Town should prepare an annual report for Council's consideration detailing any updates or housekeeping amendments to the Town's MDP that are recommended for consistency purposes with the Town's approved and current policy directions, or to ensure that current best practices, community values and desires, growth forecasts, implementation progress, market trends, and municipal financial capacities are being adaptively managed and reflected in the MDP.

5.2.2 The Town should regularly engage builders, developers, business and community associations and organizations, and Indigenous communities to facilitate the exchange of strengths, weaknesses, opportunities, and threats related to land use planning and development processes in Strathmore.

5.2.3 The Town should update applicable figures and tables, maps, measurements, and policies, in the MDP when more current information, reports, or analyses become available, or upon Council's approval of any related plans, reports, and studies.

5.2.4 The Town should promote the implementation of the MDP by exploring the creation of a monitoring program, which could include key performance indicators and other measures, that can quantify progress and properly evaluate the MDP for its policy effectiveness on areas such as, but not limited to the following:

a) Affordable and accessible housing;

b) Employment land supply;

c) Residential densities;

d) Property assessment ratios; and/or,

e) Strategic intensification.

5.3 REVIEWING THE TOWN'S PLAN

5.3.1 The Town will ensure that the Town's MDP is adaptively managed and continually reflective of current best practices, overall community values, growth forecasts, implementation progress, market trends, and municipal financial capacities by requiring a comprehensive review of the MDP once the Town's population has increased beyond 25,000 people or every five years, whichever occurs first, and only if Council determines that a comprehensive review would be appropriate.

5.3.2 The Town should prepare a report for Council's consideration once the Town's population exceeds 25,000 people or every five years, whichever occurs first, that includes the following information:

a) A recommendation on whether a comprehensive review is appropriate;

b) An overview of the MDP's progress toward implementing policy directions and documenting where policy directions have been achieved and are now obsolete or need to be refocused; and,

c) An overview of potential amendments where:

i. The MDP would benefit from incorporating new or amended policy directions found in other statutory and non-statutory documents, plans or reports that have been updated or from deleting obsolete policy directions; and,

ii. The MDP would benefit from an adjustment to a policy direction to better position the Town, residents, and businesses for success.

5.4 AMENDING THE TOWN'S PLAN

5.4.1 The Town or any landowner may initiate an amendment to the Town's MDP and any amendment that is authorized by Council shall be adopted by bylaw and in accordance with all procedural and content requirements of the MGA.

5.4.1.2 The MDP must be amended in the following circumstances:

a) Where a major policy direction or intent would be altered or changed, or where a major site-specific exemption from a certain policy direction or intent is proposed; or,

b) Where an amendment to the Town's Land Use Bylaw would not be consistent with an applicable or intended land use designation under Map B: Land Use Concept; or,

c) Where other statutory plans are deemed to conflict with the policy directions and intent of the MDP.

5.4.3 The MDP does not need to be amended in the following circumstances provided that the intent of the MDP is not materially altered:

a) Where a minor policy direction or intent would be altered or changed, or where a minor site-specific exemption from a certain policy direction or intent is proposed;

b) To make typographical, stylistic, or photographical additions, corrections, or deletions;

c) To make corrections, deletions, or updates to any maps, figures, tables, or measurements; and,

d) To make corrections, deletions, or updates to any of the weblinks embedded in the MDP or to add additional weblinks that do not materially alter the intent of the MDP.

5.4.4 When an amendment to the MDP is initiated by a landowner, the request must include at a minimum the following information prepared by qualified professionals or otherwise to the satisfaction of the Town:

a) A written formal request for amendment along with any required fees;

b) The planning rationale for the proposed amendment;

c) The consistency of the proposed amendment with the policy directions of the MDP and any related municipal plans, policies, reports, or studies, and with any applicable provincial policies or plans;

d) The effect of the proposed amendment on adjacent land uses and on any municipal infrastructure and services; and,

e) The preparation of a public and stakeholder engagement strategy.

5.4.5 The Town may request the submission of additional information prepared by a qualified professional to help assess the appropriateness of a proposed amendment to the MDP, such as but not limited to environmental impacts, fiscal impacts, land use planning, municipal infrastructure and servicing impacts, and local economic impacts, and where appropriate the Town may determine the scope of any required additional information in consultation with the landowner.".

ii) By deleting "**Figure 10: Referral Area of Interest**" entirely.

3. EFFECTIVE DATE

3.1 This Bylaw shall come into force and effect upon receiving third and final reading and having been signed accordingly.

READ A FIRST TIME this _____ day of _____, 2026

PUBLIC HEARING HELD 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
& Financial Services

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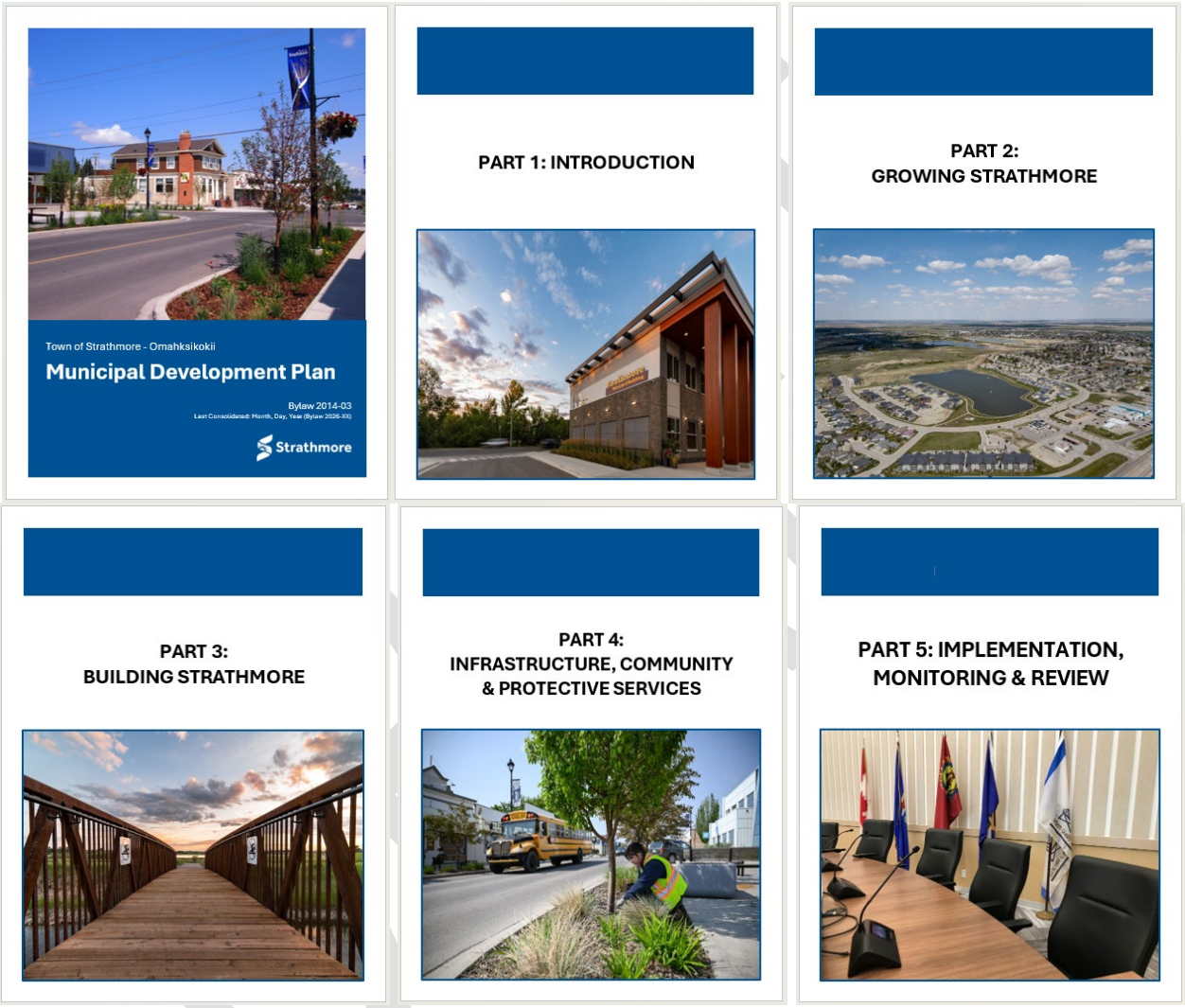
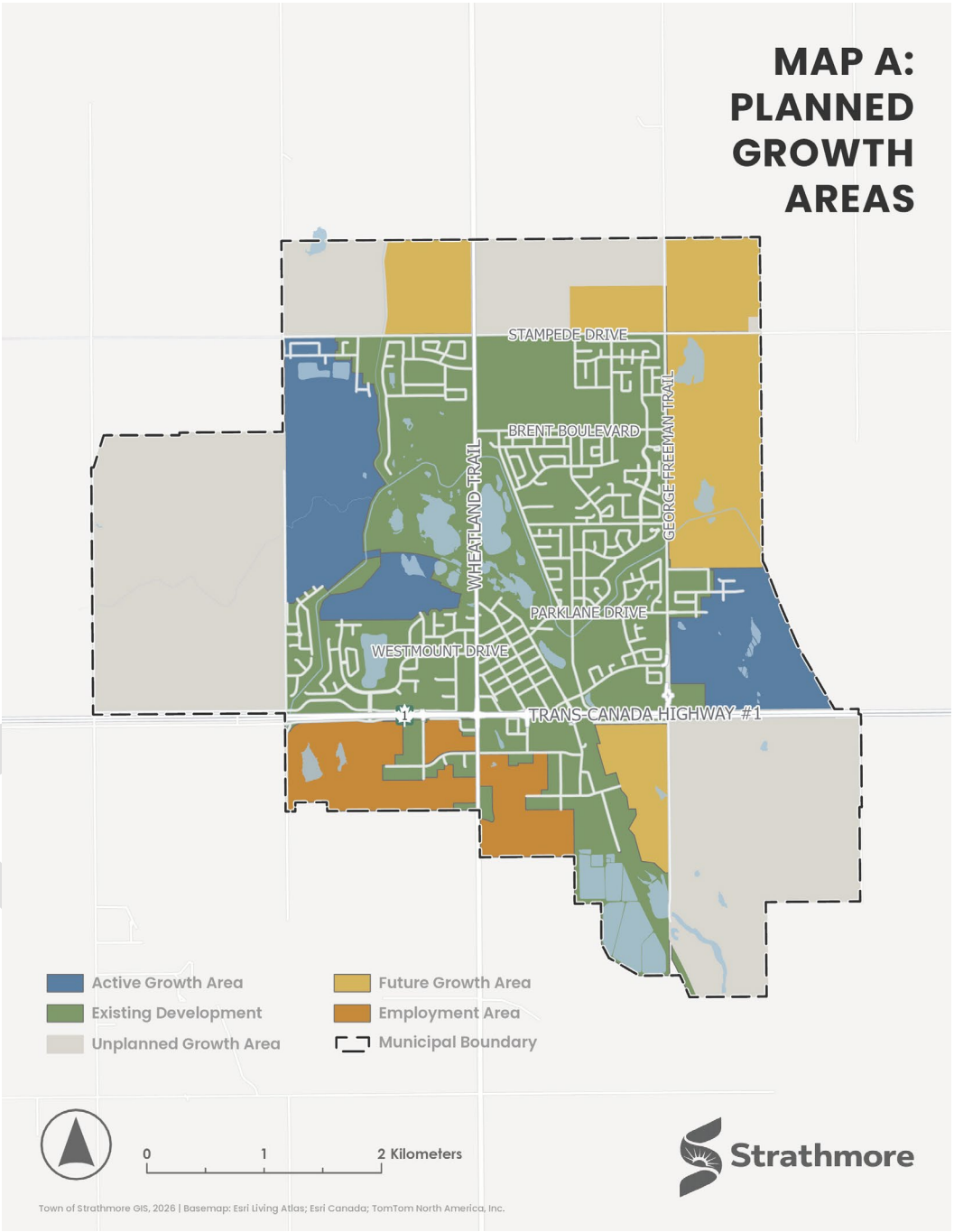
SCHEDULE "A" – COVER PAGE & SECTION PAGES



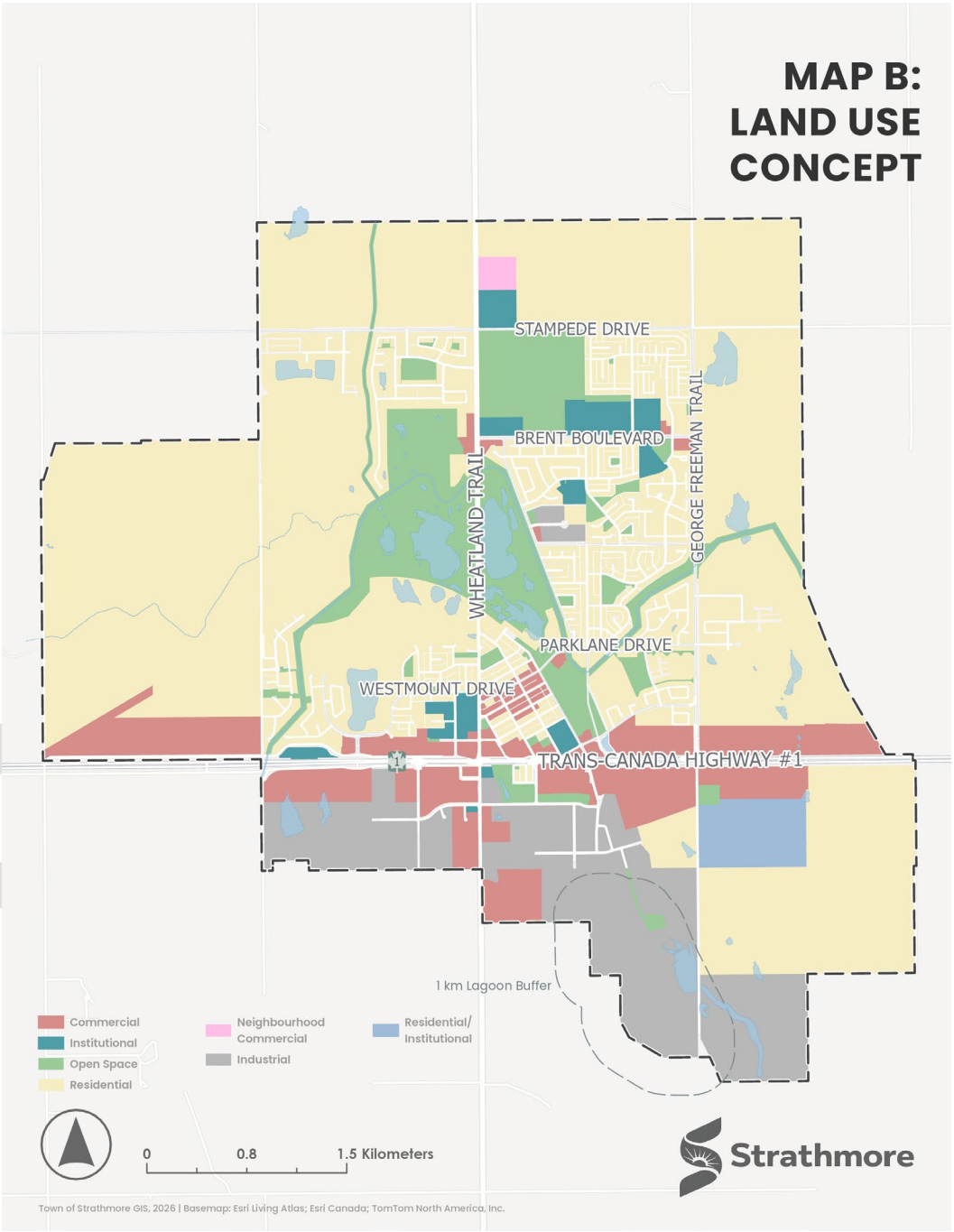
SCHEDULE "B" – TABLE OF CONTENTS (HOLDING)

DRAFT

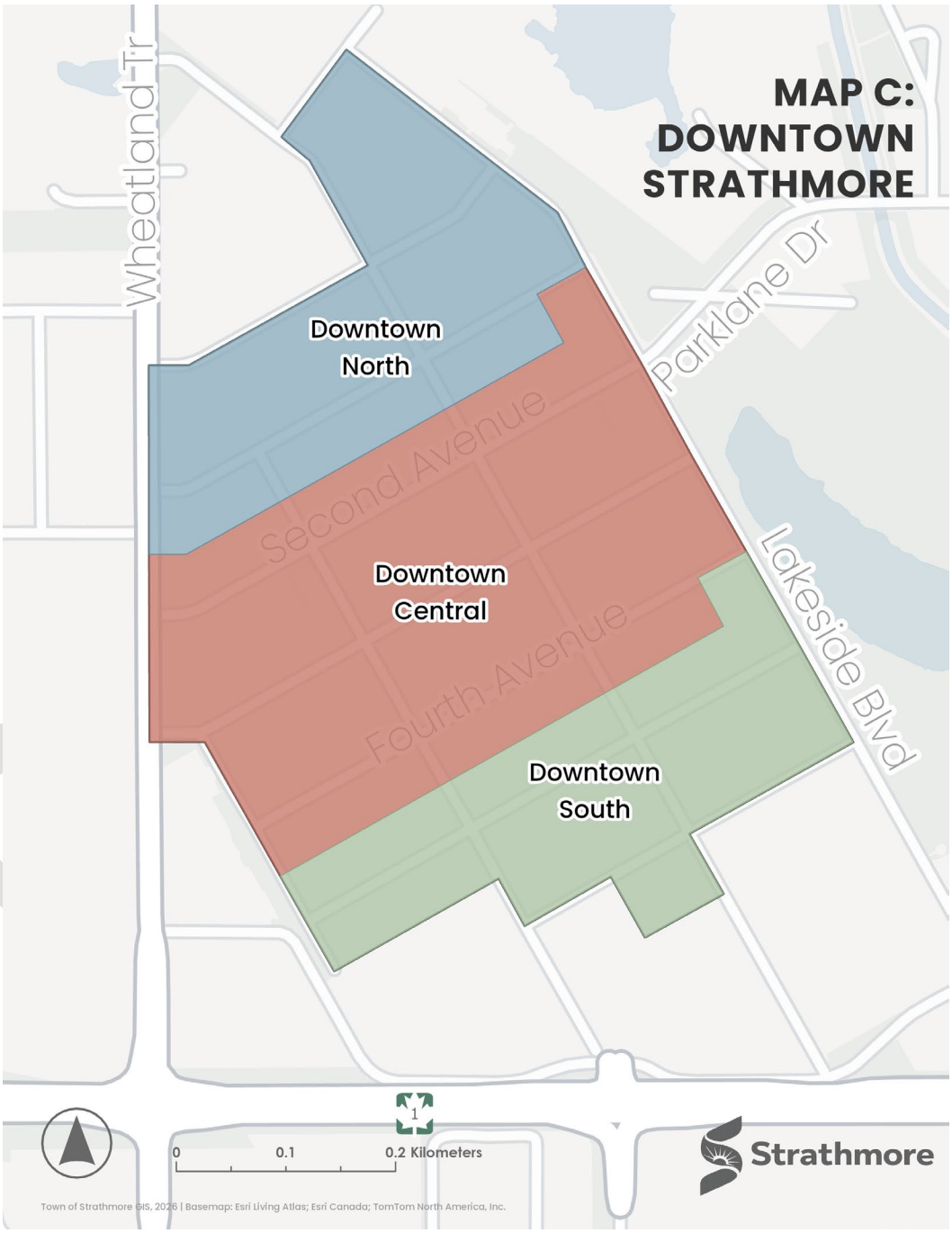
SCHEDULE "C" – MAP A: PLANNED GROWTH AREAS



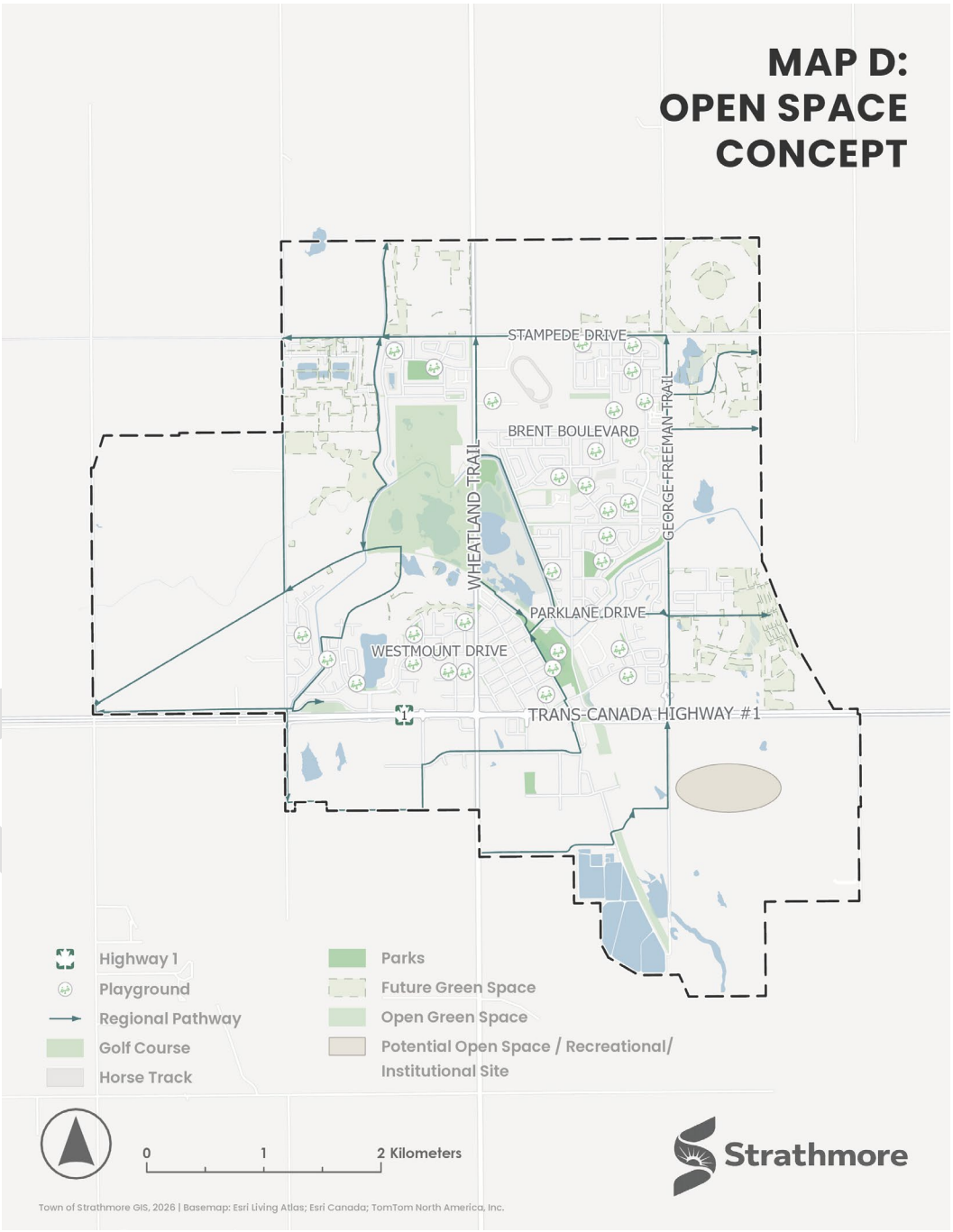
SCHEDULE "D" – MAP B: LAND USE CONCEPT



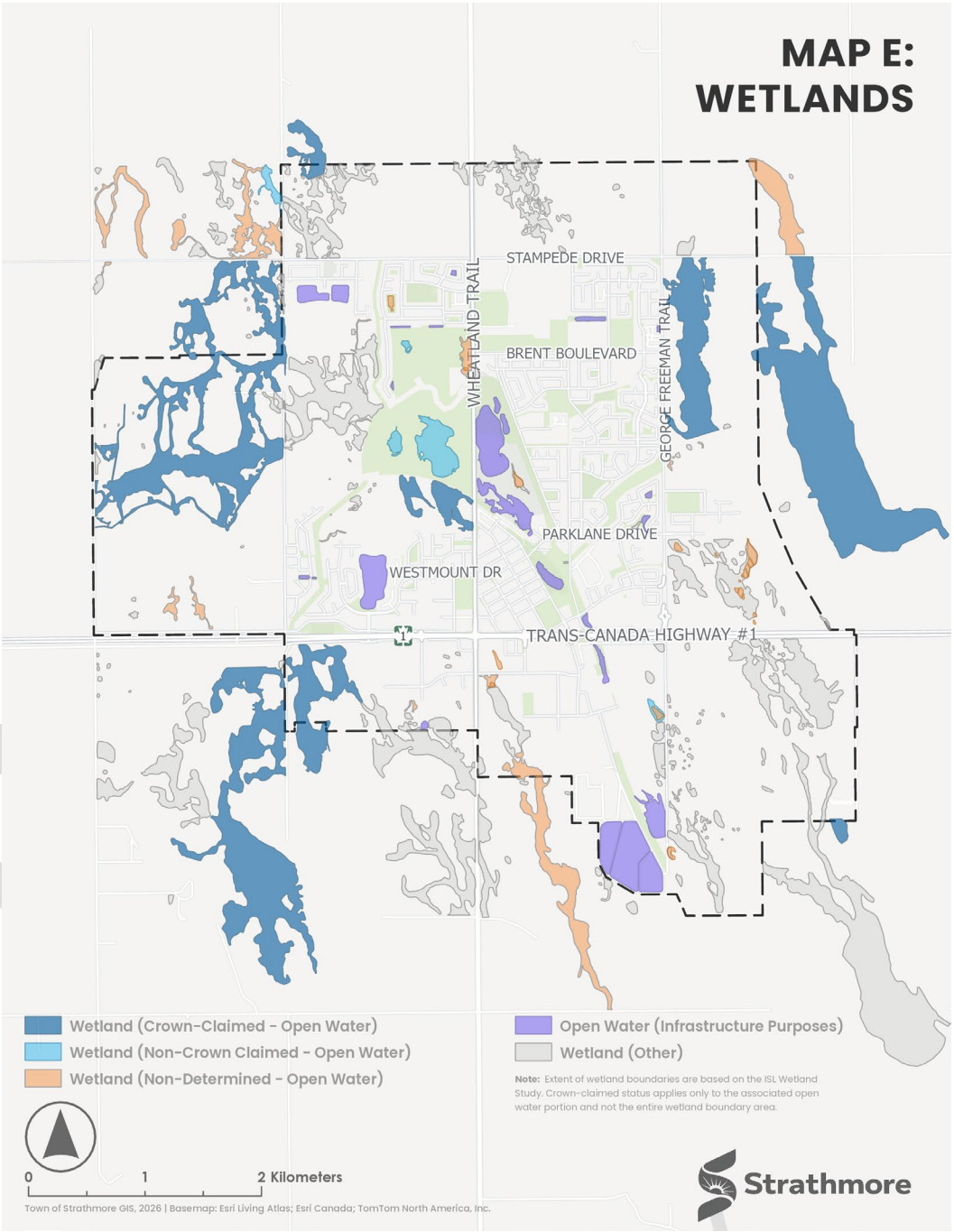
SCHEDULE "E" – MAP C: DOWNTOWN BOUNDARIES



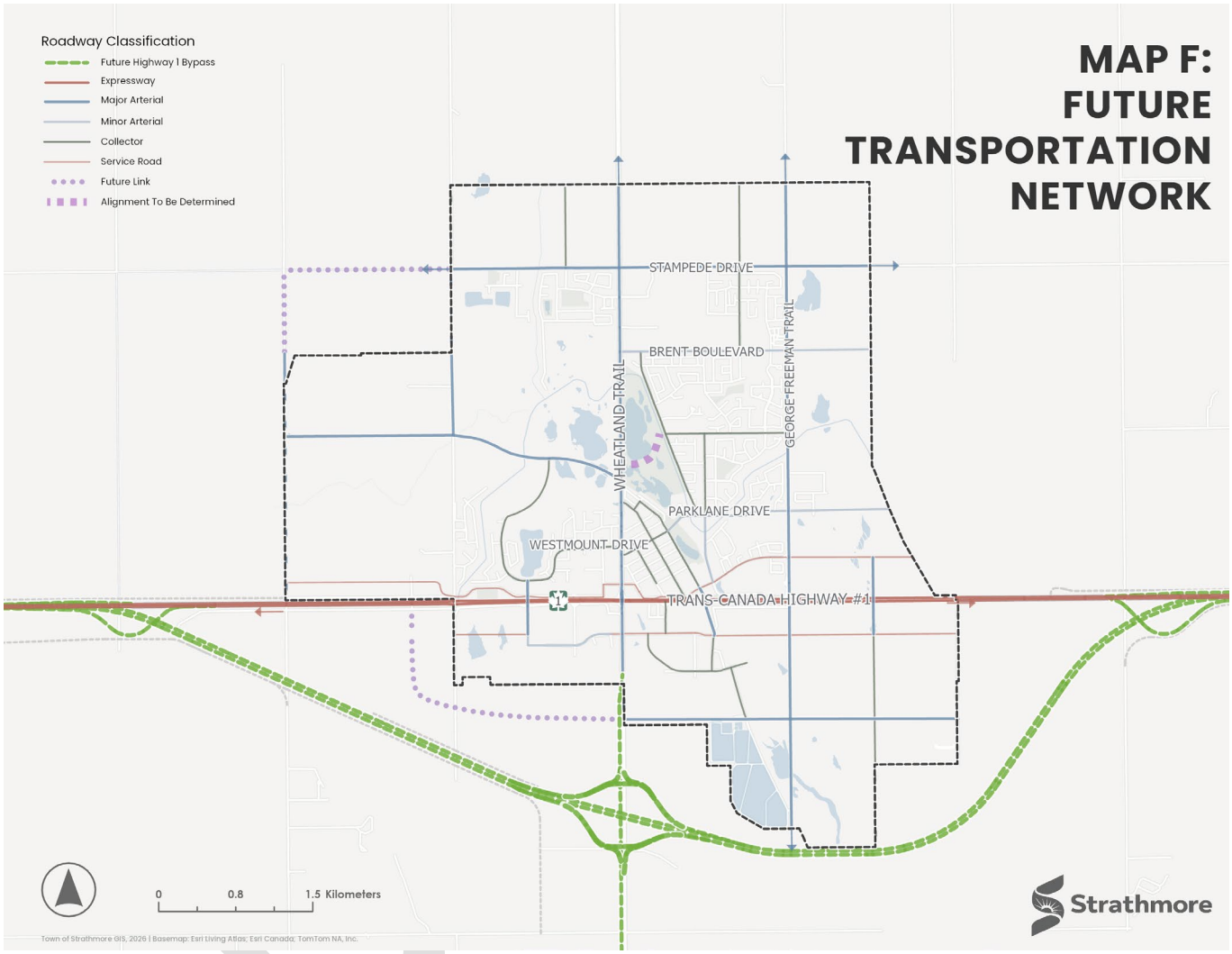
SCHEDULE "F" – MAP D: OPEN SPACE CONCEPT



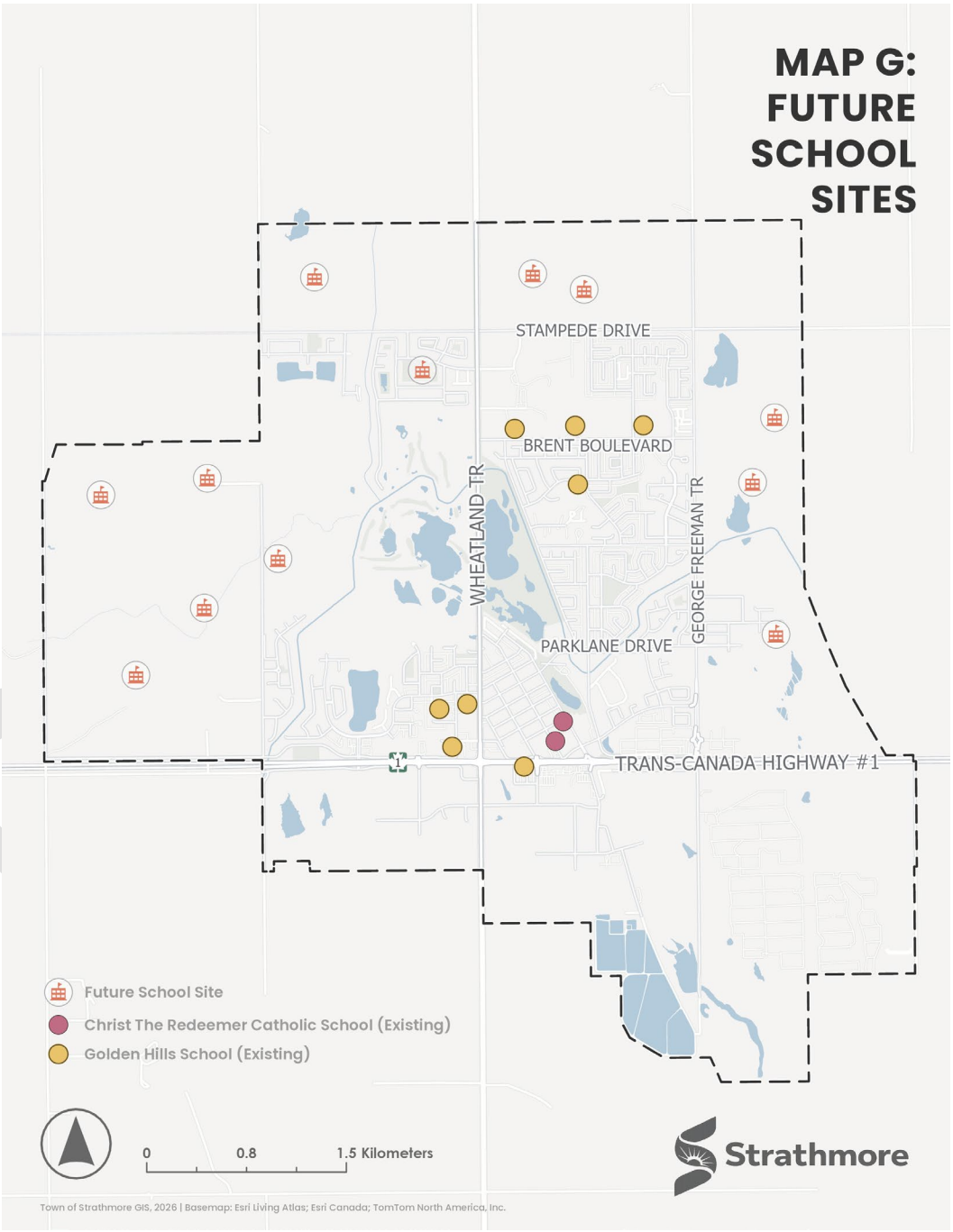
SCHEDULE "G" – MAP E: WETLANDS



SCHEDULE "H" – MAP F: FUTURE TRANSPORTATION NETWORK



SCHEDULE "I" – MAP G: FUTURE SCHOOL SITES



Request for Decision

To: Council

Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: November 1, 2026

Meeting Date: November 18, 2026

SUBJECT:	**Bylaw No. 26-07, Municipal Development Plan Amendment No. 3 (MDP Review - Module A)**

RECOMMENDED MOTION:

THAT Council give Second Reading to Bylaw No. 26-07, being a bylaw to amend the Town of Strathmore Municipal Development Plan.

THAT Council give Third and Final Reading to Bylaw No. 26-07, being a bylaw to amend the Town of Strathmore Municipal Development Plan.

REPORT SUMMARY

KEY ISSUE(S):

Land Use Planning in Alberta

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

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

Municipal Development Plan (MDP)

The MGA requires that every municipality in Alberta adopt and implement an MDP, which is a policy-based statutory plan that helps guide how communities manage growth and development over the longer term. MDP's identify future development patterns within municipal boundaries, and facilitate local planning and economic growth. An MDP also provides residents and businesses with information on how the municipality will address the current and

future needs of the community, including land use, transportation systems, municipal services, environmental, and other considerations. MDP's are living documents that are "adaptively managed," often through periodical housekeeping amendments where necessary, but also through comprehensive reviews of the entire plan document.

More specifically for Strathmore, the following identifies some of the benefits of updating the Town's MDP:

- **Establishing and communicating a clear vision for how Strathmore intends to grow and develop over the longer-term (ie. 25-30 years).** For example, it's important to know where new growth and development (ie. "greenfield") will occur and its associated timeframes. It's equally important to know and understand how existing built-up areas can further develop or redevelop. Having a clear vision and direction in both cases offers certainty to both existing and future residents and businesses.
- **Protecting what existing residents and businesses value.** For example, updating policies and mapping related to Downtown Strathmore, parks and open spaces, and wetlands helps solidify or make clear what is important, why it is valued, and how these things will be managed now and into the future.
- **Supporting the efficient use of existing and future infrastructure and services.** For example, knowing where new growth is expected and where existing built-ups areas might develop or redevelop helps the municipality plan, budget for, and utilize infrastructure in the most efficient manner.
- **Managing growth and how it "fits" Strathmore.** Further to the above, overall the updating of the MDP offers a chance to review and be clear about how the future of Strathmore "fits" with the "now" in Strathmore.

Further to the above considerations, the Town’s MDP must also reflect and be consistent with the Town of Strathmore-Wheatland County Intermunicipal Development Plan (IDP). The MDP may at times also be limited in part by regulations of the federal and provincial governments. The MDP further provides "spin-off" assistance in terms of guidance and direction to other municipal statutory and non-statutory plans, bylaws, guidelines, and implementation tools.

With all of the above in mind, the Town's MDP creates an important connection and understanding of expectations between Council, local communities consisting of both residents and businesses, external agencies and stakeholders, and the Town’s corporate and business administration processes.

Modular Approach to Updating the Town's MDP

Module "A" represents the first of a series of modular amendments to the Town's MDP. The modular amendments will collectively amount to a complete update of the MDP and bring about the conclusion of the Town's MDP Review. Staff anticipates that three additional and smaller by volume modules will be needed to complete the Town's MDP Review.

The modular approach affords Council the opportunity to expeditiously align the Town's MDP with the strategic priorities that have been identified in Town's 2026-2009 Strategic Plan. This alignment better positions Council as proactive decision-makers with a clear set of "pillars" embedded within the MDP, along with a longer term growth and development vision that is relied upon to guide decision-making on land use planning, growth, and development matters.

Module "A"

It is anticipated that Module "A" will be the largest amendment package of proposed updates and modernizations to the Town's MDP. The bulk of Module "A" focuses on policy directions related to growth management, fiscal sustainability, economic development, and agricultural operations. Module "A" also includes implementation, monitoring, and review policy updates that address a range of topic areas including, but not limited to, intermunicipal planning, public engagement, and other statutory and regulatory matters and requirements. Module "A" further includes the revamping of the preamble and introductory sections of the MDP to address statutory and regulatory matters, while at the same time adding reader-friendly explanations around the scope of the MDP and how the MDP should be read, used, and interpreted. Other technical and stylistic updates are also included - such as updated cover pages, table of contents, figures, and maps. It is noted that the updated maps continue to be otherwise under review as future modules will examine topic and policy areas applicable to the MDP's map-set (eg. Module "B" and Map B: Land Use Concept), which may necessitate mapping updates and changes.

The following table provides a summary of Module "A" content:

MDP Update Type	Action(s) & Description(s)
Cover Pages	• Updated cover pages throughout.
Preamble	• Holding for Future Content.
Table of Contents	• Will be updated to reflect Module "A" changes.
Part 1: Introduction	• Added and/or updated information on the MDP (ie. role, scope, context, interpretation, legislative framework, government roles, how to read the plan, figures/maps/tables explanations). • Adds a community profile with emphasis on Indigenous origins and past and settler government history that was prepared with assistance from the Town's Indigenous Liaison and a long-time Strathmore resident. • Added and/or updated current population, demographics, and development patterns information.

	• Updated population projections.
Part 2: Growing Strathmore	
	• Adds a growth management policy and priorities hierarchy for Planned Growth Areas (ie. Unplanned Growth Areas, Future Growth Areas, Active Growth Areas, Employment Lands, Strategic Intensification, Strategic & Business Innovation Hubs). • Added and/or updated Fiscal Sustainability policies. • Updated and clarified policy requirement for triggering Area Structure Plan process on Residential lands. • Added and/or updated Economic Development policies (ie. attracting and retaining businesses, employment growth, innovation, relationships, etc.). • Added and/or updated Agricultural Operations policies.
Part 3: Building Strathmore	
	• Updated the preamble to the Town's Land Use Concept Plan. • Deleted obsolete references to prior annexations.
Part 4: Infrastructure, Community & Protective Services	• No changes.
Part 5: Implementation, Monitoring & Review	• Updated preamble to Part 5. • Added and/or updated implementation policies (ie. statutory and regulatory requirements, decision-making, intermunicipal and regional planning, and public engagement). • Added and/or updated monitoring policies (ie. annual reporting, regular engagement of stakeholders and communities, technical updates, developing a monitoring program). • Added and/or updated review policies related to triggers for and identifying the need for

	future MDP reviews. • Added and/or updated MDP amendment policies (ie. who can amend, when amendment required, when amendment not required, and materials required to review an amendment request).
Maps	• Map A: Planned Growth Areas added. • Maps B through D, and F to G carried over and modernized. Maps Housekeeping & Technical. • Map E: Wetlands has been updated. • Deleting Figure 8: Truck Routes, which are more appropriately addressed and regulated under Bylaw No. 22-06.
Housekeeping & Technical	• Added and/or updated figures (eg. location maps, planning hierarchy, population growth, etc.). • Added holding sections for document structure purposes in future modules. • Deleted all obsolete and/or unnecessary footnotes, maps, and figures.

With respect to the above table, Development Services advises that there are several policy directions included within Module "A" that would benefit from a further and more in-depth description. These policy directions are discussed in further detail below:

Growth Management

Module "A" introduces a deliberate and strategic approach to guiding the amount, rate, location, type, and quality of future urban development in Strathmore. The main objectives of this approach to growth management in Strathmore are to place emphasis on protecting surrounding agricultural and rural lands, preserving the unique character of Strathmore, maximizing infrastructure efficiencies, and maintaining the longer-term fiscal and environmental sustainability of the municipality.

The introduction of Map A: Planned Growth Areas (PGA) establishes a spatial foundation and hierarchy of growth area designations that are applicable to undeveloped lands in Strathmore. In general, Unplanned Growth Areas (UGA) are intended to function as longer-term reserve

lands that will require Council authorization prior to the preparation of a new Area Structure Plan (ASP). Future Growth Areas (FGA) apply to lands that have an approved ASP, however no development phases have been started or are ready to proceed. Active Growth Areas (AGA) are applicable to lands that have an approved ASP with at least one development phase either approved and underway or completed.

Supporting growth management policies include an aspirational 10% strategic intensification target within existing built-up areas, minimum density requirements for both residential and mixed-use areas within an FGA and/or AGA, phasing and contiguous development policies, and ensuring orderly progression of development that demonstrates sufficient infrastructure capacities.

The following table summarizes the main components of the PGA hierarchy:

Policy Direction	**Unplanned Growth Area (UGA)**	**Future Growth Area (FGA)**	**Active Growth Area (AGA)**
Development Status	Long-term growth potential with no ASP process activated.	Mid-term growth potential and requires adoption of new ASP to transition from UGA.	Immediate growth potential and "shovel ready" for development.
Planning Requirement	Council resolution to begin ASP activation process.	ASP approved and potential for Outline Plan(s).	ASP and Outline Plan(s) approved.
MDP Amendment	Required to redesignate from UGA to FGA.	Required to redesignate from FGA to AGA.	Housekeeping update to redesignate from AGA to Existing Development.
Prerequisites	Substantial build-out of existing FGAs and AGAs.	Market demand not be met by existing ASPs and/or ARPs.	Ongoing development or ready for immediate subdivision.
Infrastructure Priority	Lowest priority for municipal funding.	Medium priority and must demonstrate servicing capacity.	Highest priority for municipal funding and infrastructure.
Density Targets	Not applicable.	Minimum 20 dwelling units/ha and up to 35 dwelling units/ha in mixed-use areas.	Same as FGA, but refined and guided by approved Outline Plan(s).

Residential Density

Bylaw 26-07 was amended to address feedback and questions related to residential density that were received from Council at the Committee of the Whole meeting on May 13, 2026. It is

important to note that residential and mixed-node density policies apply to development within PGA's and are intended to require the achievement of minimum residential densities in "greenfield" settings, whereas strategic intensification policies, which are discussed below, are intended to help guide development within existing built-up areas.

With respect to PGA's, the minimum required overall residential density for a new FGA, as well as any existing or expanding FGA or AGA, has been decreased 25 to 20 residential dwelling units per net residential hectare. For mixed-use nodes within a new FGA, as well as an existing or expanding FGA or AGA, a minimum overall density of 35 residential dwelling units per net residential hectare should be targeted. The policy intent remains to have a minimum density requirement for new residential areas, and to encourage higher densities in mixed-use nodes, on previously undeveloped lands designated FGA or AGA on Map A: Planned Growth Areas.

Strategic Intensification

Module "A" includes strategic intensification policies that are intended to support the evolution of existing urban areas, while maintaining and protecting the vitality and character of these areas (eg. Downtown Strathmore). This approach prioritizes the development or redevelopment of vacant and underutilized lands within established areas rather than solely expanding onto undeveloped lands. These policies establish criteria and preferences that can be applied when considering development proposals that involve the intensified use of lands already developed. This policy direction is also proposed to include an overall aspirational intensification target of 10% for all new residential dwelling units constructed in Strathmore. Collectively, strategic intensification means being fiscally responsible, committing to agricultural land preservation, and shifting away from a rigid separation of land uses toward mixed-use development.

Employment Areas

With respect to Employment Areas on Map A: Planned Growth Areas, it is noted that these areas are intended support economic development and attractiveness by allowing for concentrations of a diverse range and mix of light industrial, general industrial, and commercial uses that serve the broader community and region.

The policy intention of designating lands Employment Area is not to limit, restrict, or entirely shift all non-residential land uses (eg. highway commercial, local commercial, retail, etc.) away from other parts of Strathmore. For example, highway commercial retail development will continue to be encouraged along the Highway #1 corridor, as well smaller-scale, local commercial uses within residential areas.

Some benefits of designating lands specifically for employment use include:

- To create and protect local jobs.
- To promote, attract, and support quality economic development.

- To maintain a long-term land supply of larger parcels featuring good highway access, servicing options, and separation from nearby residential areas.
- To support a balanced property assessment base.
- To plan for and efficiently utilize infrastructure.

Fiscal Sustainability & Economic Development

Module "A" includes policies that ensure growth is managed in a fiscally responsible manner that is mindful of the municipality' long-term financial health. Emphasis is placed on the efficiency of infrastructure and how it is funded, while balancing the importance of attracting commercial and industrial development, and strengthening local employment. The importance of aligning decisions around growth management with capital and operating budgets and budgetary processes are more clearly identified. Council's recent amendment to the MDP regarding residential-to-non-residential assessment ratios has also been relocated and partnered with other fiscal sustainability policies.

OBJECTIVE:

Development Services is recommending that Council proceed with a public hearing for Bylaw No. 26-07 and that all discussion and feedback received be considered prior to a second and third reading, and the adoption of Bylaw No. 26-07.

FINANCIAL IMPLICATIONS:

Wherever reasonably possible, the Town's MDP Review has utilized existing outputs that were completed as part of the Town's MDP Review that had been paused global pandemic and then a more recent pause for the 2025 municipal election. The Town remains well-positioned in terms of utilizing currently applicable plans and other documents to help guide the Town's MDP Review and its implementing modules as it moves forward, as opposed to requiring the undertaking of new studies, plans and/or supporting documents at this time.

The Town's 2026 Capital and Operating Budget includes budgeted line items under the Infrastructure, Operations and Development Services Division (IODS) that can be utilized where needed and appropriate for materials, goods and supplies, public engagement-related costs, as well as consulting services if required.

BACKGROUND:

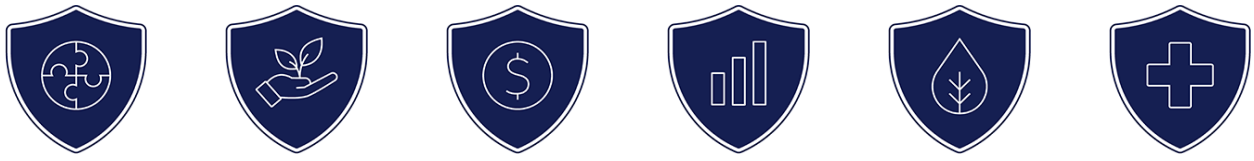
The Town’s current Municipal Development Plan (MDP) was formally adopted on April 16, 2014, when Bylaw #14-03 was enacted by Council. The Town’s current MDP refers to a population of 7,165 in 2000, which at the time had grown to approximately 12,352 by 2013. This population increase amounted to an increase of 42% across a 12-year period. Available federal and provincial data across a more recent 10-year period has shown that the Town’s population has continued to grow from an estimated 12,305 in the census year of 2011 to approximately 16,416 in the most recent provincial estimate of 2025, which represents a population increase of approximately 33% across this period.

Population forecasts for Strathmore have typically assumed a medium-scenario annual population growth rate of 1.8% upward to a high annual population growth rate of 2.5%, which would result in the Town's population surpassing 35,000 people in the medium growth scenario and 50,000 people in the high growth scenario within the next 50 years. While the Town's current MDP does reference a population 50,000, it was prepared more than 10 years ago.

It remains appropriate from a good land use planning perspective in the current regional growth climate to update and modernize the Town's MDP to address current planning matters and issues, and to reflect best land use planning practices as it relates to the Town's future growth and development. Module "A" represents the first set of proposed amendments to the Town's MDP, with emphasis and priority being placed on the update and modernization of growth management, fiscal sustainability, and economic development policy directions.

OTHER IMPLICATIONS

STRATEGIC PRIORITIES IMPACTED:



☒ Community Connection	☒ Managing Growth	☒ Financial Resilience	☒ Economic Growth	☒ Protecting Water and Green Spaces	☒ Community Safety and Wellbeing

HOW THE STRATEGIC PRIORITIES ARE MET:

The Town's Strategic Plan 2026-2029 has identified six priority areas for Council to focus on that shape decisions about programs, services, and investments. Together these priorities represent a roadmap and help both Council and Town Administration understand current needs in the community while planning for future opportunities. The desired outcomes in each of the six priority areas should in turn be reflected in the Town's MDP. The Town's MDP Review therefore represents an opportunity to update and align land use planning policy in the municipality with the strategic priorities identified in the Town's Strategic Plan.

COMMUNITY IMPLICATIONS:

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

The inclusion of a growth management strategy within the Town's MDP is also considered to be crucial from the perspective of what constitutes good economic development planning. Module "A" includes the introduction of a growth management policy framework, along with economic development and fiscal sustainability policy updates. Other updates included within Module "A" are supportive in nature to these noted policy areas (eg. implementation, monitoring, and review policies, map updates, etc.).

INTERNAL IMPLICATIONS:

Development Services continues to allocate a Project Manager and Senior Planner (Glen Ferguson) and the Manager of Development Services (Chuck Procter, Co-Project Lead & Team Member) to a core project group, along with a Planner I and Planner II (Naman Kaur and Kate Bakun, Project Team Members) and an Administrative Assistant (Catherine Cortez, Project Team Member).

Development Services also continues to have a land use planning consultant available to assist with the project should it be be required. Development Services aims to ensure that the Town's MDP Review does not have any major interruptions at the operational level to existing services (eg. email, phone, and counter inquiries) or to application-related processing timelines (eg. development permit, land use re-designation, etc.). If existing service-based requests were to increase in volume substantially, or if larger applications were to be received by Development Services, it is possible that timelines would be impacted.

LEGISLATIVE IMPLICATIONS AND REFERENCES:

- Municipal Government Act, RSA 2000 c. M-26
- Town of Strathmore Strategic Plan 2026-2029
- Town of Strathmore Municipal Development Plan, Bylaw 14-03, as amended
- Town of Strathmore/Wheatland County Intermunicipal Development Plan, Bylaw 24-15
- Module "A" does not have any legislative implications on the above noted items or trigger any amendment requirements, apart from those changes being made to the Town's MDP itself via Bylaw No. 26-07.

PUBLIC ENGAGEMENT AND AWARENESS:

The Town's MDP Review has included a range of public engagement opportunities and awareness initiatives between its pre-pandemic initial launch in 2020 and its relaunch prior to and post-2025 municipal elections. Examples of public engagement have included:

- SWOT Analysis and Emerging Trends
- Downtown and Highway Workshop
- Emerging Opportunities in Strathmore

Most recently, the Strathmore Forward >> Together website was launched in August 2024, using an "Over To You" format that informs and invites public engagement through a variety of methods with respect to the Town's MDP Review. The website includes background and

general information, including an MDP FAQ and a relevant documents subsection. The website also includes a dedicated section that features information related to the progress of the Town's MDP Review, as well as an outline of the various ways interested residents, businesses, and other stakeholders can get involved.

Examples of public engagement and awareness efforts have also included:

- Review and commenting period on Module A (ie. Bylaw 26-07) between May 2026 and October 2026
- Presentation to Committee of the Whole on an Information Report concerning Module A on May 13, 2026
- Presentation to Committee of the Whole on a Background Report on July 10, 2024
- "Planner Chatters" online event on August 22, 2024
- MDP Review-related content on World Town Planning Day on November 8, 2024
- Meet the Project Manager via Microsoft Bookings
- On-going pre-consultation meetings with builders, business owners, developers, etc.

The modular approach to updating the Town's MDP takes into account all of the above public engagement and awareness work that has been completed to-date, however it is important to note that each module will require a its own statutory public hearing under the applicable provisions of the MGA. Staff emphasizes that public input received during the public hearing process is to be regarded as important feedback for Council to consider when making decisions on updates to the Town's MDP.

IMPLEMENTATION

COMMUNICATIONS:

Staff have advertised the Public Hearing by including written notices in the Strathmore Times and on the Town's social media accounts, as well as publishing the notice on the Public Hearings webpage on the Town's website. At the time of writing this report, staff have not received any letters, emails, or phone calls with respect to the proposed bylaw to amend the Town's MDP.

NEXT STEPS:

The adoption of Bylaw No. 26-07 would bring Module "A" to a conclusion and Development Services would begin the process of preparing Module "B" for Council's consideration.

ALTERNATIVE MOTIONS:

Council may support the recommendation to proceed with second and third readings prior to enacting the proposed bylaw, or Council can choose to not complete second and third readings of the proposed bylaw, in which case Bylaw No. 26-07 will be deemed to have been refused.

REPORT AUTHOR:

Glen Ferguson, Senior Planner

ATTACHMENTS:

Attachment I: Bylaw No. 26-07

Chuck Procter, Manager of Development Services	Approved - 03 Nov 2026
Jamie Dugdale, Director of Infrastructure, Operations, and Development Services	Approved - 12 Nov 2026
Kevin Scoble, Chief Administrative Officer	Approved - 13 Nov 2026
Veronica Anderson, Legislative Services Officer	Approved - 13 Nov 2026

BYLAW NO. 26-07
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

BEING A BYLAW OF THE TOWN OF STRATHMORE FOR THE PURPOSE OF AMENDING THE TOWN'S MUNICIPAL DEVELOPMENT PLAN.

WHEREAS it is desirable to amend Bylaw No. 14-03, as amended, being the Town of Strathmore Municipal Development Plan;

AND WHEREAS pursuant to Section 632(3) of the Municipal Government Act, R.S.A. 2000, c. M-26 and amendments thereto, a Municipal Development Plan must address future land use in a municipality, and the manner of and the proposals for future development of a municipality;

AND WHEREAS pursuant to Section 632(3) of the Municipal Government Act, R.S.A. 2000, c. M-26 and amendments thereto, a Municipal Development Plan may address the financing and programming of municipal infrastructure, and the financial resources of a municipality;

AND WHEREAS Council has held a public hearing prior to second reading of this bylaw pursuant to Section 692(1) of the Municipal Government Act, R.S.A. 2000, c. M-26 and amendments thereto;

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

1. SHORT TITLE

1.1 This Bylaw may be cited as the "Municipal Development Plan Amendment No. 3."

2. AMENDMENT

2.1 THAT the Town of Strathmore Municipal Development Plan attached and forming part of Bylaw No. 14-03, is hereby amended as follows:

a) By replacing the cover page and section pages and replacing them with the "**Cover Page & Section Pages**" included as Schedule "A" to this bylaw.

b) By deleting the "**Table of Contents**" entirely and replacing it with the "**Table of Contents (HOLDING)**" included as Schedule "B" to this bylaw.

c) By adding "**Map A: Planned Growth Areas**" as a new page at the end of the document included as Schedule "C" to this bylaw.

d) By deleting "**Figure 2: Land Use Concept**" and replacing it with "**Map B: Land Use Concept**" as a new page at the end of the document included as Schedule "D" to this bylaw.

e) By deleting "**Figure 3: Downtown Boundaries**" and replacing it with "**Map C: Downtown Strathmore**" as a new page at the end of the document included as Schedule "E" to this bylaw.

f) By deleting "**Figure 4: Open Space Concept**" and replacing it with "**Map D: Open Space Concept**" as a new page at the end of the document included as Schedule "F" to this bylaw.

g) By deleting "**Figure 5: Wetlands**" and replacing it with "**Map E: Wetlands**" as a new page at the end of the document included as Schedule "G" to this bylaw.

h) By deleting "**Figure 6: Future Planned Areas**" entirely.

i) By deleting "**Figure 7: Future Transportation Network**" and replacing it with "**Map F: Future Transportation Network**" as a new page at the end of the document included as Schedule "H" to this bylaw.

j) By deleting "**Figure 9: Future School Sites"** and replacing it with "**Map G: Future School Sites**" as a new page at the end of the document included as Schedule "I" to this bylaw.

k) By deleting "**Figure 8: Future Truck Routes**" entirely.

l) By renaming "**Part 1 – Overview and Vision**" to "**PART 1: INTRODUCTION**".

m) By deleting "**Section 1.1 – Introduction and Purpose**" entirely and replacing it with the following:

"1.1 ABOUT THE TOWN'S PLAN

Within the next 30-50 years, the Town of Strathmore is anticipated to reach a population of 35,000 under a medium growth scenario and potentially to a population over 50,000 under a high growth scenario, which amounts to a doubling or more of the current population. The Town's Municipal Development Plan (MDP) provides guidance that is intended to ensure that current and future residents and businesses can enjoy a truly complete community in a small-town setting, while at the same time enjoying access to the advantages and opportunities that Strathmore's geographic location offers from being adjacent to the larger Calgary Metropolitan Area (CMA).

1.1.1 ROLE OF THE PLAN

MDP's are often described as a paramount or foundational document as they are intended to guide the overall growth and development of a community, and they help inform and guide the preparation of other plans like Area Structure Plans (ASP's), Area Redevelopment Plans (ARP's), and Outline Plans. To be more precise, the Town's MDP is intended to provide guidance over the long-term as it relates to the growth and development of Strathmore – in particular, over the next 30-50 years as it grows toward a population of 35,000 people. The MDP describes a vision and establishes goals, objectives, and policies that are intended to provide guidance as it relates to economic development, growth management, investment in municipal infrastructure, land use planning, and other related programs and services. The MDP creates an important connection and understanding of expectations between Council, residents, and businesses, and the Town's corporate and business administration processes. The MDP is also a "living document" that is reviewed and updated periodically using adaptive management approaches to ensure that Strathmore's growth and development policies remain applicable and relevant.

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1.1.2 SCOPE OF THE PLAN

The Town's MDP is intended to cover the timeframe from its adoption until Strathmore reaches a population of 35,000 residents, which is projected to occur within the next 30-50 years. Both the targeted population and timeframe is acceptable because the MDP is subject to both optional and mandatory reviews and evaluations at regular intervals.

This MDP is a policy-based land use planning document that is required under statute law in the Province of Alberta and has been prepared in accordance with Section 632 of the Municipal Government Act, RSA 2000, cM-26 (MGA). MDP's must address certain matters and issues as described under Section 632(3) of the MGA, which ranges from ensuring agricultural operations are protected, to guiding future land use, growth, and development, to the provision of municipal infrastructure, facilities, and transportation networks, and to how reserves for municipal, school, and other purposes are secured and managed.

The MGA provides for additional flexibility in other topic areas, which range from conservation reserves, to economic development, to environmental matters to financing of municipal infrastructure and other financial resource matters, to coordination of municipal programming, to statements around development constraints, and to any other matter related to the physical, social or economic development of the municipality.

This MDP is applicable to all lands within Strathmore's municipal boundaries. The MDP does not directly address the coordination of land use, growth patterns, and other infrastructure with adjacent municipalities on the basis that the Town and Wheatland County have together adopted the Town of Strathmore and Wheatland County Intermunicipal Development Plan (IDP). The MGA does not require intermunicipal matters to be addressed in this MDP, as they are addressed more appropriately within the Strathmore-Wheatland County IDP.

1.2 CONTEXT & INTERPRETATION

The Town's MDP is positioned within a legislative hierarchy that includes the Province of Alberta and the municipality, as well as our intermunicipal partners in Wheatland County. This section of the MDP includes helpful information related to how this MDP is structured and how it should be read and used. This section of the MDP is not exhaustive in nature, but rather it is intended to help illustrate the overall landscape under which the MDP exists and operates.

1.2.1 LEGISTLATIVE FRAMEWORK

Land use planning and decision-making as it relates to land in the Province of Alberta is administered through a hierarchy of provincial legislative and policy documents that are implemented by decision-makers, including provincial departments and agencies, regional boards and agencies, and municipal governments (see Figure 1). As a general rule, municipal plans and bylaws must comply with all provincial plans and statutes, as well as any applicable regional plans.

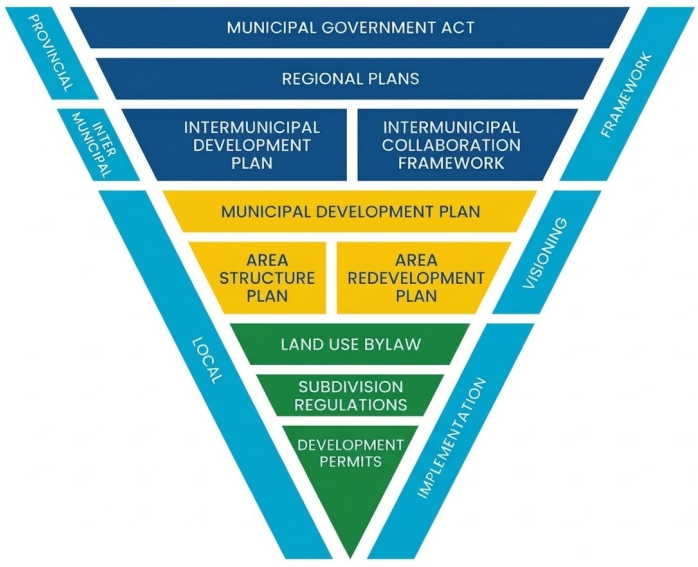

Figure 1: Planning Hierarchy in Alberta (Province of Alberta, 2026)

Land use planning at the provincial level is governed largely by the Alberta Land Stewardship Act, RSA 2009, cA-26.8 (ALSA), the Alberta Land Use Framework (ALF), and in Strathmore's case the South Saskatchewan Regional Plan (SSRP), while municipal and intermunicipal land use planning is primarily governed by the MGA. The Town's MDP must also reflect and be consistent with any IDP that has been adopted by the Town and Wheatland County and the MDP may also be limited in part by statute law and regulations of the federal and provincial governments. The MDP in turn provides direction to other municipal statutory and non-statutory plans, bylaws, guidelines, and implementation tools. In addition to the basic hierarchy, land use planning and development in Alberta is further affected by a variety of other statutes, regulations, and requirements, such as but not limited to the Alberta Building Codes and Standards, Condominium Property Ac, RSA 2000, c22, Environmental Protection and Enhancement Act, RSA 2000, cE-12, Highways Development and Enhancement Act, RSA 2004, cH-8.5, Land Titles Act, RSA 2000, cL-4, and the Alberta Regulation 84/2022 – Matters Related to Subdivision and Development Regulation.

1.2.2 PROVINCIAL, REGIONAL & MUNICIPAL ROLES

The ALF is a policy and visioning document that establishes a management framework for land use planning in Alberta. The ALF created regional planning areas throughout the province based on watershed boundaries that are intended to facilitate the achievement of stated outcomes as it relates to these landscapes.

The ALSA amounts to legislation intended to implement the ALF. The ALSA establishes the legislative authority for the province to undertake the creation of regional plans. All municipal bylaws and other provincial legislation are required to comply with the ALSA, including those provisions applicable under the MGA.

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Strathmore is geographically situated within the South Saskatchewan River Watershed and subject to the provisions of the SSRP, which was initially adopted in September 2014 (see Figure 2). The SSRP provides direction for implementing the vision and the outcomes identified in the ALF. The SSRP covers approximately 84,000 km^2 (32,433 mi^2) and all municipal plans, bylaws, and regulations within the SSRP area must comply with the SSRP.

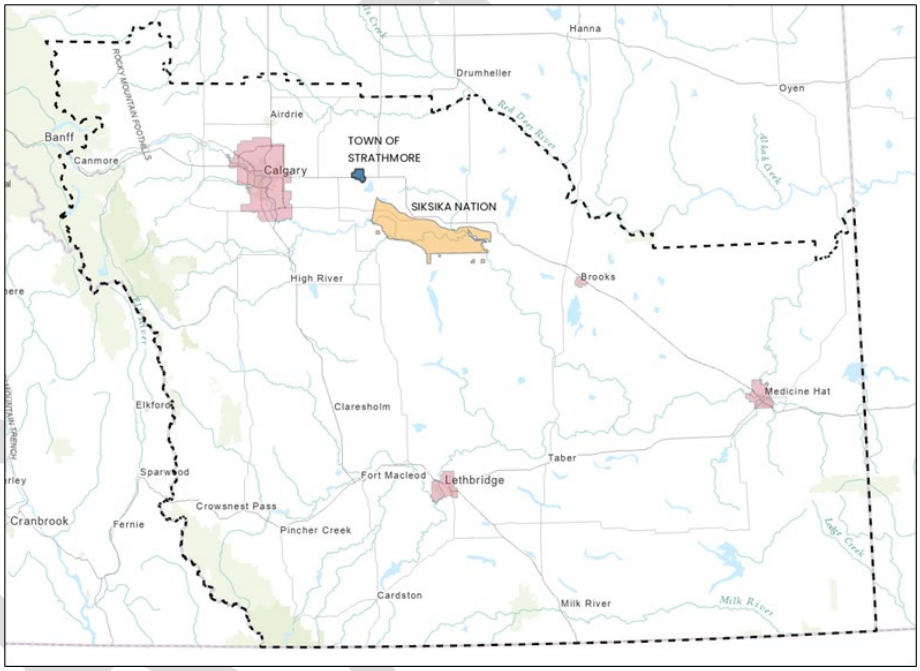

Figure 2: South Saskatchewan Regional Plan Area (Source: Province of Alberta & Esri Canada, 2026)

The Town of Strathmore and Wheatland County have jointly adopted an Intermunicipal Collaboration Framework (ICF) and an IDP. The Strathmore-Wheatland County IDP establishes a framework for the longer-range planning of lands of mutual interest to both the Town and Wheatland County. This longer-range planning document is intended to ensure that land use planning conflicts across municipal boundaries are minimized and that any future annexation discussions are undertaken in a collaborative manner. The ICF ensures that opportunities for collaboration and communication are defined and provided for appropriately and that processes are in place for the resolution of any issues that may arise in the IDP area (see Figure 3).



Figure 3: Provincial, Intermunicipal and Municipal Roles (Source: Province of Alberta, 2026)

1.2.3 THE TOWN'S ROLE

The Town's MDP establishes policy directions on several topic areas ranging from land use planning, community well-being, environmental responsibility, the growth of the local economy, transportation and infrastructure planning, and innovative approaches to ensuring growth occurs in a manner representative of good land use planning. MDP's are viewed as being at the top of the municipal land use planning hierarchy because it establishes an administrative framework for land use planning and related municipal documents that are carried out and implemented by the municipality.

The policy directions established in the MDP are not static and can be reasonably expected to change across time. Responding to emerging trends and shifting focus requires that the MDP be subject to continual and ongoing coordination and implementation efforts at various stages of the land use planning process. The MGA in this respect specifically requires that all statutory plans in a municipality demonstrate consistency with its MDP.

The ongoing review and alignment of both statutory and non-statutory plans, bylaws, guidelines, and implementation tools is also required to successfully deliver on policy directions at both the municipal-wide and area-specific levels. These documents include but are not limited to the use of ASP's, ARP's, Outline Plans, master plans, and other non-statutory plans, tools, and regulatory instruments, such as the Town's Land Use Bylaw (LUB). The MDP also includes policies that help direct and guide more detailed land use planning exercises and decision-making processes that require a finer or more precise level of focus, such as ASP's, ARP's, and Outline Plans.

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

1.2.4 HOW TO READ THE PLAN

The Town's MDP should be visualized as an intersection where Strathmore's aspirations and priorities and values come together and work together. The MDP policies are intended to be understood by an audience that ranges from residents, to local, national, or international businesses, to technical professionals, and decision-makers.

The MDP also uses a policy structure and terminology that is intended to bring clarity and consistency to the directions and actions that are being pursued. These policy intentions and the actions associated with each are explained here for the benefit of the reader and are as follows:

- **Mandatory** policies align with prevailing statutory requirements and are critical to achieving the policy goals and objectives of the MDP. These policies will include words such as *require* or *ensure*, which can be paired with words such as *prohibit* or *must*.

- **Permissive** policies help facilitate the policy goals and objectives of the MDP. Compliance or implementation of these policies are generally discretionary, although in the case of development proposals an applicant may be expected to demonstrate why a permissive policy is inappropriate, not applicable, or unreasonable. These policies will include words such as *encourage*, *support*, *promote*, or *allow*.

- **Restrictive** policies are intended to limit practices or actions that are contrary to the policy goals and objectives of the MDP. Compliance or implementation of these policies are generally discretionary. These policies will include words such as *discourage* or *limit*.

- **Action-Oriented** policies identify important initiatives that are generally led by the municipality and are supportive of the policy goals and objectives of the MDP. These policies include words such as *adopt*, *partner with*, *establish*, *develop*, *evaluate*, *monitor*, *maintain*, *prepare*, or *update*.

1.2.5 INTERPRETING MAPS, FIGURES, TABLES & POLICIES

The Town's MDP includes maps for which boundaries are generalized and subject to minor variation without amending the MDP, except where a feature is established by a fixed boundary or feature such as a railway, road, utility corridor, watercourse, or where a boundary is specifically fixed by a policy within the MDP.

Boundaries are intended to be more precisely identified through use of ASP's, ARP's, and Outline Plans. Where interpretation of the limit of a boundary is needed, such as an environmental feature, mandatory setbacks, riparian area, or wetland, the Town may specify the nature and extent of information that is required to define the limit in question.

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The location of various infrastructure or facilities shown on maps, such as parks and open spaces, reserves, roads, schools, and service corridors are approximate and based on best available information. These locations are subject to minor variation and in some cases intended to be more precisely identified through use of ASP's, ARP's, and Outline Plans without amendment to the MDP.

Final interpretation or determination of the limits of any feature or resource, or the location of infrastructure or a facility will be decided by the Town unless an external agency, department, or ministry is responsible for identifying the feature.

The MDP also makes no representation that a particular site is suitable for a specific purpose or land use as shown on maps, figures, and tables, or implied through policies contained within the MDP. Site-specific conditions must be assessed on a case-by-case basis as part of any development proposal or planning application review.".

n) By renumbering and renaming "**Section 1.2 – Community Context and Trends**" and "**Section 1.3 – Vision Statement**" to "**Section 1.3 – THE TOWN'S COMMUNITY PROFILE**" and "**Section 1.4 – VISION STATEMENT**".

o) By deleting all footnotes contained within the renumbered and renamed "**Section 1.3 – THE TOWN'S COMMUNITY PROFILE**".

p) By adding the following text and sections at the beginning of "**Section 1.3 – THE TOWN'S COMMUNITY PROFILE**":

"Context matters – looking to the past, where we are now, and into the future at what is on the horizon is all important in understanding and deciding together how Strathmore will move forward. We do know that Strathmore is growing quickly and today this means growing from a small town of 15,000 people to approximately 35,000 people within the next 30-50 years. This community profile is intended to be helpful in terms of understanding aspects of Strathmore's past and its present and what the community views as being important as growth and development continues.

1.3.1 THIS PLACE & INDIGENOUS PEOPLES

Omahksikokii – meaning Big Corner – is the Blackfoot name bestowed upon Strathmore. The ancestral and traditional lands on which Omahksikokii resides are lands of the Blackfoot Confederacy. The larger surrounding area – the Kitaowahsinnoon – on which the Blackfoot have lived and protected since time immemorial is a vast area extending from the south of the North Saskatchewan River to the Yellowstone River in the state of Montana, from the Continental Divide in the west, and east to Regina in present-day Saskatchewan. The Siksika – Blackfoot peoples, or "Children of the Plains" comprise approximately 25% of the Indigenous population in the Province of Alberta. The Siksika Nation are our neighbours in Strathmore, and we strive to partner together to help each other make good land use planning decisions that are respectful of Indigenous peoples, and their ancestral and traditional places.

CONNECTING PLACE TO CULTURE

There are countless number of Siksika stories spanning generations, all of which collectively illustrate the importance of Omahksikokii as an ancestral and traditional place to Indigenous peoples that have always lived here. We understand that these stories are passed down through the centuries from generation-to-generation, a long history that is also an oral tradition interwoven into the flora and fauna – especially the inii – the buffalo. We must respect and understand that some of these stories are sacred, private and cannot be shared publicly or without understanding of protocol. To gain a better understanding of the Blackfoot culture, stories and lived experience, in this region and elsewhere, a truthful community profile must start by looking at the lands on which Strathmore now resides as the ancestral and traditional place of the Blackfoot people. The story of this place and its people begins well before and prior to colonial settlement.

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ANCESTRAL & TRADITIONAL TERRITORY – KITAOWAHSINNOON

Human habitation on the Great Plains has existed for thousands of years based on archaeological evidence found that dates to at least 3,500 BCE, such as bone fragments of hunters. The Siksika believe their people have always been on these lands and that their ancestors were always Blackfoot – likely their arrival to these lands coincided with migrating buffalo herds.

The Blackfoot tribes have without question long inhabited the lands in and around Strathmore and they rightfully seek to continue the legacy of their ancestors by preserving their rich cultural heritage and deep connection to their ancestral and traditional territory – Kitaowahsinnoon. The Niitsitapi, or Real People, were created by Apisstotoki to live in harmony and equality with all other beings in the universe. The Niitsitapi are Land Keepers and stewards to all living things as they are called upon to never forget the heritage of creation.

Their ancestors were terraformers that shaped the lands upon which they lived. Much of the flora in these traditional territories can draw its roots to the traditions of Niitsitapi ancestors. The Niitsitapi would burn the grasses of the great plains, so that animals would graze the medicinal plants that would sprout from the burnt earth. In turn, they would hunt these animals, their feet blackened by the charcoal, and become imbued with medicine themselves – a practice that has linked the Niitsitapi with the word Sisika, which translates to "Blackfoot."

The Niitsitapi have great reverence for the buffalo, the Being that sustained their ancestors has always been a respected, much-loved beast of the prairies that was integrated into every part of their lives. In the summer months, the Niitsitapi people would follow the buffalo, also spending winters alongside the herds. The lives of historical Blackfoot tribes were mobile and in harmony with the rhythms of the land, and wherever the buffalo wandered they would follow closely. The land of the buffalo is the land of the Siksika.

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Blackfoot territory was defined by the buffalo, which came to include vast swaths of land across what is now Alberta and Saskatchewan, as far west as the Backbone of the World – the Rocky Mountains – and to the east in Regina, Saskatchewan and southward to the Yellowstone River in what is now Montana.

DOG DAYS BECOME HORSE DAYS

Prior to 1700, tribal government was well-established among the many Siksika clans, taking the form of a non-hierarchal, consensual form of leadership that derived authority from sacred practices and clan ties. Around this time, the Blackfoot were organized structurally into 36 clans, grouped into three main tribes with each being responsible for maintaining the boundaries of the Blackfoot Confederacy. The Middle Blackfoot were responsible for all lands between the Rocky Mountain to the west and the Cypress Hills to the east – this vast area of land includes where Strathmore is located today.

In the 1700s, the Siksika population was estimated to be around 18,000 and to keep pace with the buffalo herds they would pull travois – wooden sleds – packed with everything needed to live and shelter on the land. From the pre-to-late 1700s, these days are referred to as the Iitotasimahpi Imitaiks – the Dog Days – because dogs would pull the sleds.

The arrival of the elk-dogs – horses – saw the Dog Days give way to the Horse Days – or Ao'ta'sao'si Ponokomita – a shift that would forever change the lives of the Blackfoot peoples. This period saw a marked increase in the number and frequency of clashes with other tribes because the horse allowed warriors to move quickly, covering more ground than was possible during the Dog Days. Horses were a symbol of success that led to horse-raiding, and soon after rifles would arrive along with fire-water – alcohol – and diseases introduced by European contact, Western religions, and increasingly larger groups of settlers. European hunters were now overhunting and had all but destroyed the buffalo herds – the Siksika were substantially harmed because of these circumstances and practices, and their population dwindled considerably as a result, ultimately reaching its lowest population at the time of signing Treaty No. 7 in 1877.

More recently, the Siksika have honoured the profound changes that horses have had on their way of life, and they celebrate their partnership with horses in many ways – which has included participation in the rodeo at the Strathmore Stampede, where Siksika riders have regularly competed in events ranging from bull-riding and calf-roping to ladies' barrel-racing and steer wrestling. Indian Relay Racing is also a growing sport for Siksika riders with some race events having took place on the Strathmore Stampede Grounds.

TREATY NO. 7, THE INDIAN ACT & RESIDENTIAL SCHOOLS

The creation of the Indian Act by the Government of Canada in 1876 provided substantial powers to the Department of Indian Affairs and to Indian Agents that allowed for the control of Indigenous peoples throughout the country – including the introduction of restrictions on land ownership, requiring children to attend residential schools, and banning Indigenous ceremonies. It was around this time that the buffalo trade began to fail due to commercial overhunting practices that decimated the herds and in part due to restrictions placed on the Siksika around hunting permissions under the Indian Act. The near extinction of the buffalo herds throughout the region would prove devastating to a well-established way of life for the Blackfoot – including the Starvation Winter of 1883 when there was very few buffalo left and no supplies from the Government of Canada were being provided to the Siksika – the buffalo herd is estimated to have decreased from a highpoint of 30 million to less than 100 animals as the late-1880s approached. The Canadian Pacific Railway (CPR) also arrived in 1883 and was built across Siksika land – including construction of a rail-siding to the south of present-day Strathmore at Eagle Lake.

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Blackfoot Crossing – or "ridge under water" – on the Bow River is the site on which Treaty No.7 was signed between representatives of the Blackfoot Confederacy and the Government of Canada in September 1877. This location has been a focal point of human activity for many generations and a meeting place for many cultures since time immemorial. It is a place of high importance within Siksika traditions spanning many generations – as a place, it also the cultural and geographic centre of Blackfoot territory and remains so today within the modern Siksika Nation. It was thought and hoped for that when Treaty No. 7 was signed at Blackfoot Crossing, that it would provide protection from American expansion by settlers and traders into Blackfoot territory, and provide the Blackfoot with supply reserves, livestock, farming implements and other considerations – however, the treaty facilitated the transfer of approximately 130,000 km^2 (55,000 mi^2) of territory to the federal government with some areas designated as being "reserved" for the Blackfoot. All of this was done with little support being provided to the Blackfoot people to cope with the impacts of disease and the overhunted buffalo herds. Blackfoot Crossing today is the thread that ties together historic events with natural features as a culturally important landscape – including the remains of antelope and buffalo jumps, boulder effigies, cairns, medicine circles, Sundance sites and tobacco planting fields.

In the late-1890s, the Siksika Reserve was divided by the arrival of residential schools that were built by Anglican and Roman Catholic priests, and these residential schools would persist through the 1900s on the Siksika Reserve until 1972 when the Old Sun Residential School was closed permanently and converted to the Old Sun Community College. Siksika children were taken from their families and placed in these residential schools, where forced assimilation was intended to destroy or remove them from their cultural roots and traditions.

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SELF-GOVERNANCE: BLACKFOOT CONFEDERACY & SIKSIKA NATION

It wasn't until the 1980s that the Siksika were able to begin the process of re-establishing their own self-government that could engage in land claims and revitalization efforts. These efforts would progress to treaty-based governance in 1994, and later to the reunification of the Blackfoot Confederacy in the early-2000s. Since this time, the Siksika Nation has made progress on land and water claims and disputes. With further work to do, the Blackfoot Confederacy signed the Protocol Between the Government of Alberta and the Blackfoot Confederacy for Discussion on Matters of Mutual Concern in 2017, which was later renewed in September 2019.

Today, the Blackfoot Confederacy – or Siksikaitsitapi – is a Tribal Council that consists of four Blackfoot Nations being that of the Kainaiwa–Blood Tribe, Siksika, Peigan–Piikani, and Aamskapi Pikuni. The Blackfoot Confederacy was established with the intention of establishing unity among these Nations to solve collective issues and expand opportunities for the Blackfoot people. The Blackfoot Confederacy works alongside external governing bodies, such as the Government of Alberta, Indigenous Services Canada, and the Assembly of First Nations to preserve their right to self-determination and to ensure a bright future for all Niitsitapi. The Siksika Nation today has a total population of approximately 7,800 people with 4,095 people living on the Siksika Nation Reserve itself, which is located to the east of Strathmore and near the Town of Gleichen. The Siksika Nation Reserve has a land area of approximately 697 km^2 (270 mi^2) and approximately 3 km (1.9 mi) to the south of Highway #1.

TRUTH AND RECONCILIATION

We remind ourselves that the stories of the Siksika are many and that these stories have been passed down through generations for centuries – it is a long history interwoven with the land, plants, birds, and animals – especially the buffalo. And to understand the history of the Siksika, we must first seek to understand these stories. The stories of the Niitsitapi and all Indigenous peoples cannot truly ever be separated from the story of Strathmore.

Most recently, the Town and the Siksika Nation have signed a Memorandum of Understanding on November 15, 2019, that sets a strong foundation for maintaining a relationship in the spirit of truth and reconciliation, including a working committee to foster health, growth, and well-being of Siksika residents and their communities. The memorandum provides a platform for meaningful, effective, and transparent communication and information sharing on all issues of mutual interest.

The Town has also reviewed the Truth and Reconciliation Commission of Canada's Honouring the Truth, Reconciling for the Future final report with particular attention being focused on the 94 Calls To Action and how Strathmore can play a role in advancing these actions in our community. While many of the Calls to Action are not directed at municipalities, it is understood that there are still ways that municipal government can contribute positively to and help support action.

The Town's MDP seeks to reinforce our commitment to truth and reconciliation in Strathmore, and to do this we must continue to build and have awareness of Indigenous people and their cultures, which includes many historical and contemporary topics, such as treaties, protocol, Indigenous rights, the history of residential schools and the impacts it had on Indigenous peoples, and the intergenerational trauma that has been unjustly inflicted upon Indigenous peoples.

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1.3.2 STRATHMORE'S HISTORY OF DEVELOPMENT

Strathmore began in the 1880's as a railroad siding along the Canadian Pacific Railway (CPR) on Eagle Lake, although by the early 1900's the siding had been relocated to present-day Downtown Strathmore. Early growth was primarily agricultural-based and was shaped by the CPR and its construction of the Western Irrigation Block. The arrival of the Trans-Canada Highway (ie. Highway #1) eventually shifted focus from the CPR to the development of commercial uses along the Highway #1 corridor, while at the same time more recent urban residential development has shifted away from a traditional grid-pattern that was oriented toward the CPR to a more curvilinear street network that is typical of modern urban and suburban areas. Agricultural and rural uses have continued across time despite the shift from locomotive to automotive, and these land uses remain an integral part of Strathmore's local economy and rich history.

EARLY SETTLEMENT: GETTING STARTED (1880'S – EARLY 1900'S)

The name "Strathmore" first appeared in the CPR timetable on December 1, 1883, referring to a railroad siding constructed near the south-west shore of Eagle Lake. The siding was named after the Valley of Strathmore in Scotland.

The siding was parallel to the CPR's main-line and allowed for the unloading, servicing, and storage of railcars, but also hosted livestock corrals that soon became an important cattle-shipping point. No permanent buildings were constructed however in this location.

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The 1880's had started with the CPR's formation and the federal government providing 10.1 million ha (25 million ac) of land to the CPR in a beltway along the railway, but a period of drought in the early-1890's threatened any prospects for agricultural production and homesteading. Later in 1894, the federal government responded to this and included a 12,140 km^2 (4,687 mi^2) block of land in a land agreement with the CPR for the purpose of developing a gravity-fed irrigation district to service the "desert" known as Palliser's Triangle by diverting water away from the Bow River. Without irrigation, the rich soils, flat land, and a climate suitable for farming within Palliser's Triangle would be susceptible to periods of severe drought and therefore limited in terms of the range and varieties of crops that could be produced.

Later in the early-1900's, construction of a large-scale irrigation scheme in the westerly portions of the irrigation block had started and present-day Strathmore became the headquarters for the CPR Irrigation Division. The previous railroad siding at Eagle Lake was now known only as Siding #16 after the CPR transferred the name "Strathmore" to present-day Strathmore, where another railroad siding had been constructed that better facilitated the settlement of irrigable lands that would begin in 1906.

Strathmore became a village the following year and was comprised of four families, a boxcar operating as the CPR's office with a waiting room, a red-brick CPR station house, and a store.

The growing importance of the village was evident as the CPR soon after constructed an 809 ha (2,000 ac) demonstration farm in Strathmore to help assist new farmers by showing them what could be grown and how, and by teaching them the skills and techniques necessary to work the land. The demonstration farm also provided marketing opportunities and economic stimulus that would prove key to Strathmore's early history.

The CPR's work continued in the early-1900's with thousands of trees being planted, as well as flowers, shrubs, hedges, and lawns having been established. These were accompanied by crops, orchards, and later by award-winning livestock – in fact, by 1928 the demonstration and supply farm had raised over 20,000 livestock before selling them to area farmers.

GROWING STABILITY: PRE-WWI TO POST-WWII (1910'S – 1940'S)

Strathmore achieved town-status from the Province of Alberta on July 6, 1911, with a commissioned report noting that the growing town had a population of 531 people. During this early period, the presence of the CPR in Strathmore was continually reflected by development that was occurring along a main street near a train station, which emphasized the railway as the focal point and "back-bone" for agricultural and commercial development in Strathmore.

The arrival of settlers slowed during World War I, but then rebounded shortly after the war ended, however the best farmland had already been settled at this point and instead tourism began to grow. The CPR's demonstration farm responded to this by taking on an expanded role as a supply farm, which provided milk, cream, and butter to the company's dining train-cars and its hotels. The CPR's demonstration and supply farm at Strathmore continued to grow in importance during the 1920's and was eventually hosting the largest herd of registered Holsteins in Canada.

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The 1930's saw activity and business along the CPR trend downward, with faster and more convenient truck delivery services expanding significantly between the late 1920's and the end of the 1930's. The CPR would soon divest itself from the farm and the irrigation works due to economic circumstances resulting from the curtailing of its freight and passenger traffic. Strathmore's initial response to land use planning and the pressures that come with increasing growth dates to 1935 when the Town's first zoning bylaw was enacted, which divided Strathmore into two zones – a business zone located at the centre and a residential zone consisting of, "all other property in the Town."

In the 1940's, the CPR began the process of transferring irrigation-related infrastructure to local water users, which also brought about the decommissioning of the CPR farm. Ownership and operation of the irrigation works was then assumed by the Western Irrigation District (WID). At present, only one of the former CPR farm buildings remains – a granary – located south of Pine Road and east of the intersection of Orchard Park Drive and Spruce Park Drive.

The importance of the WID to Strathmore remains historically important because without irrigation the value and productivity of the land would have been limited to ranching and a much smaller range of crop varieties. The WID canals have remained important through time as both a water source and as a place for Strathmore residents and visitors to engage in outdoor recreational activity. The installation of municipal-built and maintained sanitary sewer infrastructure also began in 1949 as urban development pressures began to emerge.

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ECONOMIC GROWTH: MAIN STREETS TO HIGHWAYS (1950'S – 1970'S)

The 1950's was a busy period that saw construction of new municipal buildings, such as the Strathmore Memorial Arena, along with installation of municipal water, sanitary sewer, and waste services. Institutions such as churches, schools, and a senior citizens home, also enjoyed new or expanded growth. The mid-1950's local economy was also growing quickly, which was evident in the construction of a second grain elevator by Alberta Wheat Pool, along with the opening of a seed cleaning plant. The late-1950's saw increased recreational opportunities with the Strathmore Golf Course converting their sand greens to grass. Other services that were available continued to improve with the arrival of a natural gas pipeline that was constructed by the Canadian Western Natural Gas Company.

The early-1960's remained busy from a development perspective with an engineering report noting that Strathmore would need to direct growth toward the west canal. The balance of the 1960's would see more construction – a bank, two churches, a drive-through restaurant, school additions, a senior's home, a new Town Hall, along with the purchase of improved firefighting equipment. The road layout was also shifting away from a grid-pattern oriented toward the CPR to a more suburban-like system of cul-de-sacs, crescents, and curvilinear streets featuring "ranch-style" homes.

It was also during this post-war period that the automobile was becoming a more affordable option for people. The importance of Highway #1 between the 1940's to 1960's became evident as patterns of commercial development in Strathmore was reshaped considerably toward the highway and away from the railroad. Strathmore's 1968 General Plan noted at the time that commercial uses had already started to cluster along Highway #1 to trade more effectively with highway travelers. Industrial uses were also beginning to gravitate toward more rural locations closer to Highway #1.

GROWING UP FAST: RURAL TOWN TO MID-SIZED TOWN (1970'S – 1990'S)

The 1970's began with the Town assuming responsibility for operating the Strathmore and District Library, along with the transfer of policing criminal and federal crimes from the Town Constable back to the Royal Canadian Mounted Police, although responsibility of enforcing municipal bylaws remained with the Town. There was talk among landowners and businesses that an industrial park was needed, complete with an airstrip to accommodate growth in the oil industry. Although it never materialized, it did result in the Brentwood Industrial Park, which still exists today between Brentwood Drive and Centennial Drive.

Throughout the 1970's, Strathmore would continue to grow and develop – a new municipal well was completed, a seed cleaning plant was opened near Brentwood Drive, and there was a renewed push for industrial land, but this time on the south side of Highway #1, and commercial uses continued to cluster along the highway. And by the end of the 1970's, Strathmore had adopted an updated General Municipal Plan (GMP) that was responding to, "… the growing pains of an expanding urban centre" and sought to take a fresh look at Strathmore's growth and development plans. The updated GMP was followed soon after by an updated zoning bylaw intended to implement the GMP.

As the 1980's began, Strathmore's population had grown to 2,724 people and by the early-1990's the population had grown by approximately 54% to 4,183 people. This period of growth placed new demands on municipal services and infrastructure, as well as provincial services – a new Town Office was built, a water agreement with the East Lake Water Line was signed, the now renamed Valley General Hospital and Extended Care Centre was opened, and as the decade closed the Town had turned its attention to constructing a new arena to replace the now demolished Strathmore Community Arena.

And to the east of the Town, the federal government had completed the twinning of Highway #1, again reinforcing its importance as a transportation corridor. The CPR's right-of-way was also sold, which resulted in the demolition of the Alberta Pool grain elevator – which unfortunately changed the skyline and eliminated a traditional wayfinding landmark associated with Downtown Strathmore.

Strathmore's growth continued to accelerate in the 1990's, ending the decade with a population of almost 7,000 people. This period saw construction values increase significantly, while local roads and highways like Wheatland Trail and the Trans-Canada Highway continued to be upgraded and expanded to accommodate growth. Schools were again experiencing pressure as portable classrooms were continually being added to schoolyards and lands were being assembled for more schools.

Municipal buildings, recreational amenities, and services were again front and center – a twin pad arena was opened, tennis courts were built, bicycle paths were added to Kinsmen Park, and Canada Post added centralized "super mailboxes" to help relieve pressures on mail service at the local post office.

By the mid-1990's, Strathmore was one of the fastest-growing municipalities in Alberta, offering proximity to a large metropolitan area – in fact, at that time 37% of Strathmore's population commuted to and worked in Calgary. The mid-to-late 1990's saw the Town purchase land from the CPR on the south side of the Trans-Canada Highway for industrial development, which was fully built-out before the decade ended. Lands were also annexed from Wheatland County to allow for growth and development to reach the WID's west canal.

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21ST CENTURY DEVELOPMENT (2000 – PRESENT)

The 2000's saw needed improvements to municipal infrastructure with more land being annexed from Wheatland County to accommodate construction of a wastewater treatment plant. The plant was operational by 2001, which opened additional lands for residential development. The importance of Highway #1 was further reinforced as the provincial government periodically entertained the idea of re-routing the highway around Strathmore. Strathmore's new aquatic centre was opened, a splash-pad was added in Kinsmen Park, and a new municipal recycling facility began operations. The most significant land use planning shift during this time occurred along Highway #1 when "big box stores" and "restaurant chains" arrived. The late-2000's saw further investment in municipal infrastructure with major upgrades being made to the water treatment plant.

Strathmore continued to grow around the WID lands, and a new trails and pathway system would emerge in the 2010's along the same canal system that was originally constructed with the intention of irrigating farmland. Ongoing water issues were also addressed when a regional waterline bringing clean and reliable drinking water to Strathmore from the City of Calgary was opened in 2010.

The 2020's arrived with the completion of the Strathmore Municipal Building (SMB) located in Downtown Strathmore at the north-east corner of Kinsmen Park (see Photo 1). The SMB offers a cost-effective and convenient "one-stop" location for residents and businesses that need to access municipal services, while at the same time enhancing and further highlighting Kinsmen Park as a community hub and focal point that plays host to events and gatherings that brings the community together.

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Photo 1: Strathmore Municipal Building (Town of Strathmore, 2020)

HISTORY OF URBAN EXPANSION & ANNEXATION (1974 - PRESENT)

The history of urban expansion and annexations in Strathmore can largely be attributed to the presence of the CPR and eventually Highway #1 – both of which contributed in different ways and at different times to a pace of growth and development that has occasionally required the addition of lands through annexation to properly service the future needs of residents and businesses in Strathmore.

Since 1974, the Town has expanded its municipal boundaries on several occasions with the most recent annexation having been completed in 2010. It is noted that municipalities have typically been encouraged by the provincial government to pursue larger annexations that provide land supply for 40-50 years, as opposed to engaging in a series of smaller annexations. Lands that have been annexed are to generally remain as agricultural and rural lands until the urban development of these lands have been comprehensively planned. Urban development on annexed lands must also consider applicable policies within the Town's MDP. The development of annexed lands may also require the approval of other studies, plans, and growth management solutions prior to urban development.".

q) By deleting "**Figure 1: Town of Strathmore Historical Population and Population Projections**" in "**Section 1.3 – Commnity Context and Trends**".

r) By deleting "**Section 1.3 – Community Context and Trends**" entirely and replacing it with the following sections:

"**1.3.3 STRATHMORE TODAY**

With a land area of approximately 27 km^2 (10.42 mi^2) and an estimated population of 16,416 residents as of 2025, Strathmore is one of the larger incorporated towns in Alberta by land area and by population (see Figure 4). Recent population growth in Strathmore has seen a year-to-year increase of 1.74% between 2024 and 2025, and five-year period increase of 9.73% between 2020 and 2025 (Source: Alberta Regional Dashboard, 2026).

This section of the Town's MDP describes the population and physical characteristics of Strathmore as it exists today and relies primarily on available data from municipal, provincial, and federal sources.

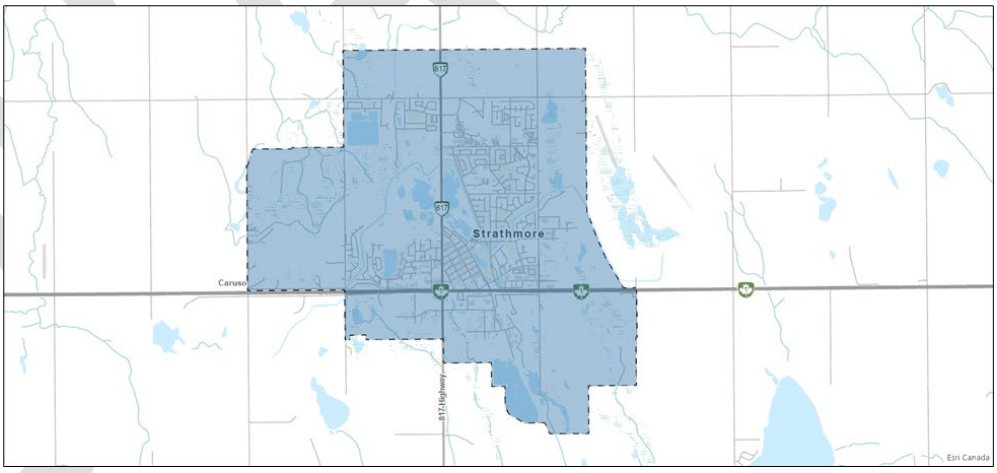

Figure 4: Town of Strathmore (Source: Province of Alberta & Esri Canada, 2026)

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1.3.3.1 POPULATION & DEMOGRAPHICS

Strathmore is a growing and desirable place to live, having almost doubled in population between 2001 and 2018 from 7,455 to 13,528 at an average growth rate of 4.79% per year across this 17-year period (Source: Strathmore Census, 2018). During this period, the year-to-year growth rate varied from a high of over 7% from 2010 to 2012 and as low as under 1% between 2015 to 2018.

More recently, the Town's population growth is evident within provincial data which shows an increase of approximately %18.7 across a ten-year period between 13,832 in 2015 to 16,416 in 2025 (see Figure 5). Recent federal census data shows a 4.2% population increase between the federal census years of 2016 and 2021, which was slightly below the 4.8% population increase in Alberta and below the 5.2% population increase across Canada during this same period (Source: Statistics Canada, 2025).

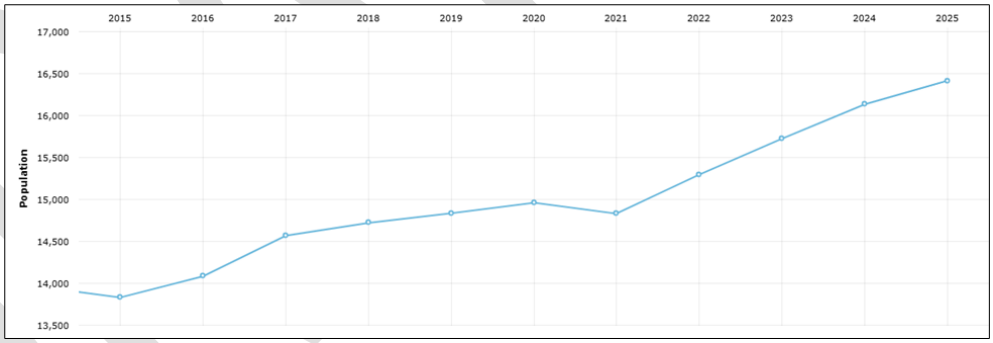

Figure 5: Population Growth in Strathmore (Source: Province of Alberta, 2026)

According to most recent federal census data, Strathmore's median age is 40.0 years, which is slightly higher than the provincial median of 38.4 years, yet comparable to other communities in the region – for example, Airdrie at 35.6 years, Calgary at 38.0 years, Chestermere at 37.6 years, Okotoks at 39.2 years, and considerably lower than High River at 44.8 years (Source: Statistics Canada, 2021).

Strathmore is also a young community with 26.5% of residents being 19 years of age or younger compared to 24.9% of the population being 19 years of age or younger province-wide in Alberta (Source: Statistics Canada, 2021). This illustrates Strathmore's position as an affordable community that offers a range of health facilities, parks and open spaces, recreational facilities, and schools, which collectively offer people an overall quality of life that prioritizes family and people. Strathmore's attractiveness as a good place to raise a family is also evident in other cohorts – for example, the age cohorts between 25 to 29 years of age and 45 to 49 years of age each account for a range of between 5.1% to 7.1% of the total population (Source: Statistics Canada, 2021).

The affordability and access to amenities and services that are enjoyed by those raising families is also enjoyed by seniors with 17.7% of Strathmore's population being 65 years of age or older compared to 14.8% of the population being 65 or older province-wide in Alberta (Source: Statistics Canada, 2021).

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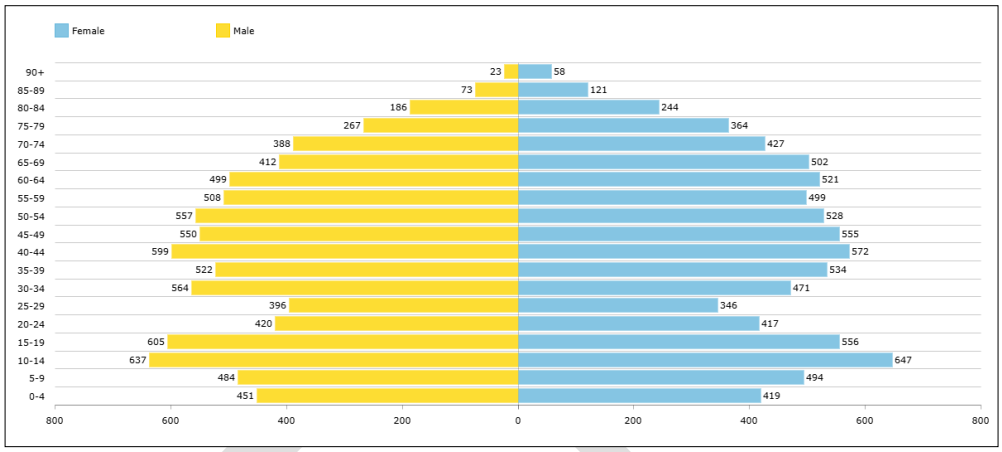

Figure 6: Age Distribution in Strathmore (Source: Province of Alberta, 2026)

Age distribution in the Town's population will change across time, but at the same time with improved housing choice and supply it is anticipated that Strathmore will remain a desirable place to both raise a family and age-in-place – a truly family-oriented community (see Figure 6).

1.3.3.2 HOUSING & SOCIOECONOMIC CHARACTERISTICS (HOLDING)

1.3.3.3 PATTERNS OF DEVELOPMENT

An enduring link to the past in Strathmore can be found in the plans of subdivision that were registered by the CPR in the early-1900s. These plans created lots that were 7.62 m (25.00 ft) by 36.58 m (120.00 ft) with lanes in the rear of the lots. These lots were sold individually or in multiples of 7.62 m (25.00 ft) by 36.58 m (120.00 ft). There are a small number of single lots of this size remaining today and they are concentrated in or near Downtown Strathmore.

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Strathmore has traditionally been a community having a rigid separation of land uses, which has seen residential land development mostly occur to the north of Highway #1 with commercial land uses being situated along the highway and in Downtown Strathmore, along with a mix of commercial and industrial uses being situated to the south of the highway. This pattern of development is expected to shift as Strathmore continues to experience strong growth with the result being a preference for mixed-use development at varying densities in both new planned growth areas and through the processes of strategic intensification and redevelopment, all of which is expected to include appropriate transitions between existing residential and commercial and industrial areas.

Strathmore's transportation network has also evolved from a traditional street-grid that remains evident today in Downtown Strathmore toward a more contemporary system of roads featuring cul-de-sacs, crescents and curvilinear streets. Two provincially controlled highways also traverse Strathmore with Highway #1 running east-to-west and Highway #817 (ie. Wheatland Trail) in a north-to-south direction.

1.3.3.4 LOCAL ECONOMY (HOLDING)

1.3.4 STRATHMORE MOVING FORWARD

Strathmore has now surpassed a population of 16,000 and is expected to continue to a population of 35,000 over the next 30-50 years. How will Strathmore move forward together as a community – and what does this look and feel like? What will Strathmore's urban landscape look like when it reaches a mid-to-large sized town population of 35,000? Moving forward together with a vision and a plan is crucial – and knowing what to expect is integral to understanding and planning for how growth and development should take place in Strathmore.

1.3.4.1 POPULATION PROJECTIONS

The Town's MDP assumes that the population will continue to grow at a medium growth rate of 1.8% per year, which would see a population of 20,000 by 2040, 30,000 by 2063, and 35,000 by 2073. This assumption is based on projections within the Strathmore-Wheatland County IDP, which included a population analysis intended to provide an understanding as to how fast Strathmore and Wheatland County are expected to grow over the next 50 years.

Based on the medium growth rate scenario of 1.8% per year, Strathmore is expected to reach a milestone population of 35,000 people by 2073 – although within the same period, a higher growth rate scenario could see a population size of 50,000, or a lower growth rate scenario of just under a population of 25,000 by 2073. The medium growth rate is considered reasonable provided that Strathmore's growth is monitored regularly and adjustments are made when necessary.

1.3.4.2 ECONOMIC PROJECTIONS (HOLDING)

1.3.4.3 BUILDING FOR FUTURE GENERATIONS (HOLDING)".

s) By deleting "**Section 1.4 – Vision Statement**" entirely and replacing it with the following reformatted words:

"**1.4 VISION STATEMENT**

The Town's MDP employs a vision for Strathmore that revolves around four pillars, expressed as recurring themes that were previously identified through public engagement and consultation when it was first adopted by Council:

- Strathmore recognizes where it has come from to the position it holds dearly today.
- Strathmore places emphasis on parks and open spaces, wetlands, and other community attributes that collectively gives Strathmore a feeling of openness that is complimentary to its surrounding agricultural and rural areas.

- Strathmore is family-oriented and has a strong connection to and recognizes the importance of the role of the family in everyday life.
- Strathmore values recreation and strives to incorporate amenities within the community that encourage active and health lifestyles.

Strathmore's vision is to remain a community that places emphasis on its history and its space. A community, in which responsible growth and development is balanced with smart, well-planned parks and open spaces, and where wetlands are protected. Strathmore is a regional-centre that provides a strong environment for families to grow, while still recognizing important connections to its past. Strathmore is a community where quality of life is a way of life.".

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t) By renaming "**Part 2 – Growth Strategies**" to "**PART 2: GROWING STRATHMORE**" and by adding the following preamble:

"**2.1 GROWTH MANAGEMENT**

Managing growth effectively is integral to good land use and community planning. Managing growth properly will also enable Strathmore to strategically expand its range of services and opportunities and grow its tax base. With this in mind, "growth management" is a term that refers to the process of guiding the amount, rate, location, type, and quality of future growth in Strathmore – with emphasis on how future population and economic growth is expected to contribute positively toward the municipality's longer-term fiscal and environmental sustainability aspirations and infrastructure efficiencies.

At present, there is significant capacity within the Town's existing planned areas that are approved and ready for current development. Placing emphasis on development within these existing planned areas generates opportunities related to good fiscal and economic decision-making, ensuring the protection of agricultural and rural lands, and for preserving the unique character of Strathmore.

This section of the Town's MDP identifies and categorizes growth areas that are ideal from the perspective of accommodating new growth, whether it be through strategically increasing the intensity of development within an existing built-up area, or through facilitating expansion onto undeveloped lands.

These growth areas are each well-positioned to accommodate and support a range of development types based on existing or planned infrastructure capacities, adjacency, or proximity to existing built-up areas, major roads, and transportation corridors, or they offer efficient and sensible infrastructure and servicing options. Directing growth toward these areas helps ensure that the longer-term financial sustainability of the municipality is maintained, while at the same time balancing the evolving character and role of Strathmore as a community, protecting the natural environment, and continuing to protect surrounding agricultural and rural areas. ".

u) By deleting content following the new preamble in "**Section 2.1 – Growth Management**" entirely and replacing it with the following:

"**2.1.1 GENERAL POLICIES**

2.1.1.1 The Town shall ensure all growth and development on undeveloped lands that are designated on *Map A: Planned Growth Areas* as an Unplanned Growth Area (UGA), Future Growth Area (FGA), or Active Growth Area (AGA), is comprehensively planned for and guided by an Area Structure Plan (ASP), and where appropriate the approval of Outline Plans, prior to redesignating land under the Town's Land Use Bylaw, subdividing land, or facilitating the issuance of any development permits. Table 1 provides a summary of the Planned Growth Areas hierarchy:

2.1.1.2 The Town will ensure that all new and existing ASP's or Area Redevelopment Plans (ARP) demonstrate good land use planning, demonstrate conformity with all approved plans and studies related to the ASP or ARP, including all applicable policies in the Town's MDP, and where possible contribute positively toward the implementation of all other related plans, reports, and studies that have been approved by Council.

2.1.1.3 The Town will prevent rural lot creation for country residential purposes, and the premature subdivision or fragmentation of agricultural and rural lands, by requiring that all new growth and development demonstrate conformity with all applicable policies in the MDP and be contiguous to an FGA, AGA, or otherwise existing development.

2.1.1.4 The Town will ensure that orderly progression and phasing of growth and development has regard for infrastructure and servicing capacities, including water and wastewater systems, stormwater management infrastructure, transportation networks, emergency services, parks, open space, and recreational facilities, and other municipal services required to support new development in a fiscally responsible manner.

2.1.1.5 The Town will seek to prioritize any potential municipal funding for the planning, design, and construction of major infrastructure that is necessary to support growth within AGA's over those areas designated as a UGA or FGA.

2.1.1.6 The Town should review and update existing population projections, growth rates, and residential densities on a regular basis to help assess and understand its land absorption rate relative to available land within the existing municipal boundary.

2.1.1.7 The Town will seek to encourage strategic intensification and manage growth through the approval of amended ASP's, ARP's, Outline Plans, and subdivision plans that positively contribute toward the Town's overall aspirational intensification target of 10%.

Policy Direction	Unplanned Growth Area	Future Growth Area	Active Growth Area
Development Status	Long-term growth potential with no ASP process activated.	Mid-term growth potential and requires adoption of new ASP to transition from UGA.	Immediate growth potential and "shovel ready" for development.
Planning Requirement	Council resolution to begin ASP activation process.	ASP approved and potential for Outline Plan(s).	ASP and Outline Plan(s) approved.
MDP Amendment	Required to redesignate from UGA to FGA.	Required to redesignate from FGA to AGA.	Housekeeping update to redesignate from AGA to Existing Development.
Prerequisites	Substantial build-out of existing FGAs and AGAs.	Market demand not be met by existing ASPs and/or ARPs.	Ongoing development or ready for immediate subdivision.
Infrastructure Priority	Lowest priority for municipal funding.	Medium priority and must demonstrate servicing capacity.	Highest priority for municipal funding and infrastructure.
Density Targets	Not applicable.	Minimum 20 dwelling units/ha and up to 35 dwelling units/ha in mixed-use areas.	Same as FGA but refined and guided by approved Outline Plan(s).

Table 1: Summary of Planned Growth Areas

2.1.2 NEW PLANNED GROWTH AREAS

2.1.2.1 The Town must have authorization in the form of a resolution from Council prior to accepting the submission of any formal planning applications that would amount to the initiation and subsequent preparation and request for approval of a new ASP and redesignation of a UGA.

2.1.2.2 The Town may require the submission of a pre-consultation application to examine a proposed new ASP within a UGA prior to proceeding to Council with a resolution to accept any formal planning applications that would initiate preparation of a new ASP within a UGA.

2.1.2.3 The Town requires substantial build-out and completion of existing FGA's and AGA's, including the provision of infrastructure, servicing, and amenities prior to authorizing the preparation of a new ASP within a UGA.

2.1.2.4 The Town requires that any new FGA provide a housing mix that achieves a minimum overall density of 20 residential dwelling units per net residential hectare be provided and that within a mixed-use node a minimum overall density of 35 residential dwelling units per net residential hectare should be targeted.

2.1.2.5 The Town requires that the creation of a new FGA occur in tandem with the adoption of a new ASP, which at a minimum shall demonstrate the following:

a) That the location for a new FGA is appropriate;

b) That market demand for growth is not met by existing ASP's and ARP's;

c) That the proposed new FGA represents orderly and appropriately phased or sequenced growth and development patterns; and,

d) That the proposed new FGA otherwise conforms with all applicable policies in the Town's MDP.

2.1.2.6 The Town shall ensure that the creation of a new FGA on lands currently designated as a UGA be created only through an amendment to the Town's MDP, including the updating of *Map A: Planned Growth Areas* to reflect a newly established FGA.

2.1.3 EXISTING & EXPANDING PLANNED GROWTH AREAS

2.1.3.1 The Town requires that all existing or expanding FGA's and AGA's provide for a housing mix that achieves a minimum overall density of 20 residential dwelling units per net residential hectare be provided and that within a mixed-use node a minimum overall density of 35 residential dwelling units per net residential hectare should be targeted.

2.1.3.2 The Town will ensure that development proposals within an existing FGA or AGA maintains and enhances the general intent and character for the area and the development must demonstrate conformity with any applicable ASP or ARP, Outline Plans, and where appropriate the approval of a new Outline Plan where there is no subordinate plan to an approved ASP or ARP may be required.

2.1.3.3 The Town shall require that any expansion to an existing FGA or AGA only proceed by way of an amendment to any applicable ASP or ARP, and Outline Plans, or where more appropriate the adoption of a new ASP or ARP may be required at discretion of the Town.

2.1.3.4 The Town requires that the expansion of an existing FGA or AGA first demonstrate a pattern of successfully completed development or phasing of development within the current ASP or ARP, and Outline Plans area, which results in limited land supply within the currently approved ASP or ARP, and Outline Plans.

2.1.3.5 The Town shall ensure that the expansion of an existing FGA or AGA be permitted only through an amendment to the Town's MDP, including the updating of *Map A: Planned Growth Areas* to reflect any expanded FGA or AGA.

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2.1.4 FUTURE GROWTH AREAS

2.1.4.1 The Town will encourage and pursue a full range and mix of land uses within all FGA's and implementing ASP's, including but not limited to the following:

a) Residential uses;

b) Local commercial retail and personal service uses;

c) Employment Areas and uses;

d) Institutional and community uses;

e) Parks, open space, recreational and cultural uses; and,

f) Light industrial uses where appropriate and compatible.

2.1.4.2 The Town will encourage and pursue a diverse range of housing types, built forms, and densities within all FGA's and implementing ASP's, including but not limited to the following:

a) Single-detached, duplex, and semi-detached dwellings;

b) Townhouse and rowhouse dwellings;

c) Multiple dwellings having 3-4 residential dwelling units (ie. triplex or fourplex);

d) Manufactured homes;

e) Apartment-style multiple dwellings having more than 4 residential dwelling units;

f) Seniors housing and continuing care facilities; and,

g) Accessory dwelling units (eg. basement apartments, garden suites, etc.).

2.1.4.3 The Town will additionally encourage and pursue development within all FGA's and implementing ASP's that:

a) Provides adequate infrastructure and servicing capacities;

b) Provides new, connected, and well-integrated parks and open space uses, including locations for active and passive recreational activities and facilities;

c) Provides integration with existing and planned transportation networks, including sidewalks, pathways, trails, as well as both local and regional roads; and,

d) Provides complete community benefits and amenities, including non-residential uses, that provide direct benefits to the FGA.

2.1.4.4 The Town shall not approve any Outline Plans within an FGA.

2.1.4.5 The Town shall ensure that redesignation of an FGA to an AGA be permitted only through an amendment to the Town's MDP, including the updating of *Map A: Planned Growth Areas* to reflect a change from FGA to AGA.

2.1.5 ACTIVE GROWTH AREAS

2.1.5.1 The Town may require the approval of an Outline Plan prior to subdivision proceeding on any lands situated within a AGA that are also subject to an ASP.

2.1.5.2 The Town will encourage and pursue the preparation and approval of Outline Plans where development within a AGA on lands subject to an ASP:

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a) Proposes subdivision that would create a parcel of land having an area of 0.8 ha (2 acres) or greater;

b) Includes a parcel of land subject to outstanding municipal or environmental reserves;

c) Includes land that is needed for a public road; and/or,

d) Proposes the complex subdivision of land having the intent of creating multiple new parcels of land and numerous infrastructure development conditions, which in the opinion of the Town would be aided by a land use planning and infrastructure approval framework.

2.1.5.3 The Town will ensure that in addition to those matters outlined in Section 2.1.4.1 through 2.1.4.3, all required Outline Plans provide for an appropriate and workable distribution of land uses, open space, and transportation networks that is representative of good land use planning, while also demonstrating conformity with an applicable ASP.

2.1.5.4 The Town will undertake a housekeeping update to redesignate lands containing an approved Outline Plan from AGA to Existing Development on *Map A: Planned Growth Areas* as permitted under Section 5.4.3 of the Town's MDP.

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2.1.6 STRATEGIC INTENSIFICATION

2.1.6.1 The Town supports the growth and evolution of existing urbanized areas and settings designated as Existing Development on *Map A: Planned Growth Areas*, provided that their general intent, character, and vitality are maintained and preferably enhanced.

2.1.6.2 The Town encourages the prioritization of development or redevelopment of vacant or underutilized lands within existing and established urbanized areas and settings.

2.1.6.3 The Town will promote strategic intensification along major arterial and minor arterial roadways and within Downtown Strathmore that can support a future public transit system, including the generation of suitable public transit passenger volume and system utilization.

2.1.6.4 Town will manage strategic intensification within existing urbanized areas and settings through land use redesignations under the Town's Land Use Bylaw and ARP's where appropriate and aspire to achieve an overall minimum strategic intensification target of 10% for all new residential dwelling units constructed in Strathmore.

2.1.6.5 The Town will focus on supporting strategic intensification opportunities that achieve the following:

a) Development of built forms having building heights of 2-3 storeys on lands adjacent to Downtown Strathmore;

b) Development of built forms having building heights of 3-5 storeys in Downtown Strathmore; and/or,

c) Development of built forms having building heights of 5-8 storeys in proximity to Highway #1.

2.1.6.6 The Town encourages strategic intensification that is delivered in a manner that facilitates beneficial and desirable improvements to infrastructure, servicing, and the public realm, while at the same time demonstrating good municipal fiscal responsibility.

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2.1.6.7 The Town should prepare guidelines in consultation with residents and businesses for accommodating intensification within existing urbanized areas and settings in a manner that contributes positively to the existing intent, character, and vitality of neighbourhoods, as well as Strathmore as a whole.

2.1.7 STRATEGIC BUSINESS & INNOVATION HUBS

2.1.7.1 The Town may identify locations for Strategic Business and Innovation Hubs on *Map A: Planned Growth Areas*, where the geographic clustering of interconnected businesses, suppliers, and associated institutions in a particular field, economic sector, or form of technology are able to mutually grow and thrive together.

2.1.7.2 The Town may require the approval of an ASP or Outline Plan on lands designated as a Strategic Business and Innovation Hub on *Map A: Planned Growth Areas* prior to redesignating land under the Town's Land Use Bylaw, subdividing land, or facilitating the issuance of any development permits.

2.1.7.3 The Town will ensure that the designation of a new or expanding Strategic Business and Innovation Hub first consider the following:

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a) Regional, provincial, national, and/or international significance;

b) Local and regional employment benefits and/or improved access to goods and services;

c) Orderly, efficient, and appropriately phased approach to development, including site designs, that minimizes adverse impacts on nearby agricultural and/or residential areas;

d) Appropriateness of the location as it relates to accessing utilities, transportation networks, or the opportunity to co-locate with other business types and uses;

e) Acceptable rationale for not locating within an existing Employment Area;

f) Clear and significant financial benefit to the Town;

g) Existence of market demand and proximity or access to target markets; and,

h) Alignment with any applicable plans, reports, and studies that have been approved by Council.

2.1.7.4 The Town will facilitate the creation of hub-specific, land use districts under the Town's Land Use Bylaw within Strategic Business and Innovation Hubs, that may include, but is not limited to, the following:

a) Expanded range of permitted and discretionary uses;

b) Flexible lot areas, coverages, frontage, and yard setbacks;

c) Reduced parking area and parking space requirements;

d) Increased density permissions; and/or,

e) Permitted accessory residential uses (eg. live-work dwelling units).

2.1.8 EMPLOYMENT AREAS

2.1.8.1 The Town may require the approval of an ASP or Outline Plan on lands designated as Employment Areas on *Map A: Planned Growth Areas* prior to redesignating land under the Town's Land Use Bylaw, subdividing land, or facilitating the issuance of any development permits.

2.1.8.2 The Town will ensure that Employment Areas are economically competitive and capable of supporting a diverse range and mix of light industrial, general industrial, and commercial uses that serve the broader community and region.

2.1.8.3 The Town will encourage development within Employment Areas that complements nearby existing land uses, utilize existing or planned infrastructure and services, minimize land use conflicts with nearby agricultural and residential uses, and minimize traffic along local roads and in rural areas.

2.1.8.4 The Town may allow institutional and community uses within Employment Areas where nearby employment uses and their functions would not be negatively impacted and where conformity with any approved ASP, ARP, or Outline Plan is demonstrated.

2.1.8.5 The Town shall ensure that all development within Employment Areas connects to municipal water and wastewater infrastructure, unless otherwise permitted within an approved ASP, ARP, or Outline Plan, which at a minimum identifies proven market demand, environmental capacity and safety, and suitable land uses.

2.1.8.6 The Town will encourage the creation of an integrated local and regional transportation network within Employment Areas that includes, but is not limited to, the provision of sidewalks, pathways, trails and roads.

2.1.8.7 The Town will promote development within Employment Areas that demonstrates the possible integration of a future public transit system, including the generation of suitable public transit passenger volume and system utilization.

2.1.8.8 The Town will encourage development within Employment Areas that provides connections to existing, planned, or new open space corridors, pathways, and trails.

2.1.8.9 The Town will periodically undertake a housekeeping update to redesignate lands containing developed Employment Areas to Existing Development on *Map A: Planned Growth Areas* as permitted under Section 5.4.3 of the Town's MDP.".

v) By renumbering existing "**Section 2.2 – Community and Neighbourhood Design**", "**Section 2.3 – Economic Development**", "**Section 2.4 – Heritage Preservation**", "**Section 2.5 – Environmental Management**", **and** "**Section 2.6 – Agriculutral Operations**" to "**Section 2.3 – Community & Neighbourhood Design**", "**Section 2.4 – Housing (Holding)**", "**Section 2.5 – Economic Development**", "**Section 2.6 – Heritage Preservation**", "**Section 2.7 – Environmental Management**", **and** "**Section 2.8 – Agriculutral Operations**".

w) By deleting all footnotes contained within the renumbered "**Section 2.2 – Community & Neighbourhood Design**".

x) By adding a new "**Section 2.2 – Fiscal Sustainability**" as follows:

"**2.2 FISCAL SUSTAINABILITY**

2.2.1 The Town will encourage local employment opportunities and the diversification of municipal revenues through attraction, diversification, growth, and development of commercial and industrial businesses.

2.2.2 The Town should align both the capital and operating budget with growth management priorities and municipal-wide budgetary processes.

2.2.3 The Town will ensure that maximum cost recovery methods are in place prior to approving development to ensure that developers are primarily responsible for paying the capital and interest costs of development.

2.2.4 The Town will ensure that utility operational and life-cycle costs are recovered through the application of user fees from those benefitting from utilities and services.

2.2.5 The Town will ensure that off-site infrastructure costs related to new development are funded by developers during the subdivision or development permit process and in alignment with off-site levy bylaws.

2.2.6 The Town may require the preparation of cost feasibility and life-cycle analyses detailing the operating and replacement costs of new water, stormwater, wastewater, solid waste and utility infrastructure associated with development proposals.

2.2.7 The Town should promote non-residential property assessment growth by encouraging all new development and redevelopment within any new or existing ASP's to strive for and achieve a residential to non-residential property assessment ratio of 60:40.

2.2.8 The Town should promote the achievement of a municipal-wide residential to non-residential property assessment ratio of 70:30.".

y) By deleting "**Policy 2.3.1**" and replacing it with the following:

"2.3.1 All new developments greater than 8 ha (19.77 acres) within the Town shall generally require the preparation of an Area Structure Plan (ASP) prior to redesignation and subdivision proceeding on any lands.".

z) By deleting renumbered "**Section 2.5 – Economic Development**" entirely and replacing it with the following:

"**2.5 ECONOMIC DEVELOPMENT**

Strathmore's traces its economic roots back to agriculture – when the arrival of the Canadian Pacific Railway (CPR) and the Western Irrigation Block (WIB) brought hundreds, and eventually thousands of people to the area as settlers. Strathmore has since evolved into a vibrant community of over 16,000 residents that offers the best of two worlds – the tranquility of rural life, while also offering the convenience of urban services – including access to employment, high-quality education, healthcare, and recreational facilities.

Strathmore is a growing regional commercial, employment, and service centre that allows residents to find the goods they need, the jobs they want, and access most services they need without having to leave their community. Those outside the municipal boundaries, but within the immediate trading area, also frequent Strathmore for their own commercial, employment, and service needs.

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Businesses can and do thrive in this environment. Strathmore's location allows businesses to thrive in an environment that enjoys small-town, local community support, while at the same time benefitting from access to the workforce, services and market within the context of the larger Calgary Metropolitan Area (CMA). According to the Town's *Business Needs Assessment and Economic Development Action Plan*, there are an estimated 1.6 million people living near the eastern trade corridor of Trans-Canada Highway #1, with more than 100,000 people living within 25 km (15.53 mi) of the Town's municipal boundaries. Strathmore has grown and developed around Highway #1 and Wheatland Trail, resulting in strong connectivity to the larger region and its amenities – such as the Calgary International Airport, major shopping areas, major industrial sites, and to other municipalities and regions in Alberta.

This section of the Town's MDP provides guidance seeking to ensure that Strathmore remains focused on attracting, expanding, and retaining businesses and further strengthening its economic advantage, feasibility, and vibrancy, as a regional commercial, employment, and service centre within the CMA.

2.5.1 GENERAL POLICIES

2.5.1.1 The Town will promote business and economic activity that provides ongoing stability, responsiveness, and market growth that keeps pace with the needs of a growing small to medium-sized town.

2.5.1.2 The Town will promote access to a diverse, inclusive economy, and seek growth and development opportunities that meet the needs of both existing and future residents and businesses that are supportive of a high quality of life, including the attraction of businesses that allow residents to work and live in Strathmore without having to commute elsewhere.

2.5.1.3 The Town will work toward creating economic opportunities that utilize community strengths and seek to attract non–residential development that supports a diverse range of amenities, services, and employment options within the community.

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2.5.2 ATTRACTING & RETAINING BUSINESSES

2.5.2.1 The Town will support home-based businesses that are ancillary in nature and complimentary to residential neighbourhoods and built-forms, including the establishing of land use permissions under the Town's Land Use Bylaw.

2.5.2.2 The Town encourages the development of live-work housing options in mixed-use areas, including the establishing of land use permissions under the Town's Land Use Bylaw and supportive guiding policies within Area Structure Plans (ASP's), Area Redevelopment Plans (ARP's), and Outline Plans.

2.5.2.3 The Town will encourage initiatives and incentives that retain existing businesses and attract new businesses to Downtown Strathmore and major employers to planned growth areas.

2.5.3 EMPLOYMENT GROWTH

2.5.3.1 The Town will facilitate the provision of serviceable, developable, and/or redevelopable land for employment purposes by:

a) Establishing new Employment Areas as planned growth areas under Section 2.1 of the Town's MDP and as shown on *Map A: Planned Growth Areas*;

b) Working with landowners and developers to expedite cost-effective and sustainable development of municipal infrastructure within planned Employment Areas; and,

c) Optimizing the use of existing infrastructure and services when planning and phasing development occurring within Employment Areas.

2.5.3.2 The Town will ensure that Employment Areas feature parcels of land offering a wide range of lot areas, depths, and frontages that can support a diverse range of businesses.

2.5.3.3 The Town will explore and consider opportunities that result in servicing infrastructure that capably facilitates new development in identified Employment Areas.

2.5.3.4 The Town encourages the redevelopment and intensification of established employment-related uses and areas that facilitates new employment and economic development opportunities.

2.5.3.5 The Town will ensure that retail and service-related land uses within Employment Areas primarily serve employees and businesses in the area.

2.5.3.6 The Town will seek to promote partnerships that offer opportunities for growth and investment at a regional scale within Wheatland County and the larger Calgary Metropolitan Area.

2.5.4 INNOVATION

2.5.4.1 The Town may support growth and development in the renewable energy sector by:

a) Exploring interim, small, and medium-sized energy technology and their facilities or installations on vacant or underutilized land that is non-contiguous to existing urban development if power transmission infrastructure is available; and/or,
b) Considering the use of rooftop solar panels where individual energy needs on a site or within a development proposal can be met on the same lot or parcel of land subject to the Alberta Building Code and the Town's LUB.

2.5.4.2 The Town should promote access to high-quality broadband infrastructure as being essential by advocating for increased service levels in areas with a high concentration of businesses, institutional users, small businesses, and residential neighbourhoods that require access for domestic, work-from-home, and other commercial purposes.

2.5.4.3 The Town should promote the attraction of knowledge-based industries and educational and employment opportunities to Strathmore, and by continuing to encourage the locating of post-secondary educational institutions in Strathmore.

2.5.5 RELATIONSHIPS

2.5.5.1 LOCAL RELATIONSHIPS

2.5.5.1.1 The Town should promote collaboration with local community-building partners by building strong relationships with those involved in the areas of community development, economic development, education, recreation and culture, social initiatives, and land use planning.

2.5.5.2 REGIONAL PARTNERSHIPS

2.5.5.2.1 The Town should promote collaboration with nearby communities and across organizations and decision-making authorities that is supportive of the region by:

a) Pursuing economic development, land use planning, municipal services, and transportation partnerships that help achieve desired municipal and regional outcomes;

b) Pursuing regional partnerships and opportunities that demonstrate effort toward achieving economic, environmental and social outcomes, both locally and regionally; and,

c) Pursuing an active and ongoing understanding of Wheatland County's land use planning issues and concerns, and how they may affect Strathmore, and provide reciprocal information and support as warranted.

2.5.5.3 PROVINCIAL RELATIONSHIPS

2.5.5.3.1 The Town should promote collaboration with the Province of Alberta and continue to position Strathmore as an important regional centre east of the Calgary CMA in Southern Alberta by:

a) Partnering with the provincial government and its agencies and departments to manage growth in a coordinated manner, ensuring land use planning efficiencies, and the provision of adequate infrastructure and services;

b) Encouraging post-secondary institutions to consider Strathmore as a location for satellite campus facilities; and,

c) Encouraging expansion of provincially-mandated medical services and facilities within and in proximity to the existing Strathmore District Health Services facility located on Brent Boulevard.

2.5.5.3.2 The Town will promote improved access to local, regional, national, and international markets by encouraging timely improvements to Trans-Canada Highway #1 and by advocating for a future highway bypass design that provides access to arterial roads and other provincial highways, including maintenance and enhancement of key access points to Strathmore.".

aa) By deleting "**Section 2.8 – Agricultural Operations**" entirely and replacing it with the following:

"**2.8 AGRICULTURAL OPERATIONS**

2.8.1 The Town will ensure that the predominant land use within agricultural areas includes core elements such as the cultivation of crops, raising of livestock, and other food, fiber, and horticultural production, along with related elements such as farm buildings and residences, the storage and processing of agricultural and agriculture-related good and products, farming infrastructure and equipment sales, and agricultural research and development activities.

2.8.2 The Town will support the protection and continued operation of existing agricultural and agriculture-related land uses within agricultural areas, while also striving to protect future urban development opportunities by preventing the intensification of existing agricultural operations or the conversion of an existing agricultural operation to a more intensive agricultural operation.

2.8.3 The Town will ensure that agricultural areas are not fragmented or prematurely converted for urban development purposes and strive to prevent conversion of agricultural lands for urban development purposes by first encouraging intensification of non-agricultural lands elsewhere in Strathmore.

2.8.4 The Town should disallow any development proposals that would permanently remove lands from agricultural production or facilitate the subdivision of agricultural areas for the purposes of agricultural or rural residential lot creation that do not meet minimum requirements established in the Town's Land Use Bylaw (LUB).

2.8.5 The Town will designate any lands that have been annexed after the enactment date of Bylaw 26-07 as an Unplanned Growth Area (UGA) and as "AG", General Agricultural District under the LUB, until all growth management policies in Section 2.1 of the Town's MDP, including ASP and Outline Plan approvals where required, have been satisfied before any LUB redesignation, subdivision of land, or development permits are issued on the annexed lands.".

bb) By renaming "**Part 3 – Land Use & Open Space**" to "**PART 3: BUILDING STRATHMORE**" and by adding the following preamble:

cc) By renaming "**Section 3.1 – Development Concept**" to "**Section 3.1 – Land Use Concept**" and by entirely replacing the preamble with the following:

"This section of the Town's MDP establishes a land use concept that is depicted on *Map B: Land Use Concept* along with supportive policy-based text that is intended to help guide what constitutes good land use planning and development, as Strathmore as it moves toward a population of 35,000 residents over the next 30-50 years.

All lands within Strathmore are assigned a land use designation under *Map B: Land Use Concept*, which are broad place-based and node-based categories that describe the types of land use and development or redevelopment that are most appropriate or desirable for each place or node. Land use designations are applied to lands that have already been developed, as well as lands that are currently undeveloped but expected to develop or urbanize in the future.".

dd) By deleting all footnotes in "**Section 3.2 – Residential Development**", "**Section 3.3 – Downtown District**", "**Section 3.4 – Commercial Development**", "**Section 3.5 – Industrial Development**", "**Section 3.6 - Parks, Open Space, Pathways**", "**Section 3.7 – Wetlands**", "**Section 4.1 – Transportation**", "**Section 4.3 – Stormwater Management**".

ee) By deleting "**Section 3.8 – Annexed Lands**" entirely, including all footnotes.

ff) By renaming "**Part 4 – Infrastructure, Community & Protective Services**" to "**PART 4: INFRASTRUCTURE, COMMUNITY & PROTECTIVE SERVICES**" and by adding the following preamble:

DRAFT

gg) By renaming "**Part 5 – Co-operation, Engagement & Implementation**" to "**PART 5: IMPLEMENTATION, MONITORING & REVIEW**" and by adding the following preamble:

"This section of the Town's MDP is intended to provide guidance and direction to Town Administration and Council with respect to a range and variety of tools and approaches that will be utilized to ensure progress is being made on policy directions that are identified in the MDP.

These tools and approaches are also intended to facilitate the transition from policy to tangible results on the ground that promotes the achievement of Strathmore's community vision. Collectively, the policies in this section outline how implementation, monitoring, and review of the MDP will take place in Strathmore.".

hh) By deleting "**Section 5.1 – Intermunicipal and Agency Planning and Regional Cooperation**", "**Section 5.2 – Public Engagement**", and "**Section 5.3 – Implementation**" entirely and replacing it with the following:

"**5.1 IMPLEMENTING THE TOWN'S PLAN**

5.1.1 GENERAL POLICIES

5.1.1.1 The Town's MDP shall meet all statutory requirements under the MGA, including the enactment of an adoption bylaw. The MDP may also be amended where determined to be appropriate and necessary in accordance with the MGA and Section 5.4 of this MDP.

5.1.1.2 The Town will promote decision-making in relation to the implementation of the MDP and associated municipal priorities for public funding and phasing of growth by encouraging decision-making that has regard for annual capital and operating budget capacities and by undertaking public engagement as part of the budgetary process. The policies contained within the MDP are not intended to explicitly commit Council to any funding decisions.

5.1.2 INTERMUNICIPAL PLANNING & REGIONAL COOPERATION

5.1.2.1 The Town must have regard for its commitment as an intermunicipal partner and as required under the Strathmore-Wheatland County IDP, which includes the following:

a) That joint growth and development opportunities be explored and that cost-sharing for amenities, facilities, services, infrastructure, or maintenance where mutual benefit exists be preferred;

b) That all development proposals involving lands that are within the IDP's "Urban Referral Area" and not within an existing plan be referred to Wheatland County for review and comment;

c) That a review of all development proposals involving lands that are within the IDP's "Predominantly Agricultural Lands" that have been referred to the Town is completed; and,

d) That the Town follows all requirements under Part 4, Division 6 of the MGA and adhere to the Strathmore-Wheatland County IDP as it relates to future annexations.

5.1.2.2 The Town will ensure that annexation proposals are representative of good land use planning by confirming the following prior to deciding to proceed:

a) That annexation would occur well in advance of development to allow for an effective growth management approach to developing the lands;

b) That longer-term growth and development options are protected;

c) That a comprehensive fiscal, growth, infrastructure, and servicing feasibility analysis is completed and its findings are accepted by the Town; and,

d) That development potential and land consumption to the south of Highway #1 and on lands adjacent to any future highway bypass are considered from a future growth opportunity perspective.

5.1.3 PUBLIC ENGAGEMENT

5.1.3.1 The Town will ensure that all people and groups have an opportunity to be heard in an open and transparent manner when a development proposal is under consideration by:

a) Committing to public engagement during the land use planning process through a variety of techniques that are appropriate to the subject matter and circumstances and in accordance with all requirements of the Town's Public Participation Policy and under the MGA;

b) Requiring a minimum of one public open house be hosted by the proponent of a development proposal seeking approval of a new or amended ASP or ARP, or where determined to be appropriate an Outline Plan; and,

c) Requiring notice of all public open houses related to an ASP, ARP, or Outline Plan be provided both in print and electronic formats.

5.1.3.2 The Town should promote fair and equitable access to land use planning processes, including public engagement as part of the decision-making process by:

a) Making information available on a development proposal in both print and electronic formats and where appropriate on all municipal online platforms;

b) Encouraging all planning applications involving statutory notice of a public hearing exceeds minimum requirements by utilizing online resources and platforms to further notify the public and invite feedback from a larger audience; and,

c) Providing mailing information when requested to assist an applicant with providing required public notices and engagement opportunities to residents and businesses provided that all privacy legislation and guidelines are followed.

5.1.4 STATUTORY & REGULATORY REQUIREMENTS

5.1.4.1 The Town will avoid conflict between agricultural lands and existing or future urban development by discouraging new or expanded Confined Feeding Operations (CFOs), or stand-alone manure storage facilities within the Town, or on any lands within the Strathmore-Wheatland County IDP, or otherwise situated within 3.5 km (2.17 mi) or less from the Town's municipal boundary.

5.1.4.2 The Town will respond to notifications or circulations from the Alberta Energy Regulator (AER) when a new oil and gas facility or operation is proposed by communicating the prioritization of public safety and a position of opposition to the locating of any oil or gas facilities or operations in the Town or within 1.5 km (0.93 mi) of the municipal boundary.

5.1.4.3 The Town will refer all subdivision and development permit applications located within 1.5 km (0.93 mi) of a known sour gas facility to the AER and require that any resulting setbacks from the AER are met or exceeded pursuant to the Subdivision and Development Regulation unless notice is received that a reduced setback has been approved by AER.

5.2 MONITORING THE TOWN'S PLAN

5.2.1 The Town should prepare an annual report for Council's consideration detailing any updates or housekeeping amendments to the Town's MDP that are recommended for consistency purposes with the Town's approved and current policy directions, or to ensure that current best practices, community values and desires, growth forecasts, implementation progress, market trends, and municipal financial capacities are being adaptively managed and reflected in the MDP.

5.2.2 The Town should regularly engage builders, developers, business and community associations and organizations, and Indigenous communities to facilitate the exchange of strengths, weaknesses, opportunities, and threats related to land use planning and development processes in Strathmore.

5.2.3 The Town should update applicable figures and tables, maps, measurements, and policies, in the MDP when more current information, reports, or analyses become available, or upon Council's approval of any related plans, reports, and studies.

5.2.4 The Town should promote the implementation of the MDP by exploring the creation of a monitoring program, which could include key performance indicators and other measures, that can quantify progress and properly evaluate the MDP for its policy effectiveness on areas such as, but not limited to the following:

a) Affordable and accessible housing;

b) Employment land supply;

c) Residential densities;

d) Property assessment ratios; and/or,

e) Strategic intensification.

5.3 REVIEWING THE TOWN'S PLAN

5.3.1 The Town will ensure that the Town's MDP is adaptively managed and continually reflective of current best practices, overall community values, growth forecasts, implementation progress, market trends, and municipal financial capacities by requiring a comprehensive review of the MDP once the Town's population has increased beyond 25,000 people or every five years, whichever occurs first, and only if Council determines that a comprehensive review would be appropriate.

5.3.2 The Town should prepare a report for Council's consideration once the Town's population exceeds 25,000 people or every five years, whichever occurs first, that includes the following information:

a) A recommendation on whether a comprehensive review is appropriate;

b) An overview of the MDP's progress toward implementing policy directions and documenting where policy directions have been achieved and are now obsolete or need to be refocused; and,

c) An overview of potential amendments where:

i. The MDP would benefit from incorporating new or amended policy directions found in other statutory and non-statutory documents, plans or reports that have been updated or from deleting obsolete policy directions; and,

ii. The MDP would benefit from an adjustment to a policy direction to better position the Town, residents, and businesses for success.

5.4 AMENDING THE TOWN'S PLAN

5.4.1 The Town or any landowner may initiate an amendment to the Town's MDP and any amendment that is authorized by Council shall be adopted by bylaw and in accordance with all procedural and content requirements of the MGA.

5.4.1.2 The MDP must be amended in the following circumstances:

a) Where a major policy direction or intent would be altered or changed, or where a major site-specific exemption from a certain policy direction or intent is proposed; or,

b) Where an amendment to the Town's Land Use Bylaw would not be consistent with an applicable or intended land use designation under Map B: Land Use Concept; or,

c) Where other statutory plans are deemed to conflict with the policy directions and intent of the MDP.

5.4.3 The MDP does not need to be amended in the following circumstances provided that the intent of the MDP is not materially altered:

a) Where a minor policy direction or intent would be altered or changed, or where a minor site-specific exemption from a certain policy direction or intent is proposed;

b) To make typographical, stylistic, or photographical additions, corrections, or deletions;

c) To make corrections, deletions, or updates to any maps, figures, tables, or measurements; and,

d) To make corrections, deletions, or updates to any of the weblinks embedded in the MDP or to add additional weblinks that do not materially alter the intent of the MDP.

5.4.4 When an amendment to the MDP is initiated by a landowner, the request must include at a minimum the following information prepared by qualified professionals or otherwise to the satisfaction of the Town:

a) A written formal request for amendment along with any required fees;

b) The planning rationale for the proposed amendment;

c) The consistency of the proposed amendment with the policy directions of the MDP and any related municipal plans, policies, reports, or studies, and with any applicable provincial policies or plans;

d) The effect of the proposed amendment on adjacent land uses and on any municipal infrastructure and services; and,

e) The preparation of a public and stakeholder engagement strategy.

5.4.5 The Town may request the submission of additional information prepared by a qualified professional to help assess the appropriateness of a proposed amendment to the MDP, such as but not limited to environmental impacts, fiscal impacts, land use planning, municipal infrastructure and servicing impacts, and local economic impacts, and where appropriate the Town may determine the scope of any required additional information in consultation with the landowner.".

ii) By deleting "**Figure 10: Referral Area of Interest**" entirely.

3. EFFECTIVE DATE

3.1 This Bylaw shall come into force and effect upon receiving third and final reading and having been signed accordingly.

READ A FIRST TIME this _____ day of _____, 2026

PUBLIC HEARING HELD this _____ day of _____, 2026

READ A SECOND TIME this _____ day of _____, 2026

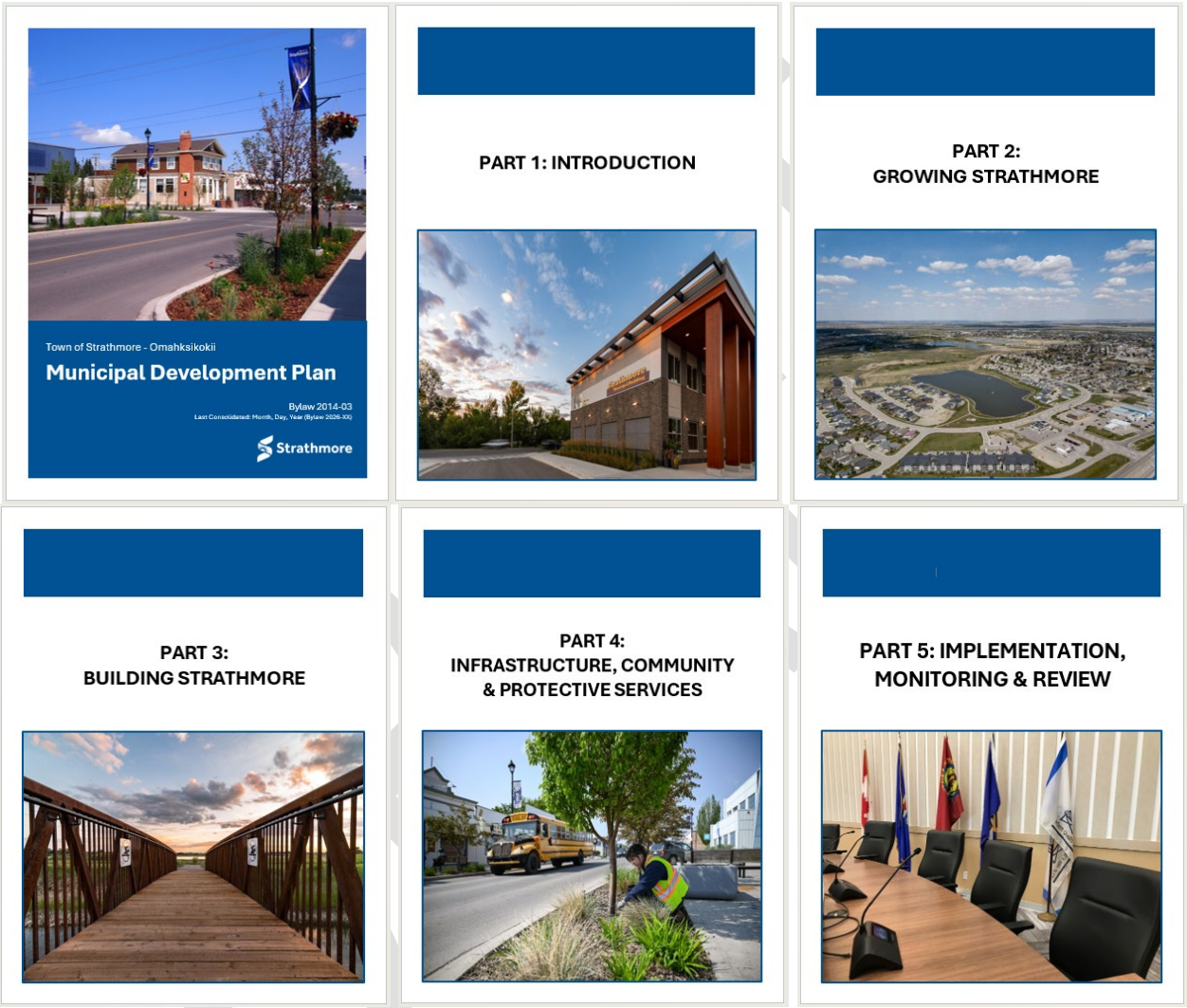
READ A THIRD AND FINAL TIME this _____ day of _____, 2026

_____
Mayor

_____
Director of Strategic, Administrative
& Financial Services

DRAFT

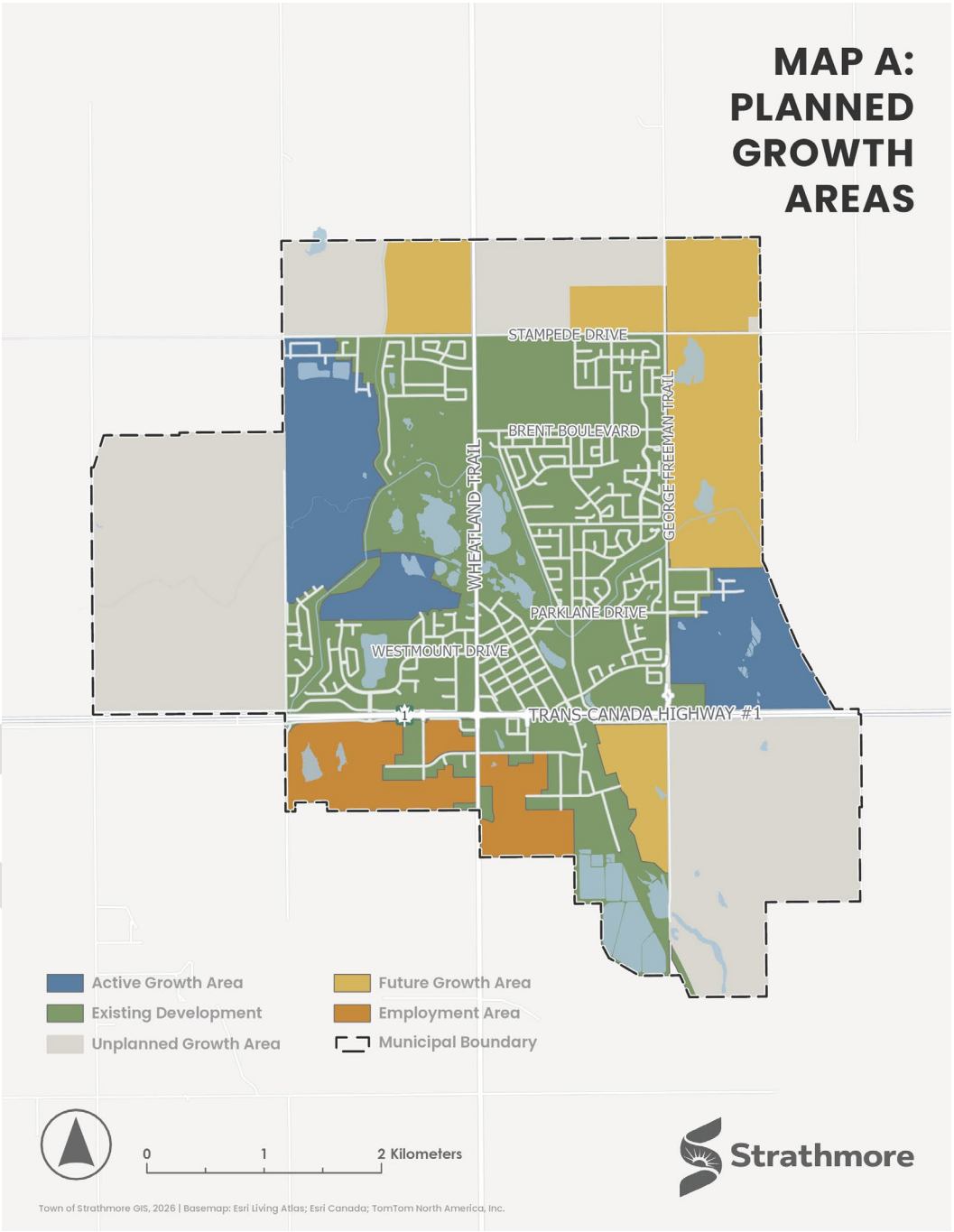
SCHEDULE "A" – COVER PAGE & SECTION PAGES



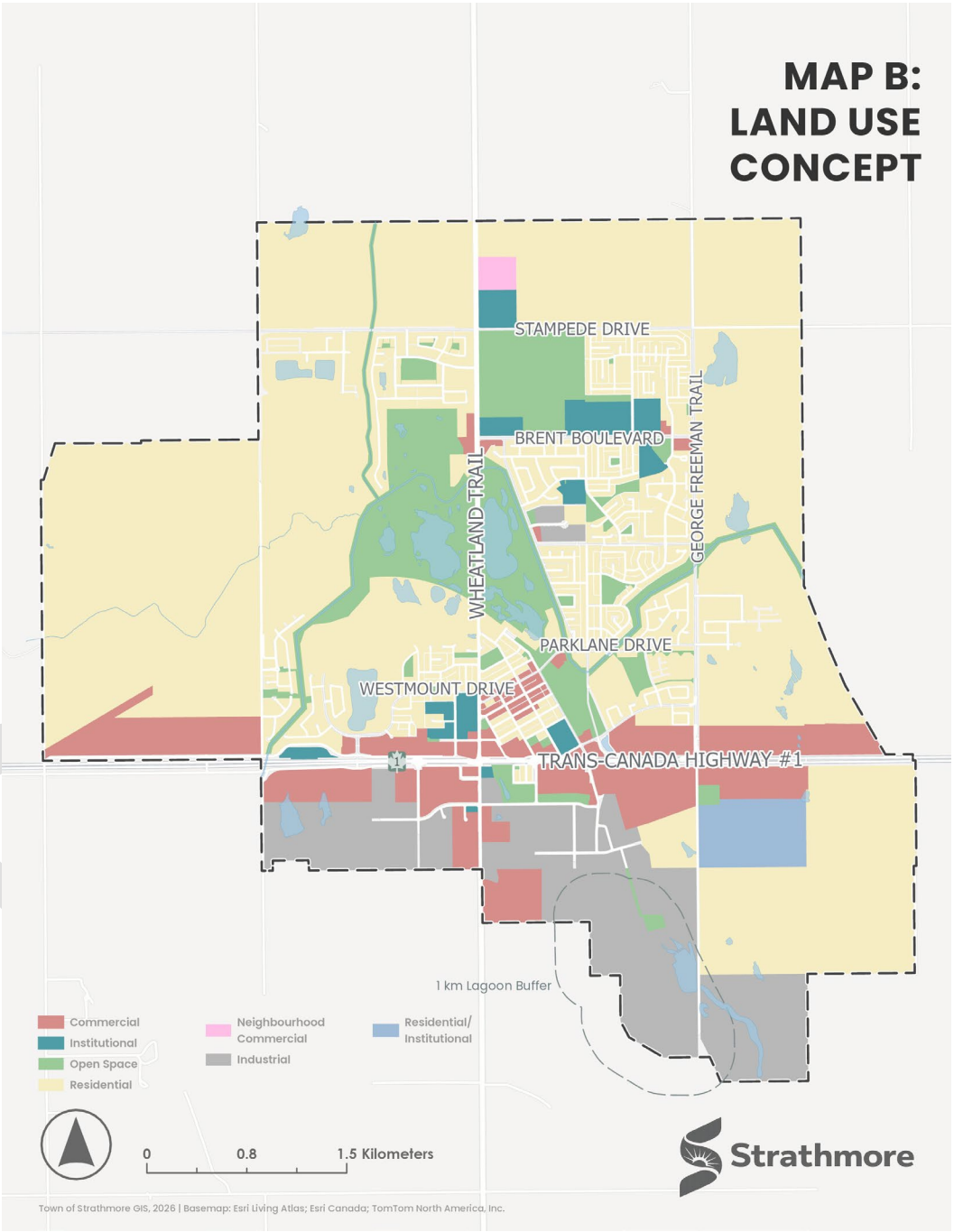
SCHEDULE "B" – TABLE OF CONTENTS (HOLDING)

DRAFT

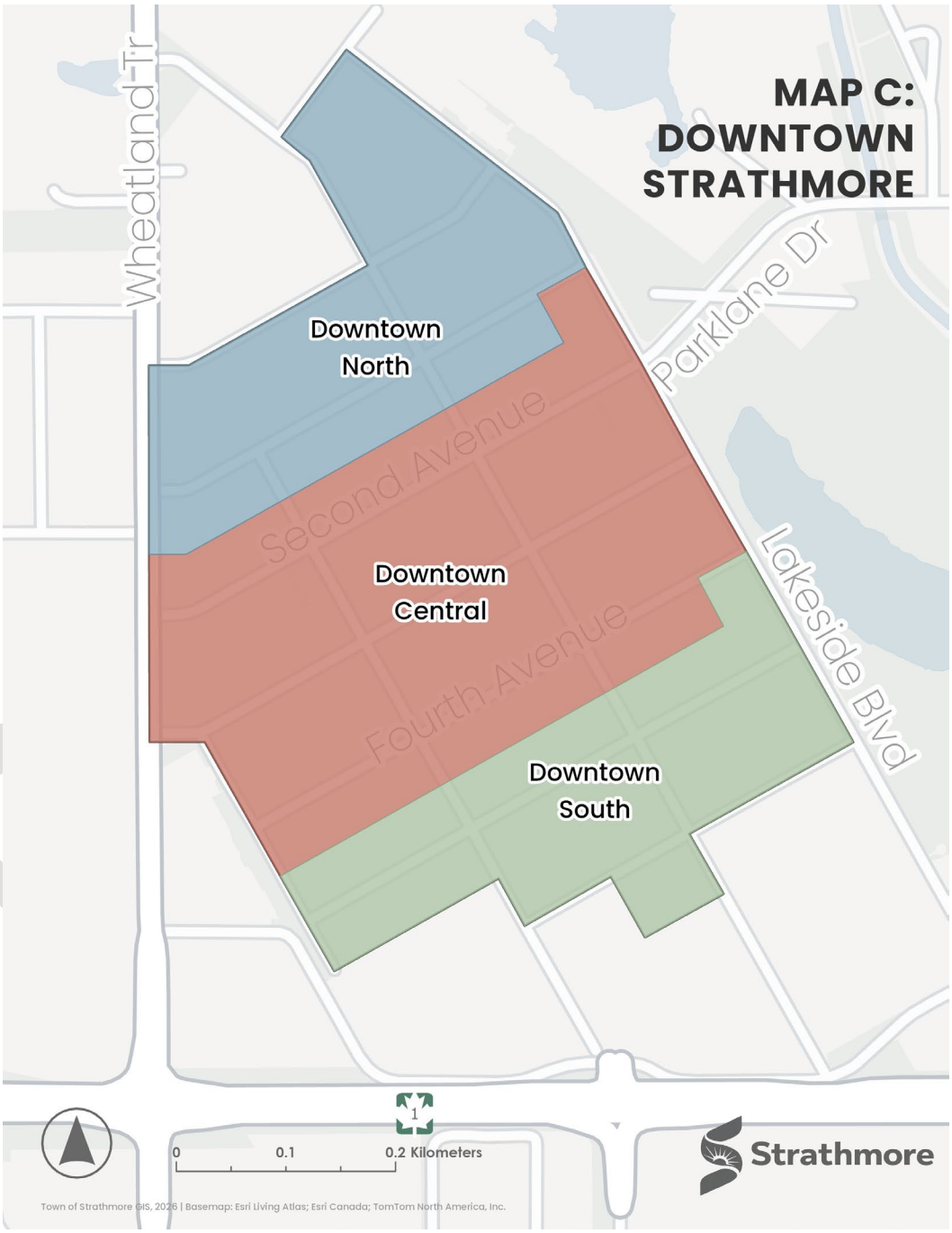
SCHEDULE "C" – MAP A: PLANNED GROWTH AREAS



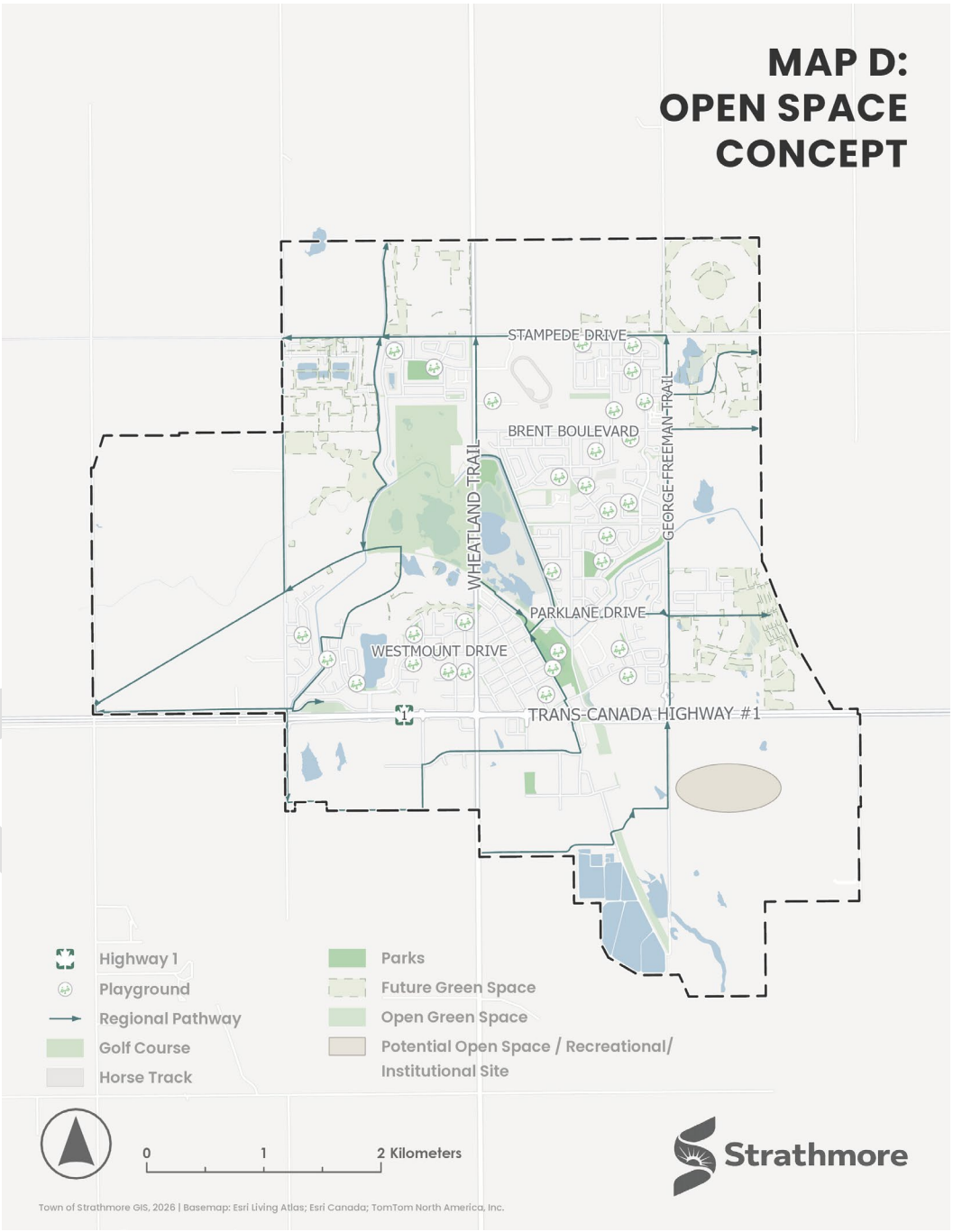
SCHEDULE "D" – MAP B: LAND USE CONCEPT



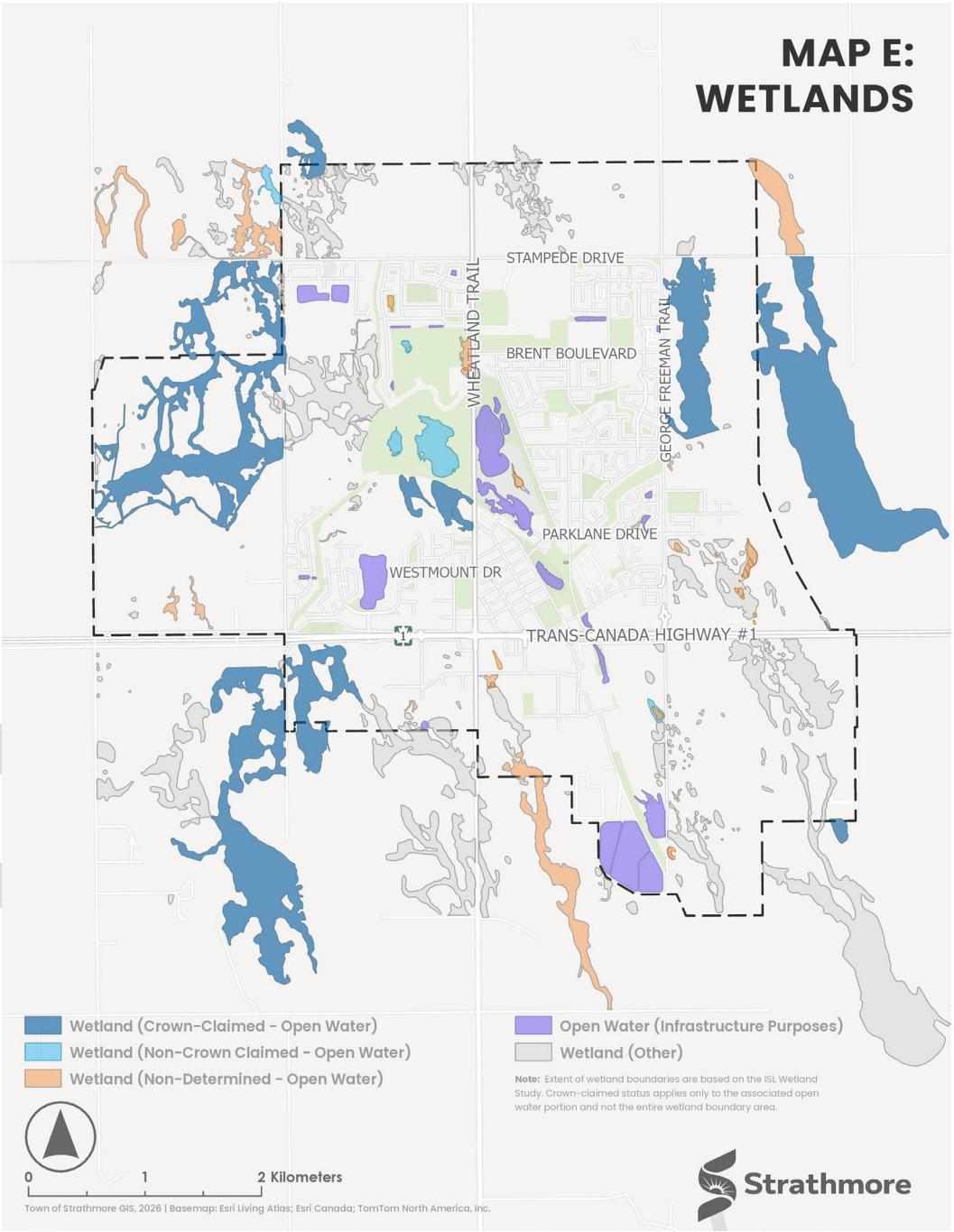
SCHEDULE "E" – MAP C: DOWNTOWN BOUNDARIES



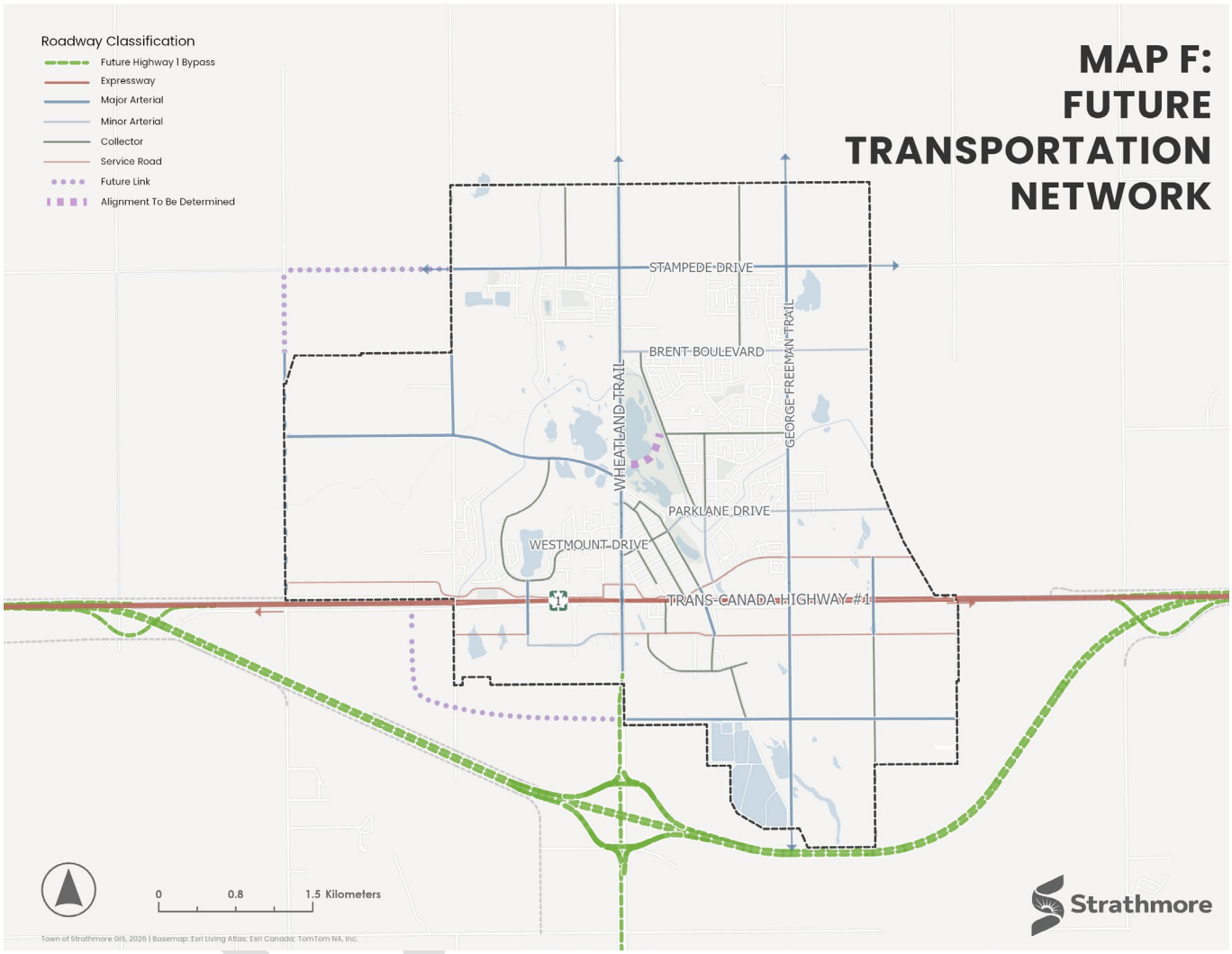
SCHEDULE "F" – MAP D: OPEN SPACE CONCEPT



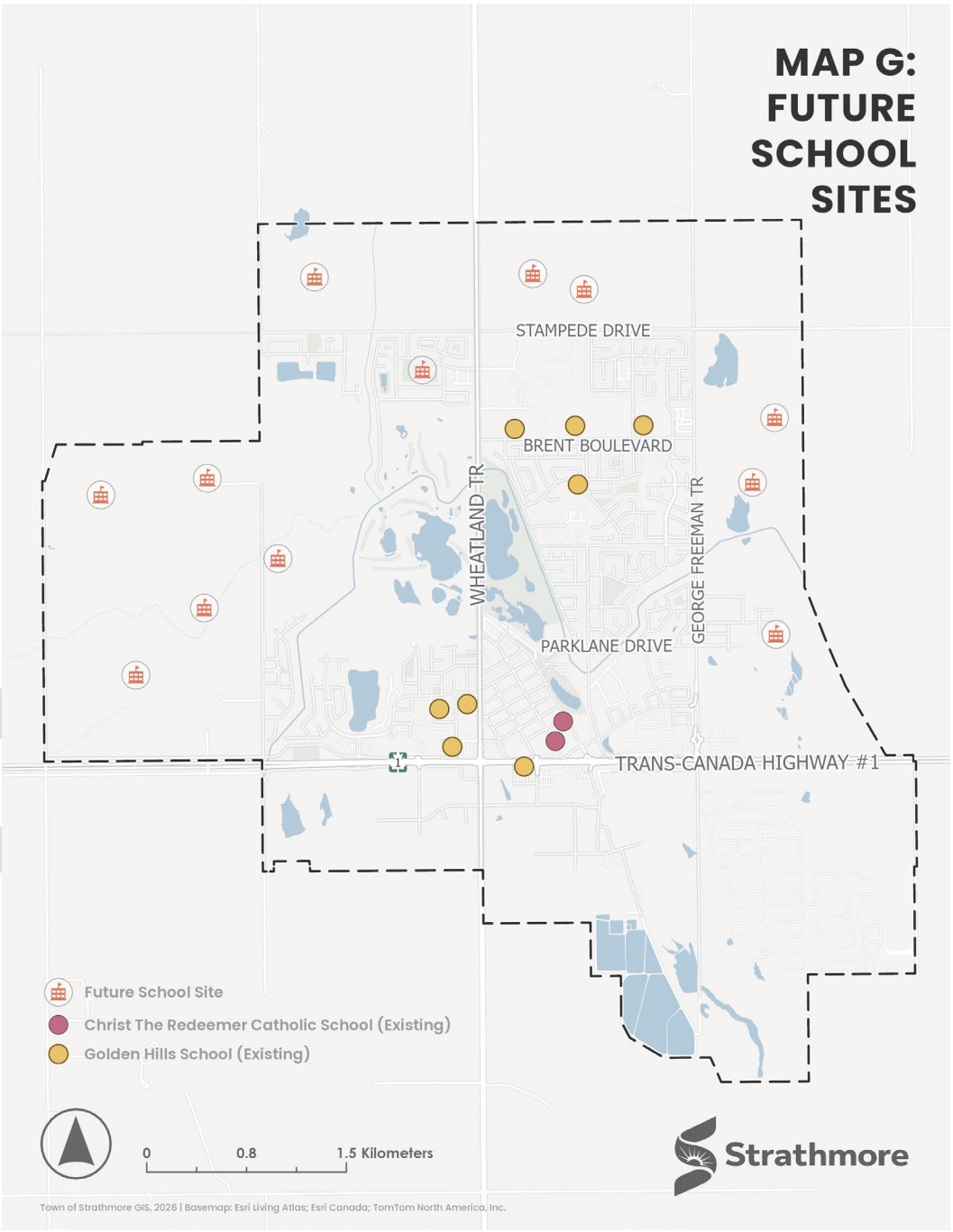
SCHEDULE "G" – MAP E: WETLANDS



SCHEDULE "H" – MAP F: FUTURE TRANSPORTATION NETWORK



SCHEDULE "I" – MAP G: FUTURE SCHOOL SITES



Report for Council

To: Council
Contact: Kevin Scoble, Chief Administrative Officer
Date Prepared: November 4, 2026
Meeting Date: November 18, 2026

SUBJECT:	**Delegation - Water Meter Fees - Jason Montgomery**
RECOMMENDED MOTION:	For information.

REPORT SUMMARY

KEY ISSUE(S):

Members of the public and community organizations are welcome to attend a Council Meeting as a delegation to present an item to Town Council for consideration. Those interested can fill out the Request to Speak at a Council Meeting form that can be located on the Town's website and submit it to: LSAdmin@strathmore.ca by noon on the Wednesday occurring two weeks before a Council Meeting.

Jason Montgomery has requested to speak to Council on how consolidating 1/2" (billed as 5/8") and 3/4" water services into a single fixed-rate billing tier charges residents with legacy 1/2" lines the exact same base fee for less than half the physical water capacity.

BACKGROUND:

Mr. Montgomery's ask is that Council consider the following:

> "To ensure residents are only paying for the level of infrastructure the Town actually provides to their property line, I am asking Council to adopt one of the following two solutions:
>
> Separate the Rate: Maintain a lower fixed monthly rate for 1/2" (5/8") services that reflects their reduced capacity (44% of the cross-sectional area of a 3/4" pipe).
>
> Upgrade the Bottleneck: If the Town wishes to charge 1/2" properties the full 3/4" rate, establish a Town-funded program to upgrade the Town-owned main-to-curb-stop connections to 3/4" so residents receive the service level they are being billed for."

OTHER IMPLICATIONS

STRATEGIC PRIORITIES IMPACTED:


☐ Community Connection


☐ Managing Growth


☒ Financial Resilience


☐ Economic Growth


☐ Protecting Water and Green Spaces


☐ Community Safety and Wellbeing

LEGISLATIVE IMPLICATIONS AND REFERENCES:

Council Procedure Bylaw No. 23-17

2.20 “Delegation” means person(s) acting on behalf of themselves or authorized to act as a representative for another person(s), group or organization appearing before Council at a Council Meeting to make a request or provide a presentation.

27. DELEGATIONS

27.1. A person may submit a Delegation Request Form to the Manager of Legislative Services to appear as a Delegation at a Regular Council Meeting or a Committee of the Whole Meeting if the person has not addressed Council on the same matter within the previous six (6) months and the matter does not pertain to any undecided matter that has been the subject of a Public Hearing.

27.2. If the request is approved, the person must provide a description of the matter they wish to address along with any supporting documentation at least two (2) weeks prior to the Council Meeting that they wish to attend.

27.3. No more than two (2) Delegations shall be included on any single Agenda unless approved by the Mayor.

27.4. No Delegation shall address Council for longer than ten (10) minutes, exclusive of the time required to answer questions from Council, unless granted a time extension by a majority vote of Councillors present.

27.5 Following the conclusion of the presentation, Council may refer the request to Administration or a Council Committee for further research, review, and recommendation.

IMPLEMENTATION

REPORT AUTHOR:

Veronica Anderson, Legislative Services Officer

ATTACHMENTS:

Attachment I: Delegation Request - Water Rates_Redacted
Attachment II: Strathmore Water Meter Rate Fairness

Kara Rusk, Director of Strategic, Administrative, and Financial Services	Approved - 06 Nov 2026
Kevin Scoble, Chief Administrative Officer	Approved - 12 Nov 2026
Andrea MacInnes, Legislative Services Officer	Approved - 12 Nov 2026

From: J Montgomery [redacted]
Sent: October 22, 2026 10:43 AM
To: LegServ Admin
Subject: Delegation Request (Form on website broken)
Attachments: Strathmore Water Meter Rate Fairness.pdf; Strathmore Water Meter Rate Fairness.pptx

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

I am applying to appear as a delegation at the first November meeting (Nov 4?), on the subject of the water meter fees change.

Name: Jason Montgomery

Phone: [redacted]

Address: [redacted]

I have not appeared before on this issue.

See attached info/presentation.

A brief summary:

Issue: Consolidating 1/2" (billed as 5/8") and 3/4" water services into a single fixed-rate billing tier charges residents with legacy 1/2" lines the exact same base fee for less than half the physical water capacity.

Key Facts:

The 1/2" Bottleneck: Although the Town bills these legacy connections as "5/8" meters," the underground service pipe feeding them is only 1/2". A water system is always limited by its narrowest pipe.

2.25× Capacity Difference: By basic geometry, a 3/4" pipe has a cross-sectional opening 2.25 times larger than a 1/2" pipe. Due to pipe friction, a 3/4" line delivers well over double the safe water flow.

Real-World Household Impact: On a 1/2" service line, water pressure drops noticeably the moment any two fixtures are turned on at the same time. A household on a 1/2" service cannot even run two showers simultaneously at normal pressure, whereas a home with a 3/4" service can easily run multiple showers and appliances without a drop in performance.

The Town-Owned Curb-Stop Limit: Even when homeowners pay out-of-pocket to upgrade their private line from the curb-stop into the house to 3/4", they remain throttled by the Town-owned 1/2" line running from the street main to the curb-stop.

The Ask of Council:
To ensure residents are only paying for the level of infrastructure the Town actually provides to their property line, I am asking Council to adopt one of the following two solutions:

Separate the Rate: Maintain a lower fixed monthly rate for 1/2" (5/8") services that reflects their reduced capacity (44% of the cross-sectional area of a 3/4" pipe).

Upgrade the Bottleneck: If the Town wishes to charge 1/2" properties the full 3/4" rate, establish a Town-funded program to upgrade the Town-owned main-to-curb-stop connections to 3/4" so residents receive the service level they are being billed for.

Thank you,

Jason

TOWN OF STRATHMORE COUNCIL DELEGATION

Half the Water, Same Monthly Bill

Why grouping 1/2" (5/8" meter) homes with 3/4" homes unfairly charges residents the same fee for less than half the water service capacity.

OCTOBER 21, 2026 COUNCIL DECISION (BYLAW NO. 26-15)

Combining 11 Water Categories Into 3

Oct 21, 2026

2027 Fees Bylaw Passed

Strathmore Council voted to restructure water meter billing tiers effective January 1, 2027.

11 → 3

Service Categories Combined

Homes with 1/2" Town-owned lines were grouped together with 3/4" Town-owned lines.

Homes with 1/2" Town-owned water lines are now billed the exact same fixed fee as 3/4" homes despite their vast difference in capacity.

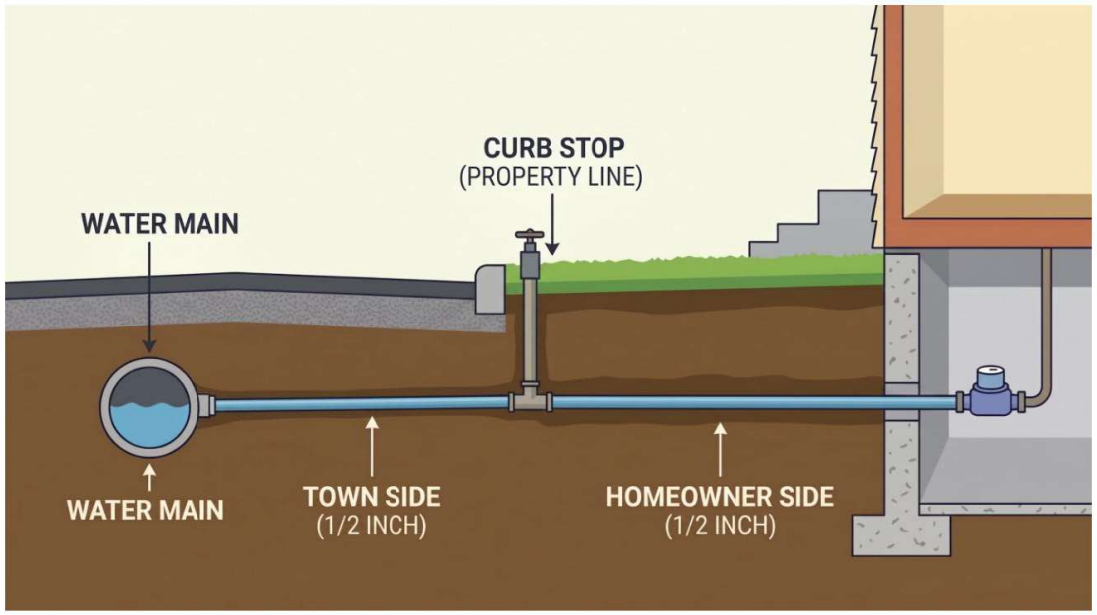
THE TECHNICAL DETAILS

What Pipes Are We Talking About?

Understanding the underground water lines connecting the Town street main to our homes.

OLDER NEIGHBORHOODS IN STRATHMORE

Legacy Homes: 1/2” Pipes on Both Sides



Built to Approved Standards

Older Parts of Town: Many established homes have 1/2" pipes before and after the curb-stop.

Town-Approved Era Specs: Built legally to common municipal specifications of their era.

5/8" Meter Label: Billed as "5/8" meters, but fed by a 1/2" pipe.

MODERN MUNICIPAL STANDARD

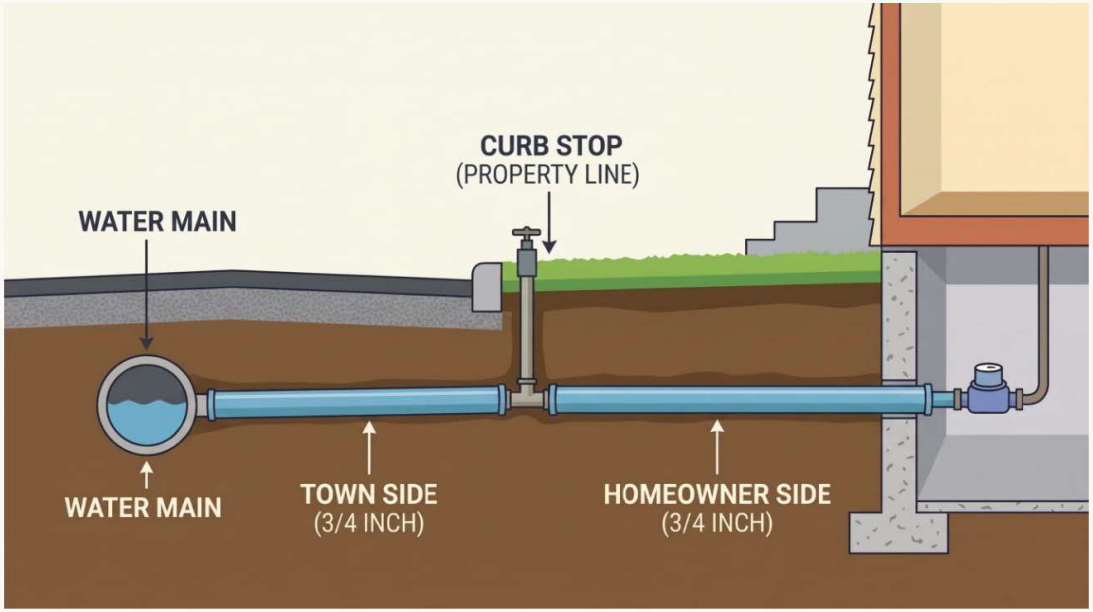
Newer Areas: 3/4” Pipes on Both Sides

High-Capacity Service

All Newer Neighborhoods: Built with full 3/4" lines on both sides of the curb-stop.

Modern Demand: Sized for multiple bathrooms and high-efficiency appliances.

Moving to 1" in Alberta: Some Alberta municipalities are now moving toward a 1" standard.



CAPACITY & HYDRAULICS

What Is the Difference Between a 1/2” Line and a 3/4” Line?

They sound close in name, but the geometry and water flow are more than double.

SIZE & FLOW RATE COMPARISON

3/4” Has a 2.25× Bigger Opening & Over Double the Flow



1/2” Pipe

0.20 sq. in. (1×)

3/4” Pipe

0.44 sq. in. (2.25×)

More than two 1/2" pipes fit inside one 3/4" pipe.

1/2" Line Safe Flow Rate ~5 GPM

3/4" Line Safe Flow Rate ~16+ GPM (Over 3× Flow)

Higher friction in a narrow 1/2" pipe causes rapid pressure drop as soon as demand increases.

PRACTICAL DIFFERENCE FOR OCCUPANTS

What Happens When Water Is Used in the Home

Competing Water Uses	1/2" Service (5/8" Meter)	3/4" Service
1 Fixture Running Alone	Normal pressure	Normal pressure
Any 2 Things On (Shower + Tap/Toilet)	Immediate pressure drop	No noticeable drop
2 Showers at the Same Time	Cannot run both with normal pressure	Runs both at full pressure
Showers + Laundry + Dishwasher	Flow drops to a trickle	Handles competing uses easily

HISTORICAL RATE FAIRNESS

Two Neighbours, Different Bills: Past Rates Reflected Capacity

1/2" Service (5/8" Meter)

$13.60 / mo previously

1× Pipe Area: Restricted to single-fixture pressure.

Fair Principle: Paid less because the Town delivered less capacity.

3/4" Service

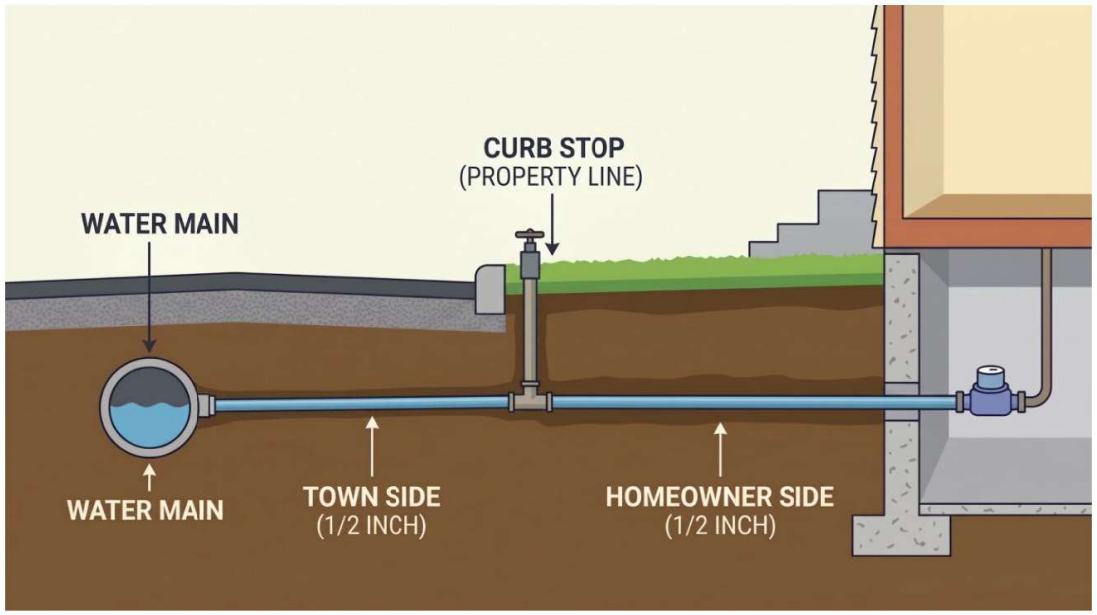
$47.80 / mo previously

2.25× Pipe Area: Full multi-fixture household capacity.

Proposed 2027 Fees: Both neighbours now pay the exact same fee.

INFRASTRUCTURE OWNERSHIP

Whose Responsibility Are These Pipes?



Divided at the Curb-Stop

Town Side (Main to Curb-Stop): Owned and controlled exclusively by the Town under the street.

Curb-Stop Valve: The legal dividing line at the property boundary.

Homeowner Side: Pipe running from the curb-stop into the house.

WATER BYLAWS NO. 18-06 & 20-26

What the Town Bylaws Say About Maintenance & Upgrades

"The Town owns and maintains the Water System up to and including the Curb Stop... Any alteration, relocation, or upsizing of an existing Water Service Connection requested by an Owner shall be at the Owner's sole expense." — Water Utility Bylaw Framework

Routine Maintenance

Town maintains main-to-curb leaks; owner maintains curb-to-house.

Town Main Rehab

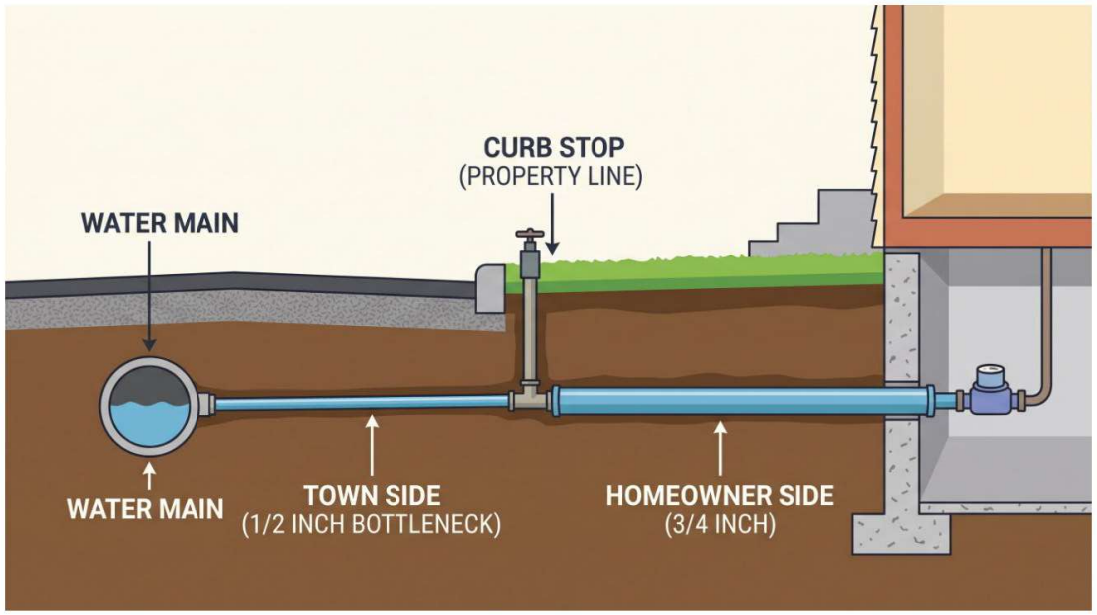
Town only upgrades its side when replacing the street water main.

Owner-Requested Upsize

Homeowner must pay 100% of street excavation to upsize Town pipe.

THE TOWN-SIDE BOTTLENECK

Upgrading the Yard Line Doesn’t Fix the 1/2” Street Bottleneck



Prohibitive Street Cost

Still Choked to 1/2": Upgrading the private line to 3/4" still leaves the home starved by the Town's 1/2" pipe.

$10,000–$20,000+ Cost: Cutting pavement, hydro-vac excavation, main tapping, and road paving are cost-prohibitive.

PROTECTING LEGACY HOMEOWNERS

Why Legacy 1/2” Homes Should Be Grandfathered

Built to Past Town Standards: Dozens of older homes were legally built with 1/2" lines under past Town rules.

Caught in a Bylaw Trap: Residents cannot afford $10,000+ to dig up Town roads to fix a Town-owned bottleneck.

Unfair Windfall Charge: Billing 3/4" rates charges residents for 2.25× capacity they cannot receive.

Natural Phase-Out: A grandfathered 5/8" rate retires naturally as older streets are rehabilitated.



Keep legacy 1/2" connections on the 5/8" rate until the street pipe is upgraded.

OUR REQUEST TO COUNCIL

Two Fair Options for Council to Consider

Option 1: Grandfather 1/2” (5/8”) Homes

Allow homes with 1/2" lines to remain on a lower 5/8" billing rate.

Option 2: Upgrade Main-to-Curb to 3/4”

Town upgrades all 1/2" main-to-curb lines so residents get 3/4" flow.

THANK YOU FOR YOUR TIME

Questions?

Option 1: Grandfather 1/2" (5/8") homes | Option 2: Upgrade Town main-to-curb lines to 3/4"

Request for Decision

To: Council

Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: November 4, 2026

Meeting Date: November 18, 2026

SUBJECT:	**Regular Council Meeting Minutes – November 4, 2026**
RECOMMENDED MOTION:	THAT Council adopt the November 4, 2026 Regular Council Meeting Minutes as presented in Attachment I.

REPORT SUMMARY

KEY ISSUE(S):

For the minutes from the November 4, 2026 Regular Council Meeting to be reviewed by Council to determine accuracy.

OBJECTIVE:

For Council to adopt the Regular Council Meeting Minutes as presented.

OTHER IMPLICATIONS

STRATEGIC PRIORITIES IMPACTED:

Community Connection	Managing Growth	Financial Resilience	Economic Growth	Protecting Water and Green Spaces	Community Safety and Wellbeing
☐	☐	☐	☐	☐	☐

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

LEGISLATIVE IMPLICATIONS AND REFERENCES:

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the November 4, 2026 Regular Council Meeting are given to Council for adoption.

IMPLEMENTATION

NEXT STEPS:

Once signed, the November 4, 2026 Regular Council Meeting Minutes will be posted on the Town's website.

ALTERNATIVE MOTIONS:

1. Council may adopt the recommended motion.
2. Council may provide further direction regarding the Regular Council Meeting Minutes.

REPORT AUTHOR:

Veronica Anderson, Legislative Services Officer

ATTACHMENTS:

Attachment I: REGULAR COUNCIL - 04 Nov 2026 - Minutes

Andrea MacInnes, Legislative Services Officer	Approved - 05 Nov 2026
Veronica Anderson, Legislative Services Officer	Approved - 12 Nov 2026

MINUTES
REGULAR COUNCIL MEETING

6:00 PM - Wednesday, November 4, 2026

Council Chambers, 1 Parklane Drive, Strathmore AB

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

STAFF PRESENT: Kevin Scoble (Chief Administrative Officer), Jamie Dugdale (Director of Infrastructure, Operations, and Development Services), Mark Pretzlaff (Director of Community and Protective Services), and Kara Rusk (Director of Strategic, Administrative, and Financial Services)

1. CALL TO ORDER

Mayor Fule called the November 4, 2026 Regular Council Meeting to order at 6:04 p.m.

1.1. Traditional Land Acknowledgement for the First Meeting in November (Istaatosi)

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

2. CONFIRMATION OF AGENDA

Resolution No. 266.11.26

Moved by Councillor Langmaid

THAT Council adopt the November 4, 2026 Regular Council Meeting Agenda as amended.

ADDITION:

12.4 *WHMB New Lodge – Advice from officials – ATIA S. 29(1)(a)*

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

AGAINST: None.

CARRIED

3. PUBLIC HEARING

None.

4. PUBLIC COMMENTS

None.

5. DELEGATIONS

None.

6. CONSENT AGENDA

Resolution No. 267.11.26

Moved by Councillor Chisholm

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

7.1 Regular Council Meeting Minutes – October 21, 2026

7.2 Organizational Meeting Minutes – October 21, 2026

8.2 2026 Tax Arrears Auction – Results and Minutes

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

AGAINST: None.

CARRIED

7. CONFIRMATION OF MINUTES

7.1. Regular Council Meeting Minutes – October 21, 2026

The following motion was adopted by the consent agenda:

THAT Council adopt the October 21, 2026 Regular Council Meeting Minutes as presented in Attachment I.

7.2. Organizational Meeting Minutes – October 21, 2026

The following motion was adopted by the consent agenda:

THAT Council adopt the October 21, 2026 Organizational Meeting Minutes as presented in Attachment I.

8. BUSINESS

8.1. 2027-2030 Proposed Operating & Capital Budget

8.2. 2026 Tax Arrears Auction – Results and Minutes

The following motion was adopted by the consent agenda:

THAT Council accept the results of the October 15, 2026 Tax Arrears Auction as information.

9. BYLAWS

None.

10. COUNCILLOR INFORMATION & INQUIRIES

10.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS

None.

10.2. BOARD AND COMMITTEE REPORTS

None.

10.3. QUESTION AND ANSWER PERIOD

None.

10.4. ADMINISTRATIVE INQUIRIES

None.

10.5. NOTICES OF MOTION

None.

11. CORRESPONDENCE

None.

12. CLOSED MEETING

Resolution No. 268.11.26

Moved by Councillor Brown

THAT Council move In Camera to discuss items related to sections 29(1)(d), 29(1)(a), and 29(1)(b)(iii) of the *Access to Information Act* at 6:26 p.m.

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

AGAINST: None.

CARRIED

12.1. Business Case – Personnel – Advice from officials – ATIA S. 29(1)(d)

12.2. Tax Arrears Legal Advice – Advice from officials – ATIA S. 29(1)(a)

12.3. Third Party Funding Agreements – Advice from officials – ATIA S. 29(1)(a)

12.4. WHMB New Lodge – Advice from officials – ATIA S. 29(1)(a)

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

Resolution No. 269.11.26

Moved by Councillor Brown

THAT Council move out of Camera at 9:47 p.m.

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

AGAINST: None.

CARRIED

Resolution No. 270.11.26

Moved by Councillor Brown

THAT Council extend the November 4, 2026 Regular Council meeting to 10:30 p.m.

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

AGAINST: Councillor Wegener

CARRIED

Resolution No. 271.11.26

Moved by Councillor Langmaid

THAT Council move In Camera to discuss items related to sections 29(1)(d), 29(1)(a), and 29(1)(b)(iii) of the *Access to Information Act* at 9:48 p.m.

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

AGAINST: None.

CARRIED

Resolution No. 272.11.26

Moved by Councillor Langmaid

THAT Council move out of Camera at 10:20 p.m.

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

AGAINST: None.

CARRIED

Resolution No. 273.11.26

Moved by Councillor Langmaid

THAT Council support the early approval of the 2027 business case for the establishment of a Communications, Marketing and Events Manager position, with funding to come from the existing funds in the 2026 operating budget.

AND THAT the position be built into the base budget for 2027 and beyond.

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

AGAINST: None.

CARRIED

Resolution No. 274.11.26

Moved by Councillor Hyde

THAT Council grant the bidder's withdrawal request for the property legally described as Plan 2461; Block 2; Lot 1-4, which was auctioned off at the 2026 Tax Auction on October 15, 2026 under the terms and conditions as set out in the RFD.

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

AGAINST: None.

CARRIED

Resolution No. 275.11.26

Moved by Councillor Wiley

THAT Council approve the following starting funding allocations for inclusion in the 2027 Operating Budget:

- Happy Cat Sanctuary Society of Alberta – $30,000.00
- Shock Trauma Air Rescue Service Foundation (STARS) - $11,491.20
- Strathmore Handi-Bus Association – $205,000.00
- Strathmore Municipal Library Board - $435,000.00
- Wheatland Society of Arts – $40,000.00

AND THAT upon adoption of the 2027 Operating and Capital Budget, Council direct Administration to execute final funding agreements with the Happy Cat Sanctuary Society of Alberta, Shock Trauma Air Rescue Service Foundation (STARS), Strathmore Handi-Bus Association, Strathmore Municipal Library Board and Wheatland Society of Arts for a period of four (4) years, 2026-2030, using the 2027 funding as noted above, and on the terms and conditions that were presented for each agreement as discussed in-camera.

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

AGAINST: None.

CARRIED

13. ADJOURNMENT

Mayor Fule adjourned the November 4, 2026 Regular Council Meeting at 10:29 p.m.

_____
Mayor

_____
Director of Strategic, Administrative,
and Financial Services

Report for Council

To: Council
Contact: Kevin Scoble, Chief Administrative Officer
Date Prepared: September 15, 2026
Meeting Date: November 18, 2026

SUBJECT:	**Municipal Enforcement Summer Pilot Project Report**
RECOMMENDED MOTION:	For Information

REPORT SUMMARY

KEY ISSUE(S):

At Council's request, Administration was asked to conduct a pilot project to extend Municipal Enforcement hours during the summer of 2026 (July & August) in response to concerns about trespassing, vandalism, and traffic complaints, and to enhance overall community safety and well-being.

OBJECTIVE:

To provide an update on the pilot project to extend Municipal Enforcement hours during the summer (July & August 2026).

FINANCIAL IMPLICATIONS:

The financial implications associated with this pilot project were minimal, but further changes to the levels of service for the Municipal Enforcement Service would have budgetary implications.

BACKGROUND:

At the April 15, 2026, meeting, the Council directed the Administration to prepare a report on Municipal Enforcement Officer coverage, research best practices in like-sized municipalities, and determine whether the RCMP required increased staff support.

At the May 13, 2026 meeting, Administration shared an overview of the Municipal Enforcement Service department, including staff complement, operational hours, core responsibilities, and some regional comparisons from other municipalities.

Following the overview, Council inquired about the possibility of extending the operational hours for the summer months (July and August) in response to increased community safety concerns.

Following the pilot project, Administration compiled statistics associated with the various "Requests for Service" into four (4) categories (property, animal, traffic, noise).

Summary:
Extended Hours - 5:00pm to 9:00pm
Number of Additional Shifts - 31
Requests for Service/Calls - 13

- Property Complaints - 5 (tall grass, basketball net on roadway, above pool concern)
- Animal Complaints - 3 (lost animal, dog at large, dog attack)
- Traffic/Parking Complaints - 3 (abandoned vehicle, vehicles parked exceeding 72 hours)
- Noise 1 - (Loud music)
- Unactionable - 1 (no information provided by complainant)

When staff were not responding to bylaw related concerns they patrolled and issued 81 tickets and 61 warnings for traffic violations.

The call volume (Request for Service) for the regular operational schedule for July and August, was 98.

OTHER IMPLICATIONS

STRATEGIC PRIORITIES IMPACTED:

☐	☐	☐	☐	☐	☒
Community Connection	Managing Growth	Financial Resilience	Economic Growth	Protecting Water and Green Spaces	Community Safety and Wellbeing

HOW THE STRATEGIC PRIORITIES ARE MET:

Council has made community safety, health, and well-being a top priority in its strategic plan. The Municipal Enforcement Service department provides early intervention on issues (unsightly properties, noise and disorder complaints, aggressive animals), often addressing these matters before they become police matters.

This pilot project increased the visibility and availability of Municipal Enforcement staff while also improving the department's responsiveness to community concerns.

COMMUNITY IMPLICATIONS:

The pilot increased Municipal Enforcement presence during summer months, supporting improved responsiveness to community concerns and enhancing overall public safety and service availability.

INTERNAL IMPLICATIONS:

The pilot project required adjustments to the Municipal Enforcement staff schedule without increasing the regular staff complement, while continuing to meet regular operational service requirements. Additional changes to the level of service, by increasing the operational hours for the Municipal Enforcement Service (MES) department or increasing/decreasing the number of MES officers working at one time, would impact the department (operationally and financially).

LEGISLATIVE IMPLICATIONS AND REFERENCES:

The pilot was carried out within Municipal Enforcement's existing legislative authorities, including applicable provincial legislation, municipal bylaws, and established enforcement policies and procedures.

PUBLIC ENGAGEMENT AND AWARENESS:

Not applicable at this time.

IMPLEMENTATION

COMMUNICATIONS:

Not applicable at this time.

NEXT STEPS:

Administration will review the pilot project results, including service demand, call volume, staffing requirements, overtime impacts, and overall effectiveness, and report findings and recommendations back to Council for consideration.

ALTERNATIVE MOTIONS:

1. Council could provide Administration with further direction.

REPORT AUTHOR:

Shawn Press, Municipal Enforcement

ATTACHMENTS:

Attachment I: MES Pilot Project - Call Volume Tracking

Mark Pretzlaff, Director of Community and Protective Services	Approved - 12 Nov 2026
Kevin Scoble, Chief Administrative Officer	Approved - 13 Nov 2026
Veronica Anderson, Legislative Services Officer	Approved - 13 Nov 2026

Municipal Enforcement Services

Pilot Project Tracking Sheet

Shift Date	Request for Service (Calls)	Average Response Time	Request for Service Bylaw	Request for Service Provincial	Bylaw Contacts	Tickets (Traffic)	Warnings
2-Jul-26	1	15 minutes	1	0	1	4	6
3-Jul-26	0	N/A	0	0	0	2	2
4-Jul-26	1	N/A	1	0	1	8	6
8-Jul-26	0	N/A	0	0	1	1	0
9-Jul-26	0	N/A	0	0	1	7	4
10-Jul-26	0	N/A	0	0	0	0	3
11-Jul-26	0	N/A	0	0	0	0	0
15-Jul-26	0	N/A	0	0	0	0	0
16-Jul-26	0	N/A	0	0	0	3	3
17-Jul-26	0	N/A	0	0	0	0	0
18-Jul-26	0	N/A	0	0	0	0	0
22-Jul-26	0	N/A	0	0	0	4	2
23-Jul-26	2	30 minutes	2	0	1	3	2
24-Jul-26	0	N/A	0	0	0	0	0
25-Jul-26	6	N/A (CCF Generated)	6	0	2	8	4
29-Jul-26	1	10 minutes	1	0	1	1	1
30-Jul-26	1	Next day follow up based on time of day	1	0	0	4	4

Shift Date	Request for Service (Calls)	Average Response Time	Request for Service Bylaw	Request for Service Provincial	Bylaw Contacts	Tickets (Traffic)	Warnings
5-Aug-26	0	N/A	0	0	1	1	2
6-Aug-26	0	N/A	0	0	0	5	3
7-Aug-26	0	N/A	0	0	0	0	0
8-Aug-26	0	N/A	0	0	0	5	5
12-Aug-26	0	N/A	0	0	0	0	0
13-Aug-26	0	N/A	0	0	0	0	0
14-Aug-26	1	N/A	1	0	0	4	1
15-Aug-26	0	N/A	0	0	0	4	4
19-Aug-26	0	N/A	0	0	0	4	1
20-Aug-26	0	N/A	0	0	0	2	0
21-Aug-26	0	N/A	0	0	0	0	1
22-Aug-26	0	N/A	0	0	0	8	4
26-Aug-26	0	N/A	0	0	0	0	0
29-Aug-26	0	N/A	0	0	0	3	3
Totals	13		13	0	9	81	61
COMPLAINT TYPE		**Complaint Notes**					
Property complaint	**5**	Tall grass/weeds, Basketball net on roadway, Above ground pool concern					
Animal Complaint	**3**	Dogs at large, lost animal, dog attack					
Driving/Parking complaint	**3**	Abandonded vehicle, Park for longer than 72hrs, Speeding					
Noise Complaint	**1**	Loud music					
Unknown	**1**	Lacked specific details - Request for call back					

Request for Decision

To: Council

Contact: Marcie Mansbridge, Manager of Recreation and Culture

Date Prepared: November 3, 2026

Meeting Date: November 18, 2026

SUBJECT:	**Community Improvement Program (CIP) Policy No. 7204**
RECOMMENDED MOTION:	THAT Council adopt Community Improvement Program Policy No. 7204, as presented in Attachment I.

REPORT SUMMARY

KEY ISSUE(S):

As directed by Council, Resolution 311.11.25, Administration was instructed to bring amendments to the Community Improvement Program (CIP) to consider annual funding requests from community groups.

Furthermore, the CIP policy is outdated and needs revisions to align with current practices.

OBJECTIVE:

To revise the Community Improvement Program (CIP) policy to consider community groups' annual funding requests and align it with current practices.

FINANCIAL IMPLICATIONS:

There are no financial implications at this time, but moving forward, the financial implications will be determined annually after funding requests from community groups.

BACKGROUND:

The Community Improvement Program (CIP) policy was approved by Council in 2019, but as directed by Council as part of the November 20th, 2025 meeting, Administration has amended the policy so that community group funding requests will be governed by either the CIP Committee or FCSS Advisory Board.

Accordingly, Administration updated the CIP policy. At the October 14th, 2026, Committee of the Whole meeting, Administration presented a summary of these key updates, including:

- **Removal of two existing streams:** the Family & Social Programs Stream and the Economic Development Stream.

- **Introduction of three new streams**: the Community Programs & Services Stream, Donations Stream, and Facility Rental Assistance Stream.

- **Proposed creation of a CIP Reserve Fund**: Any unallocated annual CIP funds will be transferred to a CIP Reserve Fund to provide additional funding for large-scale or special initiatives that have a significant community impact and require funding beyond the annual CIP allocation.

- **Introduction of reporting requirements:** Community organizations receiving CIP funding will be required to provide reporting on how the funding was used and the outcomes achieved.

- **Clarification of the approval process:** The policy now provides direction around the review and approval process for CIP applications, including the involvement of the CIP Committee, CAO or designate, and Council.

Following the October 14th, 2026, Committee of the Whole meeting, Administration has made further revisions to the policy to reflect Council's discussion and feedback. A summary of the additional policy revisions made after the October 14th, 2026, Committee of the Whole meeting, include:

- **Formatting:** Minor formatting revisions have been made throughout the policy, including the removal of all bullet points and their replacement with alphabetical lists to improve consistency and organization.

- **Recreation & Culture Events stream edits**: Removed language limiting organizations the ability to receive funding a maximum of two times over the lifetime of the program. This language has been replaced with, "funding may be limited for community organizations that have received frequent funding in the past to allow funding opportunities for other eligible community organizations."

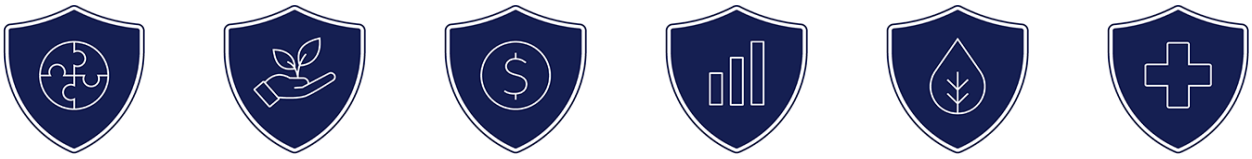
- **Facility Rental Assistance stream edits:** Removed language limiting organizations the ability to receive funding a maximum of two times over the lifetime of the program. This language has been replaced with, "funding may be limited for community organizations that have received frequent funding in the past to allow funding opportunities for other eligible community organizations." Additionally, the restriction stating that, "fundraising events are not eligible for support under this stream" has been removed.

- **Reporting Requirements:** The following language has been added, "for programs offered year-round, the final report must be submitted within 60 days of December 31st of the year in which the funding was received".

All updates align with current practices and reflect the evolving needs of the community. The addition of the Community Programs & Services stream now provides an avenue for annual funding requests from community organizations through the Community Improvement Program.

OTHER IMPLICATIONS

STRATEGIC PRIORITIES IMPACTED:



☐ Community Connection	☐ Managing Growth	☐ Financial Resilience	☐ Economic Growth	☐ Protecting Water and Green Spaces	☒ Community Safety and Wellbeing

HOW THE STRATEGIC PRIORITIES ARE MET:

As part of its Strategic Plan, Council has identified the continuous improvement of community safety, health, and well-being as a key priority. Updating the Community Improvement Program (CIP) policy is necessary to ensure it complies with the direction of Council and current practices.

COMMUNITY IMPLICATIONS:

Should Council approve the revised policy, funding requests from community groups will be directed to the Community Improvement Program (CIP) Committee for review, with the Committee providing recommendations to Council, where applicable.

INTERNAL IMPLICATIONS:

Should Council approve the revised policy, the internal implications will be limited to developing a matrix to evaluate funding applications that align with Council's Strategic Plan and the Community Improvement Program (CIP) policy.

LEGISLATIVE IMPLICATIONS AND REFERENCES:

References:

- Boards and Committee Bylaw (22-26)
- Community Improvement Program Policy (7204)

PUBLIC ENGAGEMENT AND AWARENESS:

While no formal public engagement has been conducted, Administration and the Community Improvement Program Committee have reviewed the existing policy and identified changes that have been incorporated into the revised policy.

IMPLEMENTATION

COMMUNICATIONS:

None at this time.

NEXT STEPS:

Should Council approve the revised policy, Administration will ensure internal and external stakeholders (i.e. community groups) are aware of the updates and the new process for funding requests.

ALTERNATIVE MOTIONS:

1. Council may defer this policy to a future Committee of the Whole meeting for further discussion.
2. Council may choose to rescind the policy.

REPORT AUTHOR:

Kevin Scoble, Chief Administrative Officer

ATTACHMENTS:

Attachment I: Updated Community Improvement Program Policy No. 7204
Attachment II: Existing Community Improvement Program Policy No. 7204

Mark Pretzlaff, Director of Community and Protective Services	Approved - 06 Nov 2026
Kevin Scoble, Chief Administrative Officer	Approved - 13 Nov 2026
Veronica Anderson, Legislative Services Officer	Approved - 13 Nov 2026

TOWN POLICY

POLICY NUMBER: 7204

REFERENCE: **ADOPTED BY:**

PREPARED BY: Community & Protective Services **DATE:**

TITLE: Community Improvement Program Policy

Policy Statement

The Community Improvement Program (CIP) policy exists to provide grant funding and in-kind support to eligible not-for-profit Strathmore and area community organizations. Funding supports programs, events, and projects that benefit the community and enhance recreation, culture, and social programs, contributing to Strathmore's identity, sense of place, and overall quality of life.

The Community Improvement Program provides grant funding and support through the following streams:

a. Recreation & Culture Events
b. Minor Capital Projects
c. Community Programs & Services
d. Donations
e. Facility Rental Assistance

Purpose

This policy applies to eligible community not-for-profit organizations requesting funding from the Town of Strathmore to support recreation, sports, culture, and leisure, along with other community-based programs, activities, and capital project related costs. Applications will be assessed under the funding stream that best aligns with the requested support.

1.0 DEFINITIONS

1.1 "Administration" means the department assigned the responsibility of managing the grant programs pursuant to this policy.

1.2 "Applicant" means a community association applying for a grant pursuant to this policy.

1.3 "Chief Administrative Officer" or "CAO" means the person appointed by the Council under section 4 and under section 205 of the Act to be Chief Administrative Officer for the Town, along with any designate appointed by the Chief Administrative Officer.

1.4 "Community Organization" means a not-for-profit community organization located within (or within the surrounding area), and recognized by, the Town of Strathmore as an 'eligible group' for grant programs and other community services.

1.5 "Community Improvement Program Grant" (the "Grant") means grants awarded by the Town of Strathmore to an applicant pursuant to this policy.

1.6 "Programs" means a program or service that benefits residents of the Town of Strathmore and contributes to community well-being.

1.7 "Council" means the Council of the Town of Strathmore, in the province of Alberta.

1.8 "Donation" means a contribution of goods, services, recreation passes, promotional items, or other Town resources provided without a requirement for repayment.

1.9 "Economic Development" means to capitalize on opportunities to improve the economic well-being and quality of life for the Town of Strathmore.

1.10 "Facility Rental Assistance" means funds provided to offset the cost of renting a Town-owned facility.

1.11 "Fundraiser" means an event or activity intended to generate financial support for an organization.

1.12 "In-Kind" means a non-cash contribution, such as donated labour, equipment, supplies, promotional materials, or municipal services. In-kind contributions will be valued at the Town's actual cost where applicable.

1.13 "Matching Funds" means applicant contributions that are equal to the Town of Strathmore's contribution towards an eligible project.

1.14 "Policy" means this Town of Strathmore policy together with all attachments hereto as amended from this time.

1.15 "Reporting" means a final report submitted by the Applicant confirming how funds were used and outlining the results and impact if the funded program, event, or project.

1.16 "Tangible Capital Assets" means physical and measurable assets that are used in the organization's operations. These assets may include equipment or machinery.

1.17 "Town" means the Town of Strathmore, a municipal corporation in the Province of Alberta, and where the context so requires, means the area of land within the corporate boundaries thereof.

2.0 GENERAL ELIGIBILITY

Applicants must meet the following minimum requirements:

2.1 The Applicant must be a not-for-profit community organization that has been in existence for at least one year before the application deadline.

2.2 The Applicant's membership and beneficiaries of its programs must be predominantly Town of Strathmore residents.

2.3 The Applicant must provide programs that benefit Town of Strathmore residents and contribute to community quality of life.

2.4 The Applicant must use CIP funding only for eligible not-for-profit purposes. Funding must not (directly or indirectly) be used to further a profit venture. All applications deemed "Economic Development" in nature will not be considered.

2.5 The Applicant must submit a complete application, including all required supporting documentation by the application deadline.

2.6 The Applicant must maintain open membership to its organization and programs, except where reasonable program requirements limit participation (e.g. geographic location).

2.7 The Applicant must meet any additional requirements established for the applicable funding stream.

3.0 FUNDING STREAMS & CRITERIA

3.1 Recreation & Culture Events

The Recreation and Culture Events stream provides funding to assist with the cost of recreation, sport, culture, and/or arts events that benefit residents and contribute to a sense of pride within the community. Funding may be limited for community organizations that have received frequent funding in the past to allow funding opportunities for other eligible community organizations.

Eligible Event Criteria (Applicants must meet at least (1) one criteria):

a. To support sporting events at the Provincial, National, or International level.
b. To support unique, recreational or cultural events.
c. To create a unique, one-time social experience that connects visitors and residents within Strathmore.
d. Recreation and/or culture related events that increase civic pride through community celebration.

3.2 Application Requirements:

Applicants must provide:

a. Detailed description of the event.
b. Event budget.
c. Expected community benefit and participation.
d. Any additional information requested by Administration. Applicants may be required to make a 5–10-minute presentation to the CIP Committee, followed by a question period.

3.3 **Minor Capital Projects**

The Minor Capital Projects stream provides funding to assist eligible community organizations with capital costs that improve, maintain, or enhance facilities, equipment, programs, or overall service delivery.

Eligible Project Criteria (Applicants must meet at least (1) one criteria):

a. Fire, health, and safety improvements.
b. Preventative maintenance.
c. Renovations or facility improvements.
d. Replacement or improvement of equipment or other tangible capital assets.

3.4 The Town of Strathmore may provide up to 50% of eligible project costs. The Applicant's contribution (at least 50%), may include:

a. Cash.
b. Donated equipment or supplies.
c. Donated labour.
d. Other approved in-kind contributions.

3.5 **Application Requirements:**

Applicants must provide:

a. Detailed project description.
b. Project budget and quotations, where applicable.
c. Confirmation of matching funds or other sources of project funding.
d. Project Plan demonstrating the need and expected benefit.
e. Any additional information requested by Administration.

Approved Minor Capital Projects will be subject to the Town's capital budget approval process.

3.6 **Community Programs & Services**

The Community Programs and Services stream provides funding to support new, ongoing, or revised programs that address a demonstrated need within the community.

Priority may be given to programs that:

a. Address an identified community need.
b. Focus on serving children and families.
c. Are accessible to the general public (must be open to the public).
d. Provide a benefit to Town of Strathmore residents.

Funding may only be used for eligible costs directly associated with delivering the approved program.

3.7 **Application Requirements:**

Applicants must provide:

a. Detailed program description.
b. Program budget.
c. Program Plan demonstrating the need and expected benefit.
d. Any additional information requested by Administration. Applicants may be required to make a 5–10-minute presentation to the CIP Committee, followed by a question period.

3.8 **Donations**

The Donations stream provides in-kind donation support to eligible not-for-profit community organizations in delivering programs, events, and initiatives that benefit the community. In-kind support helps foster civic pride, strengthen community connections, and enhance Strathmore's identity, and sense of place.

The Town of Strathmore may provide in-kind donations with a **maximum combined value of $500 per request**, which may include the following:

a. Door prizes (pins, pens, hats, water bottles…etc.).
b. Silent action items (higher value promotional items including recreation facility admission passes).
c. Other in-kind municipal resources (table & chair rentals, dish rentals…etc.).

3.9 **Application Requirements:**

Applicants must provide:

a. Name, address, and contact information for the organization.
b. A description of the event, program, or activity and associated date(s).
c. Expected attendance.
d. Request must be received at least 30 days before the date of the need for support.

Monetary donations and facility rental donations are excluded and are subject to separate provisions of this policy. All eligible in-kind donations require approval from the CAO or designate and are subject to availability. **Applicants are limited to a maximum of one (1) request per year.**

3.10 **Facility Rental Assistance**

This stream provides supports to eligible organizations whose events are held in Town-owned facilities and where facility rental costs represent a significant expense which may impact the organizations ability to deliver the event. The Town of Strathmore may provide up to **50% of the eligible rental cost** for a Town-owned facility. Funding may be limited for community organizations that have received frequent funding in the past to allow funding opportunities for other eligible community organizations.

3.11 **Application Requirements:**

Applicants must provide:

a. Name, address and contact information for the organization.
b. A description of the event and event date.
c. Expected attendance.
d. Event budget, including projected revenues and expenditures.
e. Any additional information requested by Administration.

4.0 FUNDING

4.1 Funding available through the Community Improvement Program will be established annually through the Town of Strathmore's budget process.

4.2 Funding is subject to the availability of approved budget funds and the requirements of this policy.

4.3 Any unallocated annual CIP funds will be transferred to a CIP Reserve. Reserve funds may be used to provide additional funding for large-scale or special initiatives that have a significant community impact and require funding beyond the annual CIP allocation.

5.0 APPROVAL PROCESS

5.1 Administration will review applications for completeness and eligibility and direct eligible applications to the Community Improvement Program Committee (CIP Committee).

5.2 Funding is subject to the availability of approved budget funds and the requirements of this policy.

5.3 The CIP Committee will review eligible applications and provide recommendations to Council for the Recreation & Culture Events stream, Minor Capital Projects stream, and Community & Services stream.

5.4 Council has final approval authority for CIP grant funding unless otherwise delegated under this policy.

5.5 Donations within the approval limit, will be approved by the CAO or designate.

5.6 Facility Rental Assistance applications will first be reviewed and approved by the CIP Committee, then will receive final approval by the CAO or designate.

5.7 Minor Capital Projects will first be directed to the CIP Committee for review and approval before proceeding through the Town of Strathmore's capital budget approval process.

5.8 Applicants will be notified of the outcome of their application within a reasonable timeframe following the completion of the review and final approval process.

5.9 The Town of Strathmore reserves the right to approve an amount different from what the Applicant requests.

5.10 Failure to meet the requirements of this policy may result in funding being withheld or repayment being required.

6.0 REPORTING REQUIREMENTS

Applicants receiving CIP funding must submit a final report **within 60 days** of completing the funded program, event, or project. For programs offered year-round, the final report must be submitted within 60 days of December 31st of the year in which the funding was received.

The report must include:

a. Organization name.
b. Name and date of the event, program or project.
c. Amount requested and amount received.
d. Key achievements and outcomes.
e. Number of participants or attendees, if applicable.
f. The original projected budget, and final actual revenues and expenditures.
g. Explanation of how any deficits were covered.
h. Confirmation that CIP funding was used for its approved purpose.

The Town of Strathmore may request additional information or supporting documentation where required.

END OF POLICY

TOWN POLICY

POLICY NUMBER: 7204

REFERENCE:
Resolution No. 317.11.19

ADOPTED BY:
Town Council
November 6, 2019

PREPARED BY: Community & Protective Services **DATE:** November 6, 2019

TITLE: Community Improvement Program Policy

Purpose

The Community Improvement Program policy exists to establish a grant funding program to the Strathmore and area community organizations to support of the myriad of recreation, culture, and social based programs and activities that enhance Strathmore's overall identity, sense of place and quality of life.

The foundation of this policy is grounded in Strathmore's vision of recreation, culture, and social based programs and activities contributing to its overall identity, sense of place, and quality of life.

This policy is to provide support for Strathmore and area-based not-for-profit community organizations for projects that benefit the Strathmore community and enhance the quality of life. The Town of Strathmore may provide grant funding to support:

1. Recreation & Cultural Events
2. Minor Capital Projects
3. Community Programs
4. Family & Social Programs
5. Economic Development Initiatives

Scope

This policy applies to eligible community not-for-profit organizations requesting funding from the Town of Strathmore to support recreation, sport, culture and leisure, along with other community-based programs, activities and capital project related costs.

Definitions

"Administration" means the department assigned the responsibility of managing the grant programs pursuant to this policy.

“Applicant” means a community association applying for a grant pursuant to this policy.

“Chief Administrative Officer” is the person appointed by Council to carry out the powers, duties and functions of the position of Chief Administrative Officer, or the person appointed to act as his designate

“Community Services” is the administrative Business Unit who is responsible for the facilitation of the Community Improvement Program guidelines and application process in support of Council for the allocation of the Community Improvement Program funds.

“Community Activity” means programs and activities provided by the community association which help residents of the Town of Strathmore to strengthen personal or community life.

“Community Association” means a non-profit community association located within, and recognized by, the Town of Strathmore as an ‘eligible group’ for grant programs and other community services.

“Community Improvement Fund Grant” (the “Grant”) means grants awarded by the Town of Strathmore to an applicant pursuant to this policy.

“Constitutional Documents” means the documents by which an applicant is incorporated or created and includes, but not limited to, an Application for Incorporation, Articles of Incorporation, Memoranda of Association, Articles of Association, and bylaws.

“Crisis” means a sudden, urgent, usually unexpected occurrence or occasion requiring immediate action.

“Council” means the Council of the Town of Strathmore, in the Province of Alberta.

“Economic Development” means to capitalize on opportunities to improve the economic well-being and quality of life for the Town of Strathmore.

“Matching Funds” means funds that are set to be contribute in equal amount to fund the project.

“Memorandum of Understanding” means a memorandum of understanding (MoU) or other contractual agreement between two or more parties outlined in a formal document.

“Policy” means this Town of Strathmore policy together with all attachments hereto as amended from this time.

“Tangible Capital Assets” means physical and measurable assets that are used in the organization's operations. These assets may include buildings, equipment, and machinery.

POLICY STATEMENT

The Town of Strathmore may provide the following grant programs to support:

1. Recreation & Cultural Events
   To assist with the costs of recreation, culture, and/or arts programs and events provided to community residents.

2. Minor Capital Projects
   To assist with the capital costs associated with the conservation, development, and/or enhancement of programs and service delivery provided by community associations.
3. Community Programs
   To assist in offsetting organizational expenses incurred in the operations of programs designed to support community associations looking to offer programs that are a demonstrated need.
4. Family & Social Programs
   To assist with events and programs that align directly with Family and Community Support Services (FCSS) mandate.
5. Economic Development Initiatives
   To assist with opportunities to improve the economic well-being and quality of life for the Town of Strathmore.

General Eligibility Criteria

The Applicant must satisfy the following minimum standards and must meet the Terms and Conditions set out for the specific grant program for which the application is submitted. Additional criteria and conditions may apply as outlined in Community Improvement Program Procedures.

1. The Applicant must be a registered Community Association in existence for more than one year as of the deadline date for filing the grant application.

2. The Applicant's membership and beneficiaries of its programs and activities must be predominantly residents of the Town of Strathmore.

3. The Applicant's programs and activities must be directed to the improvement of the quality of life for residents of Strathmore.

4. The Grant applied for shall be intended and used to further the Applicant's not-for-profit activities and must not either directly or indirectly be intended or used to further a profit venture. Excluding applications that are considered "Economic Development" in nature.

5. Within the deadlines, the Applicant must file and provide all documents and information outlined in the Grant application.

6. The Applicant must demonstrate fiscal responsibility and manage its finances in a responsible manner.

7. The Applicant shall have an open membership to its organization and programs, except for valid program factors (e.g. geographic location).

8. Applications must include:
   a. Most recent annual financial statements;
   b. Proof of filing of Annual Return from Corporate Registries;
   c. Amendments to Bylaws as filed with Corporate Registries;
   d. A current list of Board of Directors with names and positions.

Recreation & Culture Criteria

i. To support sporting events at the Inter-Provincial, National or International level;
ii. To support unique, recreational or cultural events (maximum of two (2) years);
iii. To create a unique, one-time social experience that connects visitors and residents within Strathmore;
iv. To increase civic pride through community celebration

Applications must include:

a. Detailed description of the project
b. Project budget

Minor Capital Projects Criteria

i. To support associations with capital costs to enhance programs and service delivery;
ii. Projects may be covered up to 50% of the cost of the project;
iii. Associations' contributions may include cash, in-kind donations of equipment, supplies and donated labour;
iv. Priorities:
    a. Fire, Safety and Health
    b. Preventative Maintenance
    c. Renovations

Applications must include:

a. Detailed description of the project
b. Project budget
c. Verification of matching funds
d. Business Plan

Community Programs Criteria

i. To support community associations looking to offer programs to the community that are a demonstrated need. Programs may focus on both ongoing program delivery and new or 'revamped' programs.
ii. Priority of funding will be given to programs that focus on programming that fulfills a need or those focus on children and families (must be open to the public);
iii. The grant may only be used to offset the costs associated with the program;
iv. Require the creation of a Memorandum of Understanding.

Applications must include:

a. Detailed description of the project
b. Project budget
c. Identification of community contribution (i.e., in kind donations, volunteer hours, available funding)
d. Business Plan

Family & Social Programs Criteria

i. Projects that fit with the Family & Community Support Services (FCSS) mission of strengthening the social well-being of individuals, families and community. All Family and Social Programs will be guided by Town of Strathmore Policy 5102 FCSS Grant Program.

Economic Development Initiatives Programs Criteria

i. To support “For Profit Business” to position Strathmore as a destination of choice for the purpose of attracting business investment, tourism development, fostering trade and growing Strathmore.
ii. All Economic Development Initiatives requesting Town support will do so directly with the Economic Development Office and will be evaluated on a case by case basis based on alignment with Council Strategic Priorities, Economic Development Priorities and availability of resources.

Funding

1. Funding levels for grants will be provided through the Town of Strathmore budget process.

Approvals

1. Town of Strathmore Administration will receive and prepare all grants for Committee review.
2. Community Improvement Program Committee will review and provide recommendation to Council. Council has final approval on all requests funded from the Community Improvement Program.
3. The Applicant will be notified of the grant award within a reasonable time after the application deadline.
4. The Applicant shall submit the required financial accounting as per the specific grant program guidelines.
5. The Applicant can appeal the decision of Administration to the Town of Strathmore Council.

End of Policy

Request for Decision

To: Council

Contact: Kevin Scoble, Chief Administrative Officer

Date Prepared: November 8, 2026

Meeting Date: November 18, 2026

SUBJECT:	**2026 Operating Budget Amendment - Information Technology (IT)**
RECOMMENDED MOTION:	THAT Council authorize a 2026 Operating Budget Amendment to allocate $20,000 from the existing Information Technology cybersecurity operating budget toward the procurement of an Artificial Intelligence Detection and Response (AIDR) software, with the remaining costs of $9,600.62 in 2027 and $5,600.36 in 2028 to be accommodated within the respective, proposed, Information Technology cybersecurity operating budgets, for a total procurement value of $35,200.98 before GST. AND THAT Council authorize Administration to execute the contract with the successful vendor.

REPORT SUMMARY

KEY ISSUE(S):

Administration is seeking approval to advance an identified AI cybersecurity requirement into 2026 using available funding within the existing Information Technology cybersecurity operating budget. This AIDR solution was identified following the original creation of the AIDR business case and better meets the Town's requirements, including Canadian data residency and Canadian-specific data protection capabilities.

OBJECTIVE:

To implement this AIDR solution using available cybersecurity operating funds, helping protect Town information from accidental exposure, misuse, and emerging security risks associated with AI tools. This implementation would also eliminate the need for the separate AIDR business case and its associated request for additional funding.

FINANCIAL IMPLICATIONS:

The total procurement value is $35,200.98 before GST. Approximately $23,411 remains available within the 2026 cybersecurity operating budget, allowing $20,000 to be allocated to

this procurement without compromising the overall remaining 2026 budget. The remaining costs are $9,600.62 in 2027 and $5,600.36 in 2028 and can be accommodated within the respective, proposed, cybersecurity operating budgets. No additional operating funding is required.

Proceeding in 2026 leverages available funding within the existing cybersecurity operating budget and allows the Town to remove the separate AIDR business case. The proposed AIDR business case includes $31,900 in funding requirements across 2027 and 2028, compared with $15,200.98 for this alternative solution over the same period. Advancing the procurement therefore reduces the 2027-2028 budget requirement by $16,699.02 while allowing the Town to implement the identified AI security requirement sooner.

BACKGROUND:

Administration previously identified the need for an AI security solution through a proposed AIDR business case. When the business case was developed earlier in 2026, it was based off the only solution known at the time, and the remaining 2026 cybersecurity budget could not yet be confidently committed without potentially affecting the Town's overall year-end budget position.

During an implementation of the Town's cybersecurity environment in late September/early October, Administration identified an alternative that addresses the same accidental exposures, misuses, and emerging security risks associated with AI tools, while providing Canadian data residency and Canadian-specific data capabilities.

With year-end expenditures now better known, approximately $23,411 remains available within the 2026 cybersecurity operating budget. Administration is therefore recommending that $20,000 of the alternative AIDR solution procurement be allocated to 2026, with the remaining costs accommodated within the existing, proposed, 2027 and 2028 cybersecurity operating budgets.

Proceeding would fulfill the AI security requirement through the existing cybersecurity operating budget and allow the proposed AIDR business case and associated additional funding request to be removed.

OTHER IMPLICATIONS

STRATEGIC PRIORITIES IMPACTED:



☐	☐	☒	☐	☐	☒
Community	Managing	Financial	Economic	Protecting	Community

Connection	Growth	Resilience	Growth	Water and Green Spaces	Safety and Wellbeing

HOW THE STRATEGIC PRIORITIES ARE MET:

The proposed amendment supports Financial Resilience by advancing an identified cybersecurity requirement using available capacity within the existing Information Technology operating budget and competitive procurement, without requiring additional operating funding.

The proposed amendment also supports Community Safety and Wellbeing by strengthening protection of municipal information and reducing cybersecurity and data protection risks associated with the increasing use of generative artificial intelligence.

COMMUNITY IMPLICATIONS:

Strengthening cybersecurity and data protection controls supports the protection of municipal information and the continuity and security of Town services. No direct service disruption or change to residents is anticipated.

INTERNAL IMPLICATIONS:

Information Technology will implement and administer the AIDR solution within the Town's existing cybersecurity environment. The solution will help protect Town information from accidental exposure, misuse, and emerging security risks associated with AI tools.

LEGISLATIVE IMPLICATIONS AND REFERENCES:

The proposed amendment will be administered in accordance with Town of Strathmore Budget Policy 1809 and Procurement Policy 1808. Competitive pricing was obtained from three vendors for the identical products and quantities, with the selected vendor providing the lowest evaluated price.

PUBLIC ENGAGEMENT AND AWARENESS:

No public engagement is required. The proposed amendment relates to the internal administration of the Town's cybersecurity operating budget.

IMPLEMENTATION

COMMUNICATIONS:

Upon Council approval, Administration will complete the required procurement documentation and coordinate implementation with the selected vendor. No external public communications are required.

NEXT STEPS:

Following Council approval, Administration will proceed with the AIDR solution procurement and allocate $20,000 to the 2026 cybersecurity operating budget. The remaining $9,600.62 in 2027 and $5,600.36 in 2028 will be accommodated within the respective, proposed, cybersecurity operating budgets. The proposed AIDR business case will be removed as this alternative solution will fulfill the identified AI security requirement.

ALTERNATIVE MOTIONS:

1. THAT Council direct Administration to bring to a future council meeting for further discussion. (If approved, business case "AI Detection and Response (2027)" can be removed from budget deliberations)

REPORT AUTHOR:

Cody Betterton, Manager of Information Technology

Rose Jia, Manager, Financial Services	Approved - 12 Nov 2026
Kevin Scoble, Chief Administrative Officer	Approved - 13 Nov 2026

CONFIRMED MINUTES

Regular Meeting of the Town of Strathmore Library Board

Tuesday September 15, 2026

6:30 P.M.

Strathmore Municipal Library Program Room

PRESENT:
Trustee Ann Horn, Chair
Trustee Taura Fox Walker, Vice Chair
Trustee Melissa Langmaid
Trustee Jen Chiasson
Trustee Emily Rochford
Trustee Shanon Kelly
Director Rachel Dick Hughes

ABSENT WITH NOTICE:
Trustee Sunday Adeola
Trustee Musenga Simwawa
Trustee Lindsay Walker
Trustee Tammy Anderson

1. CALL TO ORDER

Chair called today's meeting to order at 6:33 p.m.

Reminder to Trustees with terms expiring in October 2026 to reapply to the Town of Strathmore to have your term extended. Trustees Taura Fox Walker, Trustee Lindsay Walker and Tammy Anderson expiring in October 2026.

2. ACKNOWLEDGEMENT

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

3. CONFIRMATION OF PROPOSED AGENDA (APPENDIX A)

Motion moved and carried to approve September 15, 2026, Town of Strathmore Library Board Meeting Agenda, as amended.

Moved by Trustee Kelly

[redacted] ATIA S. 20(1)

Ann Horn, Chair

[redacted] ATIA S. 20(1)

APPROVED

Taura Fox Walker, Co-Chair

4. CONFIRMATION OF REGULAR MEETING MINUTES OF JUNE 16, 2026 (APPENDIX B)

Motion moved and carried to approve June 16, 2026, Town of Strathmore Library Board Regular Meeting Minutes as amended.

Moved by Trustee Langmaid

APPROVED

5. REPORTS

5.1 Director's Report **(APPENDIX C)**

5.2 Strategy & Community Report

6. NEW BUSINESS

6.1 Plan of Service – Would the Board like to send or present the Plan to the Town and /or County Council and MLA? (**APPENDIX D)**

We are going to try and coordinate with Marigold to invite all the above to an open house at Marigold and our Library the third week of October. (This is going to be updated for later date with both Marigold senior staff and Rachel away)

6.2 Regulations Guidelines Bill 28 Update **(APPENDIX E)**

We will work on what our library will do to meet Jan. 1, 2027 deadline in the next 2 meetings. No update as Government guidelines have not been released. There will be no extensions to the January 1st compliance deadline. CAP is working on generic policies which we can use to build our own.

6.3 Capital Spending Plan for 2025 Surplus and Transfer to Reserves **(APPENDIX F)**

Motion moved and carried to approve capital budget as presented by the Director of $14,000 spend and the remaining amount of the $35,000 will be moved to Investments.

Moved by Trustee Rochford **APPROVED**

6.4 Staff Job Description update **(APPENDIX G)**

Motion moved and carried to approve updated job descriptions for Assistant Director, Library Marketing Coordinator and Circulation Lead, Program Coordinator, ILL Clerk, and Library Clerk.

Moved by Trustee Fox Walker

APPROVED

[redacted] ATIA S. 20(1)

Ann Horn, Chair

[redacted] ATIA S. 20(1)

Taura Fox Walker, Co-Chair

6.5 Budget revision – Benefit Premium Increase. Town has not yet told us what our Budget is.

6.6 Out of Town Travel- Training in Airdrie October 3rd

Motion moved and carried to approve travel for Brandy and Leonor to attend training in Airdrie.

Moved by Trustee Chiasson

APPROVED

6.7 Volunteer Printing Rate – rates to be same as staff

6.8 Trustee Rochford would like to join Policy and Governance Committee

Motion moved and carried to have Trustee Rochford join the Policy and Governance Committee.

Moved by Trustee Langmaid

APPROVED

7. CALENDAR LOOK AHEAD

Open house at Library 3rd week of October, date to be determined

8. ADJOURNMENT

Motion made and carried to adjourn the meeting at 8:38 p.m.

Moved by Trustee Fox Walker

APPROVED

Next regular meeting Tuesday October 20, 2026, 6:30 P.M.

APPENDICIES

A. Proposed Agenda for September 15, 2026
B. Unconfirmed Minutes of June 16, 2026
C. Directors Report
D. CAPP Libraries Status Update
E. Surplus for Capital Spending
F. Staff Job Description
G. Privacy Management Policy and Procedures

ATIA S. 20(1)

Ann Horn, Chair

ATIA S. 20(1)

Taura Fox Walker, Co-Chair