



Request for Decision

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: November 23, 2023

Meeting Date: December 6, 2023

SUBJECT: 2024 Operating & Capital Budgets

RECOMMENDATION: THAT Council adopt the 2024 Operating Budget in the amount of \$37,704,700 and the 2024 Capital Budget in the amount of \$7,014,000.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The 2024 budget was built around supporting Council's Strategic Plan.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

The 2024 Operating & Capital budget provides clear and transparent objectives for the community.

ORGANIZATIONAL:

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

OPERATIONAL:

The 2024 Operating & Capital budget provides clear direction to both Administration and the Community for the current year objectives that align with Council's Strategic Plan.

FINANCIAL:

The 2024 Budget has an Operating impact of \$37,704,700 and the 2024 Capital Budget has an impact of \$7,014,000.

With the "Yes" projects from the Operating Business Cases included in the budget, the Overall Tax Increase is projected to be 5.05% total tax increase.

If the Education Requisition from the province is higher than estimated, our recommendation would be to lower the municipal tax increase and lower the transfer to reserves to offset this increase. The education levy increase is currently set at 1.6% in the 2024 budget. This is based on past trends and factoring in the limited growth that we have seen in Strathmore compared to the rest of the province.

With the approval of the Rate Bylaw, utilities were increased approximately 4.0% on the variable utility rates and 4.0% on the fixed rate portion. Since the residential and commercial variable rates for water consumption are the same, the residential saw an increase of around 5.4% and 3.5% for commercial which worked out to an overall increase of approximately 4.0%. The Total Utility Infrastructure Reserve Fund Rates were increased by \$1.00 from \$7.95 to \$8.95 (13% increase).

With the changes motioned by Council on the Council Meeting on November 14th, the Overall Tax Increase is projected to be 5.20% total tax increase.

POLICY:

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

IMPLEMENTATION:

Administration will bring the 2024 Final Operating and Capital Budget for Council adoption on December 6, 2023.

BACKGROUND:

Under Section 242 of the Municipal Government Act, “a council must adopt an operating budget for each calendar year or may adopt interim operating budget for part of a calendar year”

A Council Meeting was scheduled for November 1, 2023 to release the budget documentation to Council and the public. Council held a Community Engagement session on the budget on November 7, 2023. The purpose of the meeting on November 14, 2023 is to have a department Question and Answer and then there will be three additional days of workshops (Budget Deliberations) on November 16th, 21st and 29th, 2023.

Council was provided with the Budget Information Request Template which were used for Council to submit any questions that they have regarding the budget package, which includes:

- 2024 Proposed Operating Budget
- 2024 Full Time Equivalent (FTE) Summary
- 2024 Community Group Group Funding Summary
- 2024 Operating Business Case Summary
- 2024 Operating Business Case - detailed
- 2024 Operating Budget - Council Budget Submissions
- 2024 Capital Budget - Prioritized Order
- 2024 Capital Budget - Department Order
- 2024 Capital Budget - 2024 Capital Budget Listing

That way, the sessions supported Council by focusing on the additions, changes or removals from the budget that Council wanted like to see in order to best leverage Council's time in this process.

KEY ISSUE(S)/CONCEPT(S):

Council is to debate which items should be added or removed from both the 2024 Capital & Operating Budget

DESIRED OUTCOMES:

The goal for Council is to adopt both the 2024 Operating Budget and the 2024 Capital Budget.

COMMUNICATIONS:

The proposed budget package has been posted on the Town's website. Following approval, further communication will be done to communicate the 2024 budget.

ALTERNATIVE ACTIONS/MOTIONS:

Continue deliberations a future Council Meeting.

ATTACHMENTS:

[Attachment I: 2024 Operating Budget - Final](#)

[Attachment II: 2024 Final FTE Count](#)

[Attachment III: 2024 Final Approved Community Grants](#)

[Attachment IV: 2024 Operating Budget - Operating Business Case - Summary - Final](#)

[Attachment V: 2024 Operating Budget - Operating Business Cases - Detailed - Final](#)

[Attachment VI: 2024 Operating Budget - Council Budget Submissions](#)

[Attachment VII: 2024 Capital Budget - Prioritized Order - Final](#)

[Attachment IIX: 2024 Capital Budget - Department Order - Final](#)

[Attachment IX: 2024 Capital Budget - 2024 Capital Project Listing - Final](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 29 Nov
2023

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

Approved
- 30 Nov
2023

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Nov
2023

Kevin Scoble, Chief Administrative Officer

Approved
- 01 Dec
2023

Strathmore - 2024 Operating Budget - Final

Town of Strathmore Consolidated	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 01) Net municipal property taxes	19,678,393	19,734,513	14,975,700	20,805,262	16,013,600	1,037,900	6.93%	16,494,000	16,988,900	17,498,500
Total 02) User fees and sales of goods	15,972,077	16,498,805	17,057,200	14,347,438	17,910,200	853,000	5.00%	18,242,300	18,599,700	18,997,800
Total 03) Penalties and cost of taxes	246,000	216,796	216,700	220,722	210,000	(6,700)	-3.09%	210,500	211,000	211,500
Total 04) Government grants - operating	2,116,737	1,325,506	1,425,100	1,019,427	1,376,600	(48,500)	-3.40%	1,283,600	1,259,600	1,265,600
Total 05) Investment & interest income	306,001	327,713	284,000	236,006	405,300	121,300	42.71%	405,400	405,500	405,600
Total 06) Licences and permits	544,200	517,455	760,800	521,638	513,100	(247,700)	-32.56%	524,100	535,100	546,100
Total 07) Gain on disposal of capital assets	-	29,440	-	-	-	-	0.00%	-	-	-
Total 08) Other revenue	590,579	519,404	207,900	1,163,715	544,400	336,500	161.86%	480,100	442,400	448,900
Total 09) Transfer from reserves - operating	-	166,352	119,800	17,800	32,500	(87,300)	-72.87%	16,000	134,000	-
Total 10) Internal Transfers Revenue	369,600	526,884	374,700	450,363	544,000	169,300	45.18%	544,000	544,000	544,000
Total 11) Transfer from reserves - capital	162,300	1,452,182	80,000	-	155,000	75,000	93.75%	60,000	65,000	70,000
Total 12) Government grants - capital	-	3,850,126	-	-	-	-	0.00%	-	-	-
Total 13) Other grants - capital	-	50,000	-	-	-	-	0.00%	-	-	-
Total 14) Contributed tangible capital assets	-	1,647,562	-	-	-	-	0.00%	-	-	-
Total Revenues	39,985,887	46,862,739	35,501,900	38,782,371	37,704,700	2,202,800	6.20%	38,260,000	39,185,200	39,988,000
Expenses										
Total 01) Salaries, Wages, and Benefits	13,264,235	12,290,421	13,463,800	11,462,612	13,958,000	494,200	3.67%	14,627,100	15,095,900	15,580,800
Total 02) Contracted and General Services	11,729,376	11,158,634	12,077,700	9,474,933	12,158,200	80,500	0.67%	12,315,800	12,744,900	12,743,300
Total 03) Materials, Goods, Supplies and Utilities	4,194,047	4,189,422	4,336,200	3,191,837	4,686,200	350,000	8.07%	4,817,500	4,900,800	5,137,500
Total 04) Bank Charges and Short Term Interest	51,000	55,011	52,000	57,494	66,000	14,000	26.92%	68,000	70,000	72,000
Total 05) Other Expenditures	-	268	-	(44)	-	-	0.00%	-	-	-
Total 07) Transfers to Individuals and Organisations	427,750	384,173	468,300	421,354	519,500	51,200	10.93%	525,400	531,500	537,600
Total 08) Transfers to Local Boards and Agencies	429,300	433,665	435,300	437,750	478,200	42,900	9.86%	493,500	509,400	525,500
Total 09) Interest on Long-term Debt	664,755	603,420	488,800	325,853	444,700	(44,100)	-9.02%	362,500	298,300	256,800
Total 10) Long-term Debt Payments	2,268,155	2,214,269	2,118,200	2,031,604	2,195,000	76,800	3.63%	2,221,800	1,419,000	1,308,300
Total 11) Transfers to reserves - operating	7,152	1,587,581	350,000	-	210,000	(140,000)	-40.00%	307,000	405,000	512,000
Total 12) Transfer to reserves - capital	773,562	2,517,558	1,336,900	857,342	2,444,900	1,108,000	82.88%	1,977,400	2,666,400	2,770,200
Total 13) Loss on disposal of assets	-	96,244	-	-	-	-	0.00%	-	-	-
Total 14) Internal Transfers Expenses	363,700	526,884	374,700	454,535	544,000	169,300	45.18%	544,000	544,000	544,000
Total Expense Before Amortization	34,173,032	36,057,551	35,501,900	28,715,270	37,704,700	2,202,800	6.20%	38,260,000	39,185,200	39,988,000
Surplus(Deficit)	5,812,855	10,805,188	-	10,067,101	-	-	0.00%	-	-	-
Less Amortization	(6,036,176)	(6,023,395)	(6,608,500)	-	(6,025,200)	583,300		(6,025,200)	(6,025,200)	(6,025,200)
NET CONSOLIDATED	(223,321)	4,781,793	(6,608,500)	10,067,101	(6,025,200)	583,300	0.00%	(6,025,200)	(6,025,200)	(6,025,200)

Strathmore - 2024 Operating Budget - Final

DIVISION: GENERAL	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 01) Net municipal property taxes	19,678,393	19,734,513	14,975,700	14,989,485	16,013,600	1,037,900	6.93%	16,494,000	16,988,900	17,498,500
Total 02) User fees and sales of goods	2,715,375	3,499,999	3,276,400	2,615,659	3,224,500	(51,900)	-1.58%	3,321,800	3,419,100	3,516,400
Total 03) Penalties and cost of taxes	205,000	178,107	175,000	187,567	175,000	-	0.00%	175,000	175,000	175,000
Total 04) Government grants - operating	51,000	102,346	102,300	204,692	-	(102,300)	-100.00%	-	-	-
Total 05) Investment & interest income	6,000	4,006	284,000	236,006	405,300	121,300	42.71%	405,400	405,500	405,600
Total 08) Other revenue	1,488	2,232	1,500	14,455	2,000	500	33.33%	2,000	2,000	2,000
Total Revenues	22,657,256	23,521,204	18,814,900	18,247,863	19,820,400	1,005,500	-205.34%	20,398,200	20,990,500	21,597,500
Expenses										
Total 01) Salaries, Wages, and Benefits	-	-	(300,000)	-	(305,000)	(5,000)	1.67%	(312,000)	(320,000)	(328,000)
Total 02) Contracted and General Services	-	1,268	132,000	196,604	111,300	(20,700)	-15.68%	121,900	133,000	144,700
Total 03) Materials, Goods, Supplies and Utilities	-	-	30,600	24,401	25,000	(5,600)	-18.30%	25,000	25,000	25,000
Total 04) Bank Charges and Short Term Interest	-	-	52,000	57,494	66,000	14,000	26.92%	68,000	70,000	72,000
Total 09) Interest on Long-term Debt	-	-	86,700	78,464	100,600	13,900	16.03%	68,400	52,800	49,100
Total 10) Long-term Debt Payments	-	-	617,000	617,000	617,000	-	0.00%	617,000	150,000	150,000
Total 11) Transfers to reserves - operating	-	-	100,000	-	100,000	-	0.00%	100,000	100,000	100,000
Total 12) Transfer to reserves - capital	-	105,669	662,100	-	725,800	63,700	9.62%	195,100	601,700	374,100
Total Expense Before Amortization	-	106,937	1,380,400	973,963	1,440,700	60,300	-204.37%	883,400	812,500	586,900
Surplus(Deficit)	22,657,256	23,414,267	17,434,500	17,273,901	18,379,700	945,200	5.42%	19,514,800	20,178,000	21,010,600
Less Amortization	-	-	(743,300)	-	(354,700)	388,600	(1)	(354,700)	(354,700)	(354,700)
NET CONSOLIDATED	22,657,256	23,414,267	16,691,200	17,273,901	18,025,000	1,333,800	7.99%	19,160,100	19,823,300	20,655,900

Strathmore - 2024 Operating Budget - Final

DIVISION: GENERAL	2022	2022	2023	2023	2024	Budget Change	% Change	2025	2026	2027
Department: 12 - General	Budget	Actual	Budget	Actual	Budget	2023 vs 2024		Forecast	Forecast	Forecast
Costing Centre: 10-01 - General - Taxation Revenue										
Revenues										
Total 01) Net municipal property taxes	19,678,393	19,734,513	14,975,700	14,989,485	16,013,600	1,037,900	6.93%	16,494,000	16,988,900	17,498,500
Total Revenues	19,678,393	19,734,513	14,975,700	14,989,485	16,013,600	1,037,900	6.93%	16,494,000	16,988,900	17,498,500
Surplus(Deficit)	19,678,393	19,734,513	14,975,700	14,989,485	16,013,600	1,037,900	6.93%	16,494,000	16,988,900	17,498,500
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 10-01 - General - Taxation Revenue	19,678,393	19,734,513	14,975,700	14,989,485	16,013,600	1,037,900	6.93%	16,494,000	16,988,900	17,498,500

Strathmore - 2024 Operating Budget - Final

DIVISION: GENERAL	2022	2022	2023	2023	2024	Budget Change	% Change	2025	2026	2027
Department: 12 - General	Budget	Actual	Budget	Actual	Budget	2023 vs 2024		Forecast	Forecast	Forecast
Costing Centre: 10-02 - General - Other										
Revenues										
Total 02) User fees and sales of goods	2,715,375	3,499,999	3,276,400	2,615,659	3,224,500	(51,900)	-1.58%	3,321,800	3,419,100	3,516,400
Total 03) Penalties and cost of taxes	205,000	178,107	175,000	187,567	175,000	-	0.00%	175,000	175,000	175,000
Total 04) Government grants - operating	51,000	102,346	102,300	204,692	-	(102,300)	-100.00%	-	-	-
Total 05) Investment & interest income	6,000	4,006	284,000	236,006	405,300	121,300	42.71%	405,400	405,500	405,600
Total 08) Other revenue	1,488	2,232	1,500	14,455	2,000	500	33.33%	2,000	2,000	2,000
Total Revenues	2,978,863	3,786,691	3,839,200	3,258,379	3,806,800	(32,400)	-0.84%	3,904,200	4,001,600	4,099,000
Expenses										
Total 01) Salaries, Wages, and Benefits	-	-	(300,000)	-	(305,000)	(5,000)	1.67%	(312,000)	(320,000)	(328,000)
Total 02) Contracted and General Services	-	1,268	132,000	196,604	111,300	(20,700)	-15.68%	121,900	133,000	144,700
Total 03) Materials, Goods, Supplies and Utilities	-	-	30,600	24,401	25,000	(5,600)	-18.30%	25,000	25,000	25,000
Total 04) Bank Charges and Short Term Interest	-	-	52,000	57,494	66,000	14,000	26.92%	68,000	70,000	72,000
Total 09) Interest on Long-term Debt	-	-	86,700	78,464	100,600	13,900	16.03%	68,400	52,800	49,100
Total 10) Long-term Debt Payments	-	-	617,000	617,000	617,000	-	0.00%	617,000	150,000	150,000
Total 11) Transfers to reserves - operating	-	-	100,000	-	100,000	-	0.00%	100,000	100,000	100,000
Total 12) Transfer to reserves - capital	-	105,669	662,100	-	725,800	63,700	9.62%	195,100	601,700	374,100
Total Expense Before Amortization	-	106,937	1,380,400	973,963	1,440,700	60,300	4.37%	883,400	812,500	586,900
Surplus(Deficit)	2,978,863	3,679,754	2,458,800	2,284,416	2,366,100	(92,700)	-3.77%	3,020,800	3,189,100	3,512,100
Less Amortization	-	-	(743,300)	-	(354,700)	388,600		(354,700)	(354,700)	(354,700)
Net 10-02 - General - Other	2,978,863	3,679,754	1,715,500	2,284,416	2,011,400	295,900	17.25%	2,666,100	2,834,400	3,157,400

Strathmore - 2024 Operating Budget - Final

DIVISION: COUNCIL	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Expenses										
Total 01) Salaries, Wages, and Benefits	328,304	323,776	331,800	296,416	339,700	7,900	2.38%	353,800	362,400	370,900
Total 02) Contracted and General Services	63,700	58,281	150,200	88,274	153,600	3,400	2.26%	157,100	173,600	153,600
Total 03) Materials, Goods, Supplies and Utilities	25,000	20,427	24,000	7,665	20,000	(4,000)	-16.67%	20,000	20,000	20,000
Total 07) Transfers to Individuals and Organisations	12,000	5,163	7,000	4,072	-	(7,000)	-100.00%	-	-	-
Total Expense Before Amortization	429,004	407,648	513,000	396,427	513,300	300	0.06%	530,900	556,000	544,500
Surplus(Deficit)	(429,004)	(407,648)	(513,000)	(396,427)	(513,300)	(300)	0.06%	(530,900)	(556,000)	(544,500)
Less Amortization	-	-	-	-	-	-	-	-	-	-
NET CONSOLIDATED	(429,004)	(407,648)	(513,000)	(396,427)	(513,300)	(300)	0.06%	(530,900)	(556,000)	(544,500)

Strathmore - 2024 Operating Budget - Final

DIVISION: COUNCIL	2022	2022	2023	2023	2024	Budget Change	% Change	2025	2026	2027
Department: 11 - Council	Budget	Actual	Budget	Actual	Budget	2023 vs 2024		Forecast	Forecast	Forecast
Costing Centre: 11-01 - Council										
Expenses										
Total 01) Salaries, Wages, and Benefits	328,304	323,776	331,800	267,300	339,700	7,900	2.38%	353,800	362,400	370,900
Total 02) Contracted and General Services	63,700	58,281	150,200	88,274	153,600	3,400	2.26%	157,100	173,600	153,600
Total 03) Materials, Goods, Supplies and Utilities	25,000	20,427	24,000	7,665	20,000	(4,000)	-16.67%	20,000	20,000	20,000
Total 07) Transfers to Individuals and Organisations	12,000	5,163	7,000	3,222	-	(7,000)	-100.00%	-	-	-
Total Expense Before Amortization	429,004	407,648	513,000	366,461	513,300	300	0.06%	530,900	556,000	544,500
Surplus(Deficit)	(429,004)	(407,648)	(513,000)	(366,461)	(513,300)	(300)	0.06%	(530,900)	(556,000)	(544,500)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 11-01 - Council	(429,004)	(407,648)	(513,000)	(366,461)	(513,300)	(300)	0.06%	(530,900)	(556,000)	(544,500)

Strathmore - 2024 Operating Budget - Final

DIVISION: EXECUTIVE	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	25,000	38,022	5,000	-	-	(5,000)	-100.00%	-	-	-
Total 03) Penalties and cost of taxes	5,000	7,177	-	-	-	-	0.00%	-	-	-
Total 04) Government grants - operating	632,500	-	15,500	-	-	(15,500)	-100.00%	-	-	-
Total 05) Investment & interest income	262,517	323,708	-	-	-	-	0.00%	-	-	-
Total 06) Licences and permits	-	119,865	-	-	-	-	0.00%	-	-	-
Total 08) Other revenue	200,000	28,320	-	25	-	-	0.00%	-	-	-
Total 09) Transfer from reserves - operating	-	-	29,800	12,200	6,000	(23,800)	-79.87%	6,000	-	-
Total Revenues	1,125,017	517,092	50,300	12,225	6,000	(44,300)	-88.07%	6,000	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	1,813,242	1,763,681	1,075,800	963,523	1,298,400	222,600	20.69%	1,367,300	1,412,400	1,454,200
Total 02) Contracted and General Services	824,247	700,553	432,200	269,373	280,600	(151,600)	-35.08%	283,700	277,300	272,900
Total 03) Materials, Goods, Supplies and Utilities	57,000	58,519	12,000	5,339	20,000	8,000	66.67%	20,000	20,000	20,000
Total 04) Bank Charges and Short Term Interest	51,000	55,011	-	-	-	-	0.00%	-	-	-
Total 05) Other Expenditures	-	208	-	()	-	-	0.00%	-	-	-
Total 07) Transfers to Individuals and Organisations	20,000	981	-	-	-	-	0.00%	-	-	-
Total 09) Interest on Long-term Debt	130,790	122,215	-	-	-	-	0.00%	-	-	-
Total 10) Long-term Debt Payments	617,000	617,000	-	-	-	-	0.00%	-	-	-
Total 11) Transfers to reserves - operating	7,152	1,581,981	-	-	-	-	0.00%	-	-	-
Total 12) Transfer to reserves - capital	196,887	-	-	-	-	-	0.00%	-	-	-
Total 14) Internal Transfers Expenses	-	-	-	1,759	-	-	0.00%	-	-	-
Total Expense Before Amortization	3,717,318	4,900,148	1,520,000	1,239,993	1,599,000	79,000	5.20%	1,671,000	1,709,700	1,747,100
Surplus(Deficit)	(2,592,301)	(4,383,055)	(1,469,700)	(1,227,768)	(1,593,000)	(123,300)	8.39%	(1,665,000)	(1,709,700)	(1,747,100)
Less Amortization	(408,537)	(354,521)	-	-	-	-	-	-	-	-
NET CONSOLIDATED	(3,000,838)	(4,737,577)	(1,469,700)	(1,227,768)	(1,593,000)	(123,300)	8.39%	(1,665,000)	(1,709,700)	(1,747,100)

Strathmore - 2024 Operating Budget - Final

DIVISION: EXECUTIVE	2022	2022	2023	2023	2024	Budget Change	% Change	2025	2026	2027
Department: 12 - Executive	Budget	Actual	Budget	Actual	Budget	2023 vs 2024		Forecast	Forecast	Forecast
Costing Centre: 12-01 - Executive										
Revenues										
Total 02) User fees and sales of goods	20,000	38,022	-	-	-	-	0.00%	-	-	-
Total 03) Penalties and cost of taxes	5,000	7,177	-	-	-	-	0.00%	-	-	-
Total 05) Investment & interest income	262,517	323,708	-	-	-	-	0.00%	-	-	-
Total 06) Licences and permits	-	119,865	-	-	-	-	0.00%	-	-	-
Total 08) Other revenue	200,000	8,540	-	-	-	-	0.00%	-	-	-
Total Revenues	1,104,517	497,312	10,000	-	-	(10,000)	-100.00%	-	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	1,158,938	1,189,012	434,700	374,459	581,900	147,200	33.86%	611,100	629,900	648,000
Total 02) Contracted and General Services	678,697	604,623	88,500	73,884	65,500	(23,000)	-25.99%	66,200	66,800	67,400
Total 03) Materials, Goods, Supplies and Utilities	54,500	56,735	2,500	557	2,000	(500)	-20.00%	2,000	2,000	2,000
Total 04) Bank Charges and Short Term Interest	51,000	55,011	-	-	-	-	0.00%	-	-	-
Total 05) Other Expenditures	-	208	-	()	-	-	0.00%	-	-	-
Total 09) Interest on Long-term Debt	130,790	122,215	-	-	-	-	0.00%	-	-	-
Total 10) Long-term Debt Payments	617,000	617,000	-	-	-	-	0.00%	-	-	-
Total 11) Transfers to reserves - operating	7,152	1,562,200	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	2,894,964	4,207,003	525,700	448,900	649,400	123,700	23.53%	679,300	698,700	717,400
Surplus(Deficit)	(1,790,447)	(3,709,692)	(515,700)	(448,900)	(649,400)	(133,700)	25.93%	(679,300)	(698,700)	(717,400)
Less Amortization	(408,537)	(354,521)	-	-	-	-	-	-	-	-
Net 12-01 - Executive	(2,198,984)	(4,064,213)	(515,700)	(448,900)	(649,400)	(133,700)	25.93%	(679,300)	(698,700)	(717,400)

Strathmore - 2024 Operating Budget - Final

DIVISION: EXECUTIVE	2022	2022	2023	2023	2024	Budget Change	% Change	2025	2026	2027
Department: 12 - Executive	Budget	Actual	Budget	Actual	Budget	2023 vs 2024		Forecast	Forecast	Forecast
Costing Centre: 12-10 - Human Resources										
Revenues										
Total 08) Other revenue	-	19,781	-	25	-	-	0.00%	-	-	-
Total 09) Transfer from reserves - operating	-	-	19,800	12,200	6,000	(13,800)	-69.70%	6,000	-	-
Total Revenues	-	19,781	19,800	12,225	6,000	(13,800)	-69.70%	6,000	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	542,248	490,011	484,500	448,559	558,900	74,400	15.36%	591,700	613,600	633,200
Total 02) Contracted and General Services	97,500	90,319	216,100	62,718	116,900	(99,200)	-45.90%	120,400	120,400	120,400
Total 03) Materials, Goods, Supplies and Utilities	-	-	7,000	4,442	13,000	6,000	85.71%	13,000	13,000	13,000
Total 11) Transfers to reserves - operating	-	19,781	-	-	-	-	0.00%	-	-	-
Total 14) Internal Transfers Expenses	-	-	-	1,759	-	-	0.00%	-	-	-
Total Expense Before Amortization	639,748	600,110	707,600	517,478	688,800	(18,800)	-2.66%	725,100	747,000	766,600
Surplus(Deficit)	(639,748)	(580,329)	(687,800)	(505,253)	(682,800)	5,000	-0.73%	(719,100)	(747,000)	(766,600)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-10 - Human Resources	(639,748)	(580,329)	(687,800)	(505,253)	(682,800)	5,000	-0.73%	(719,100)	(747,000)	(766,600)

Strathmore - 2024 Operating Budget - Final

DIVISION: EXECUTIVE	2022	2022	2023	2023	2024	Budget Change	% Change	2025	2026	2027
Department: 12 - Executive	Budget	Actual	Budget	Actual	Budget	2023 vs 2024		Forecast	Forecast	Forecast
Costing Centre: 61-52 - Economic Development										
Revenues										
Total 02) User fees and sales of goods	5,000	-	5,000	-	-	(5,000)	-100.00%	-	-	-
Total 04) Government grants - operating	15,500	-	15,500	-	-	(15,500)	-100.00%	-	-	-
Total Revenues	20,500	-	20,500	-	-	(20,500)	-100.00%	-	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	112,056	84,658	156,600	140,504	157,600	1,000	0.64%	164,500	168,900	173,000
Total 02) Contracted and General Services	48,050	5,612	127,600	123,774	98,200	(29,400)	-23.04%	97,100	90,100	85,100
Total 03) Materials, Goods, Supplies and Utilities	2,500	1,784	2,500	340	5,000	2,500	100.00%	5,000	5,000	5,000
Total 07) Transfers to Individuals and Organisations	20,000	981	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	182,606	93,034	286,700	264,618	260,800	(25,900)	-9.03%	266,600	264,000	263,100
Surplus(Deficit)	(162,106)	(93,034)	(266,200)	(264,618)	(260,800)	5,400	-2.03%	(266,600)	(264,000)	(263,100)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 61-52 - Economic Development	(162,106)	(93,034)	(266,200)	(264,618)	(260,800)	5,400	-2.03%	(266,600)	(264,000)	(263,100)

Strathmore - 2024 Operating Budget - Final

DIVISION: STRATEGIC, ADMINISTRATION & FINANCIAL SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	-	-	20,000	31,700	39,000	19,000	95.00%	39,000	39,000	39,000
Total 03) Penalties and cost of taxes	-	-	5,000	7,856	10,000	5,000	100.00%	10,000	10,000	10,000
Total 04) Government grants - operating	75,000	-	40,000	-	10,000	(30,000)	-75.00%	10,000	10,000	10,000
Total 08) Other revenue	38,000	8,814	5,000	8,524	1,000	(4,000)	-80.00%	1,000	1,000	1,000
Total 09) Transfer from reserves - operating	-	-	-	-	26,500	26,500	100.00%	10,000	14,000	-
Total 11) Transfer from reserves - capital	-	28,339	-	-	-	-	0.00%	-	-	-
Total Revenues	113,000	37,153	70,000	48,080	86,500	16,500	23.57%	70,000	74,000	60,000
Expenses										
Total 01) Salaries, Wages, and Benefits	2,295,823	2,223,244	2,710,700	2,067,768	2,505,600	(205,100)	-7.57%	2,604,000	2,669,300	2,727,500
Total 02) Contracted and General Services	1,121,210	991,416	1,167,400	1,003,507	1,340,200	172,800	14.80%	1,286,500	1,317,400	1,338,300
Total 03) Materials, Goods, Supplies and Utilities	63,549	66,683	64,600	29,509	109,600	45,000	69.66%	118,600	100,100	96,600
Total 05) Other Expenditures	-	-	-	(44)	-	-	0.00%	-	-	-
Total 07) Transfers to Individuals and Organisations	29,750	26,372	25,800	25,800	25,800	-	0.00%	25,800	25,800	25,800
Total 11) Transfers to reserves - operating	-	-	-	-	10,000	10,000	100.00%	7,000	5,000	12,000
Total Expense Before Amortization	3,557,499	3,307,715	3,968,500	3,126,540	3,991,200	22,700	0.57%	4,041,900	4,117,600	4,200,200
Surplus(Deficit)	(3,444,499)	(3,270,562)	(3,898,500)	(3,078,460)	(3,904,700)	(6,200)	0.16%	(3,971,900)	(4,043,600)	(4,140,200)
Less Amortization	-	-	-	-	-	-	-	-	-	-
NET CONSOLIDATED	(3,444,499)	(3,270,562)	(3,898,500)	(3,078,460)	(3,904,700)	(6,200)	0.16%	(3,971,900)	(4,043,600)	(4,140,200)

Strathmore - 2024 Operating Budget - Final

DIVISION: STRATEGIC, ADMINISTRATION & FINANCIAL SERVICES Department: 12 - Administration Costing Centre: 12-15 - Director of SAFS	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Expenses										
Total 01) Salaries, Wages, and Benefits	-	-	386,500	350,823	389,400	2,900	0.75%	401,700	408,500	413,300
Total 02) Contracted and General Services	-	-	53,400	105,598	114,700	61,300	114.79%	94,700	94,700	94,700
Total Expense Before Amortization	-	-	439,900	456,421	504,100	64,200	14.59%	496,400	503,200	508,000
Surplus(Deficit)	-	-	(439,900)	(456,421)	(504,100)	(64,200)	14.59%	(496,400)	(503,200)	(508,000)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-15 - Director of SAFS	-	-	(439,900)	(456,421)	(504,100)	(64,200)	14.59%	(496,400)	(503,200)	(508,000)

Strathmore - 2024 Operating Budget - Final

DIVISION: STRATEGIC, ADMINISTRATION & FINANCIAL SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 12 - Administration										
Costing Centre: 12-06 - Legislative Services										
Revenues										
Total 08) Other revenue	-	2,000	-	500	1,000	1,000	100.00%	1,000	1,000	1,000
Total Revenues	-	2,000	-	500	1,000	1,000	100.00%	11,000	1,000	1,000
Expenses										
Total 01) Salaries, Wages, and Benefits	314,638	302,593	342,600	284,060	351,600	9,000	2.63%	365,400	374,300	383,300
Total 02) Contracted and General Services	18,270	21,782	23,400	13,559	24,500	1,100	4.70%	34,500	24,500	25,000
Total 03) Materials, Goods, Supplies and Utilities	1,000	3,274	6,000	2,320	6,000	-	0.00%	21,000	6,000	6,000
Total 07) Transfers to Individuals and Organisations	-	-	25,800	25,800	25,800	-	0.00%	25,800	25,800	25,800
Total 11) Transfers to reserves - operating	-	-	-	-	10,000	10,000	100.00%	-	5,000	5,000
Total Expense Before Amortization	333,908	327,649	397,800	325,738	417,900	20,100	5.05%	446,700	435,600	445,100
Surplus(Deficit)	(333,908)	(325,649)	(397,800)	(325,238)	(416,900)	(19,100)	4.80%	(435,700)	(434,600)	(444,100)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-06 - Legislative Services	(333,908)	(325,649)	(397,800)	(325,238)	(416,900)	(19,100)	4.80%	(435,700)	(434,600)	(444,100)

Strathmore - 2024 Operating Budget - Final

DIVISION: STRATEGIC, ADMINISTRATION & FINANCIAL SERVICES Department: 12 - Administration Costing Centre: 12-03 - Information Technology	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 08) Other revenue	-	1,920	-	6,086	-	-	0.00%	-	-	-
Total 09) Transfer from reserves - operating	-	-	-	-	26,500	26,500	100.00%	-	-	-
Total 11) Transfer from reserves - capital	-	4,394	-	-	-	-	0.00%	-	-	-
Total Revenues	-	6,314	-	6,086	26,500	26,500	100.00%	-	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	519,330	465,742	542,800	470,593	595,100	52,300	9.64%	618,200	634,200	650,400
Total 02) Contracted and General Services	865,890	696,061	810,200	601,687	845,600	35,400	4.37%	828,500	852,900	885,100
Total 03) Materials, Goods, Supplies and Utilities	30,000	32,565	30,000	21,600	33,500	3,500	11.67%	29,000	24,000	22,000
Total 09) Interest on Long-term Debt	5,094	-	-	-	-	-	0.00%	-	-	-
Total 10) Long-term Debt Payments	21,700	-	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	1,442,014	1,194,367	1,383,000	1,093,879	1,474,200	91,200	6.59%	1,475,700	1,511,100	1,557,500
Surplus(Deficit)	(1,442,014)	(1,188,053)	(1,383,000)	(1,087,794)	(1,447,700)	(64,700)	4.68%	(1,475,700)	(1,511,100)	(1,557,500)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-03 - Information Technology	(1,442,014)	(1,188,053)	(1,383,000)	(1,087,794)	(1,447,700)	(64,700)	4.68%	(1,475,700)	(1,511,100)	(1,557,500)

Strathmore - 2024 Operating Budget - Final

DIVISION: STRATEGIC, ADMINISTRATION & FINANCIAL SERVICES Department: 12 - Administration Costing Centre: 12-07 - Communications & Marketing	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 04) Government grants - operating	75,000	-	40,000	-	10,000	(30,000)	-75.00%	10,000	10,000	10,000
Total 08) Other revenue	38,000	4,894	5,000	-	-	(5,000)	-100.00%	-	-	-
Total Revenues	113,000	4,894	45,000	-	10,000	(35,000)	-77.78%	10,000	24,000	10,000
Expenses										
Total 01) Salaries, Wages, and Benefits	312,775	271,961	192,500	180,903	218,500	26,000	13.51%	228,400	235,500	240,000
Total 02) Contracted and General Services	202,350	139,040	197,900	93,341	168,800	(29,100)	-14.70%	155,100	169,400	155,500
Total 03) Materials, Goods, Supplies and Utilities	32,549	29,584	28,600	5,534	70,100	41,500	145.10%	68,600	70,100	68,600
Total 07) Transfers to Individuals and Organisations	29,750	26,372	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	597,797	466,957	419,000	279,778	457,400	38,400	9.16%	459,100	475,000	471,100
Surplus(Deficit)	(484,797)	(462,062)	(374,000)	(279,778)	(447,400)	(73,400)	19.63%	(449,100)	(451,000)	(461,100)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-07 - Communications & Marketing	(484,797)	(462,062)	(374,000)	(279,778)	(447,400)	(73,400)	19.63%	(449,100)	(451,000)	(461,100)

Strathmore - 2024 Operating Budget - Final

DIVISION: STRATEGIC, ADMINISTRATION & FINANCIAL SERVICES Department: 12 - Administration Costing Centre: 12-11 - Finance	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	-	-	20,000	31,700	39,000	19,000	95.00%	39,000	39,000	39,000
Total 03) Penalties and cost of taxes	-	-	5,000	7,856	10,000	5,000	100.00%	10,000	10,000	10,000
Total 08) Other revenue	-	-	-	1,938	-	-	0.00%	-	-	-
Total 11) Transfer from reserves - capital	-	23,945	-	-	-	-	0.00%	-	-	-
Total Revenues	-	23,945	25,000	41,494	49,000	24,000	96.00%	49,000	49,000	49,000
Expenses										
Total 01) Salaries, Wages, and Benefits	777,954	709,031	826,500	661,402	951,000	124,500	15.06%	990,300	1,016,800	1,040,500
Total 02) Contracted and General Services	15,200	128,095	77,100	74,473	64,500	(12,600)	-16.34%	51,600	53,700	55,800
Total 03) Materials, Goods, Supplies and Utilities	-	1,260	-	56	-	-	0.00%	-	-	-
Total 05) Other Expenditures	-	-	-	(44)	-	-	0.00%	-	-	-
Total Expense Before Amortization	793,154	838,386	903,600	735,886	1,015,500	111,900	12.38%	1,041,900	1,070,500	1,096,300
Surplus(Deficit)	(793,154)	(814,441)	(878,600)	(694,392)	(966,500)	(87,900)	10.00%	(992,900)	(1,021,500)	(1,047,300)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-11 - Finance	(793,154)	(814,441)	(878,600)	(694,392)	(966,500)	(87,900)	10.00%	(992,900)	(1,021,500)	(1,047,300)

Strathmore - 2024 Operating Budget - Final

DIVISION: STRATEGIC, ADMINISTRATION & FINANCIAL SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 12 - Administration										
Costing Centre: 12-12 - Assessment Services										
Expenses										
Total 01) Salaries, Wages, and Benefits	371,126	473,918	419,800	119,987	-	(419,800)	-100.00%	-	-	-
Total 02) Contracted and General Services	19,500	6,438	5,400	114,850	122,100	116,700	2161.11%	122,100	122,200	122,200
Total Expense Before Amortization	390,626	480,356	425,200	234,837	122,100	(303,100)	-71.28%	122,100	122,200	122,200
Surplus(Deficit)	(390,626)	(480,356)	(425,200)	(234,837)	(122,100)	303,100	-71.28%	(122,100)	(122,200)	(122,200)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-12 - Assessment Services	(390,626)	(480,356)	(425,200)	(234,837)	(122,100)	303,100	-71.28%	(122,100)	(122,200)	(122,200)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 01) Net municipal property taxes	-	-	-	-	-	-	0.00%	-	-	-
Total 02) User fees and sales of goods	11,754,752	11,629,239	12,121,800	10,255,573	13,001,200	879,400	7.25%	13,186,500	13,397,200	13,648,000
Total 03) Penalties and cost of taxes	36,000	31,511	36,700	25,299	25,000	(11,700)	-31.88%	25,500	26,000	26,500
Total 04) Government grants - operating	195,000	18,900	-	-	-	-	0.00%	-	-	-
Total 05) Investment & interest income	32,704	-	-	-	-	-	0.00%	-	-	-
Total 06) Licences and permits	496,500	362,965	723,100	484,563	479,000	(244,100)	-33.76%	490,000	501,000	512,000
Total 08) Other revenue	47,600	217,945	19,100	282,083	123,000	103,900	543.98%	78,500	79,500	80,500
Total 09) Transfer from reserves - operating	-	12,163	90,000	-	-	(90,000)	-100.00%	-	120,000	-
Total 10) Internal Transfers Revenue	369,600	526,884	374,700	441,288	544,000	169,300	45.18%	544,000	544,000	544,000
Total 11) Transfer from reserves - capital	162,300	1,221,547	80,000	-	155,000	75,000	93.75%	60,000	65,000	70,000
Total 12) Government grants - capital	-	3,381,469	-	-	-	-	0.00%	-	-	-
Total 14) Contributed tangible capital assets	-	1,647,562	-	-	-	-	0.00%	-	-	-
Total Revenues	13,094,456	19,050,185	13,445,400	11,488,806	14,327,200	881,800	6.56%	14,384,500	14,732,700	14,881,000
Expenses										
Total 01) Salaries, Wages, and Benefits	3,546,053	3,062,123	3,869,300	3,282,301	3,918,400	49,100	1.27%	4,085,400	4,195,600	4,286,600
Total 02) Contracted and General Services	5,875,528	5,313,281	6,117,500	4,794,132	6,027,800	(89,700)	-1.47%	6,126,800	6,402,800	6,273,200
Total 03) Materials, Goods, Supplies and Utilities	3,032,650	2,936,897	3,077,000	2,343,228	3,226,200	149,200	4.85%	3,306,000	3,381,400	3,534,300
Total 07) Transfers to Individuals and Organisations	10,000	-	-	-	-	-	0.00%	-	-	-
Total 09) Interest on Long-term Debt	448,714	394,567	322,100	187,063	280,200	(41,900)	-13.01%	236,500	194,200	162,700
Total 10) Long-term Debt Payments	1,399,612	1,383,925	1,287,900	1,201,258	1,364,700	76,800	5.96%	1,391,500	1,055,700	945,000
Total 11) Transfers to reserves - operating	-	-	250,000	-	-	(250,000)	-100.00%	-	-	-
Total 12) Transfer to reserves - capital	499,590	2,113,752	594,300	628,216	1,640,100	1,045,800	175.97%	1,703,300	1,985,700	2,317,100
Total 13) Loss on disposal of assets	-	96,244	-	-	-	-	0.00%	-	-	-
Total 14) Internal Transfers Expenses	227,000	372,332	233,900	292,830	384,000	150,100	64.17%	384,000	384,000	384,000
Total Expense Before Amortization	15,039,147	15,673,120	15,752,000	12,729,029	16,841,400	1,089,400	6.92%	17,233,500	17,599,400	17,902,900
Surplus(Deficit)	(1,944,691)	3,377,065	(2,306,600)	(1,240,222)	(2,514,200)	(207,600)	9.00%	(2,849,000)	(2,866,700)	(3,021,900)
Less Amortization	(4,664,649)	(4,687,836)	(4,917,700)	-	(4,689,900)	227,800	()	(4,689,900)	(4,689,900)	(4,689,900)
NET CONSOLIDATED	(6,609,340)	(1,310,771)	(7,224,300)	(1,240,222)	(7,204,100)	20,200	-0.28%	(7,538,900)	(7,556,600)	(7,711,800)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 12 - Director of IODS										
Costing Centre: 12-16 - Director of IODS										
Expenses										
Total 01) Salaries, Wages, and Benefits	-	-	403,200	335,624	407,100	3,900	0.97%	422,600	432,000	441,800
Total 02) Contracted and General Services	-	-	4,300	3,730	5,800	1,500	34.88%	5,800	5,800	5,800
Total 14) Internal Transfers Expenses	-	-	-	51	-	-	0.00%	-	-	-
Total Expense Before Amortization	-	-	407,500	339,404	412,900	5,400	1.33%	428,400	437,800	447,600
Surplus(Deficit)	-	-	(407,500)	(339,404)	(412,900)	(5,400)	1.33%	(428,400)	(437,800)	(447,600)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-16 - Director of IODS	-	-	(407,500)	(339,404)	(412,900)	(5,400)	1.33%	(428,400)	(437,800)	(447,600)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 31 - Common Services Costing Centre: 12-04 - Administration - Building	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Expenses										
Total 02) Contracted and General Services	47,500	57,374	56,500	67,686	82,900	26,400	46.73%	85,600	88,500	91,300
Total 03) Materials, Goods, Supplies and Utilities	77,350	65,276	61,900	62,160	71,200	9,300	15.02%	73,800	76,500	83,200
Total 14) Internal Transfers Expenses	13,500	22,462	13,900	18,027	23,000	9,100	65.47%	23,000	23,000	23,000
Total Expense Before Amortization	138,350	145,112	132,300	147,872	177,100	44,800	33.86%	182,400	188,000	197,500
Surplus(Deficit)	(138,350)	(145,112)	(132,300)	(147,872)	(177,100)	(44,800)	33.86%	(182,400)	(188,000)	(197,500)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-04 - Administration - Building	(138,350)	(145,112)	(132,300)	(147,872)	(177,100)	(44,800)	33.86%	(182,400)	(188,000)	(197,500)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 61 - Planning & Development Costing Centre: 26-01 - Building Inspection	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 05) Investment & interest income	967	-	-	-	-	-	0.00%	-	-	-
Total 06) Licences and permits	326,500	280,077	583,100	285,334	338,000	(245,100)	-42.03%	346,500	355,000	363,500
Total Revenues	327,467	280,077	583,100	285,334	338,000	(245,100)	-42.03%	346,500	355,000	363,500
Expenses										
Total 01) Salaries, Wages, and Benefits	129,561	92,712	114,300	100,356	120,000	5,700	4.99%	122,600	123,700	124,700
Total 02) Contracted and General Services	114,250	152,076	115,600	102,201	166,000	50,400	43.60%	178,500	191,000	203,500
Total 03) Materials, Goods, Supplies and Utilities	450	117	500	103	500	-	0.00%	500	500	500
Total 11) Transfers to reserves - operating	-	-	250,000	-	-	(250,000)	-100.00%	-	-	-
Total Expense Before Amortization	244,986	244,905	480,400	202,660	286,500	(193,900)	-40.36%	301,600	315,200	328,700
Surplus(Deficit)	82,481	35,171	102,700	82,674	51,500	(51,200)	-49.85%	44,900	39,800	34,800
Less Amortization	-	(23,881)	(22,000)	-	(24,000)	(2,000)		(24,000)	(24,000)	(24,000)
Net 26-01 - Building Inspection	82,481	11,290	80,700	82,674	27,500	(53,200)	-65.92%	20,900	15,800	10,800

Strathmore -2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 31 - Common Services										
Costing Centre: 31-01 - Common Services - Operations										
Revenues										
Total 05) Investment & interest income	7,679	-	-	-	-	-	0.00%	-	-	-
Total 10) Internal Transfers Revenue	5,900	-	-	-	-	-	0.00%	-	-	-
Total 11) Transfer from reserves - capital	-	35,210	-	-	-	-	0.00%	-	-	-
Total Revenues	13,579	35,210	-	-	-	-	0.00%	-	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	256,786	392,136	238,800	251,619	263,200	24,400	10.22%	279,600	292,500	299,900
Total 02) Contracted and General Services	22,337	13,421	15,000	8,309	10,000	(5,000)	-33.33%	10,100	10,200	10,300
Total 03) Materials, Goods, Supplies and Utilities	3,787	4,456	3,800	5,804	14,500	10,700	281.58%	14,500	14,500	14,500
Total 09) Interest on Long-term Debt	516	-	-	-	-	-	0.00%	-	-	-
Total 10) Long-term Debt Payments	2,200	-	-	-	-	-	0.00%	-	-	-
Total 12) Transfer to reserves - capital	5,759	-	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	291,385	410,013	257,600	265,732	287,700	30,100	11.68%	304,200	317,200	324,700
Surplus(Deficit)	(277,806)	(374,802)	(257,600)	(265,732)	(287,700)	(30,100)	11.68%	(304,200)	(317,200)	(324,700)
Less Amortization	(373,864)	(321,790)	(418,100)	-	(321,900)	96,200	()	(321,900)	(321,900)	(321,900)
Net 31-01 - Common Services - Operations	(651,670)	(696,592)	(675,700)	(265,732)	(609,600)	66,100	-9.78%	(626,100)	(639,100)	(646,600)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 31 - Common Services										
Costing Centre: 31-02 - Common Services - Fleet Maintenance										
Revenues										
Total 12) Government grants - capital	-	186,544	-	-	-	-	0.00%	-	-	-
Total Revenues	-	186,544	-	-	-	-	0.00%	-	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	168,988	128,477	177,600	116,614	198,600	21,000	11.82%	201,400	202,500	201,600
Total 02) Contracted and General Services	80,373	60,640	82,600	65,110	70,500	(12,100)	-14.65%	71,200	72,000	72,700
Total 03) Materials, Goods, Supplies and Utilities	205,822	260,543	205,900	187,478	276,100	70,200	34.09%	278,700	281,300	283,900
Total Expense Before Amortization	455,183	449,660	466,100	369,202	545,200	79,100	16.97%	551,300	555,800	558,200
Surplus(Deficit)	(455,183)	(263,116)	(466,100)	(369,202)	(545,200)	(79,100)	16.97%	(551,300)	(555,800)	(558,200)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 31-02 - Common Services - Fleet Maintenance	(455,183)	(263,116)	(466,100)	(369,202)	(545,200)	(79,100)	16.97%	(551,300)	(555,800)	(558,200)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 31 - Common Services										
Costing Centre: 31-09 - Communications Tower										
Revenues										
Total 02) User fees and sales of goods	12,200	32,569	37,000	27,720	40,500	3,500	9.46%	41,700	43,800	45,000
Total Revenues	12,200	32,569	37,000	27,720	40,500	3,500	9.46%	41,700	43,800	45,000
Expenses										
Total 02) Contracted and General Services	13,209	15,294	25,400	23,431	22,500	(2,900)	-11.42%	13,800	13,900	14,200
Total 03) Materials, Goods, Supplies and Utilities	7,400	8,772	9,300	7,429	12,100	2,800	30.11%	12,300	12,400	14,800
Total Expense Before Amortization	20,609	24,066	34,700	30,860	34,600	(100)	-0.29%	26,100	26,300	29,000
Surplus(Deficit)	(8,409)	8,504	2,300	(3,140)	5,900	3,600	156.52%	15,600	17,500	16,000
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 31-09 - Communications Tower	(8,409)	8,504	2,300	(3,140)	5,900	3,600	156.52%	15,600	17,500	16,000

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 32 - Roads Costing Centre: 32-01 - Roads	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 08) Other revenue	-	40,489	-	51,786	-	-	0%	-	-	-
Total 09) Transfer from reserves - operating	-	-	90,000	-	-	(90,000)	-100%	-	-	-
Total 11) Transfer from reserves - capital	55,418	-	-	-	25,000	25,000	0%	-	-	-
Total 12) Government grants - capital	-	1,150,575	-	-	-	-	0%	-	-	-
Total 14) Contributed tangible capital assets	-	476,280	-	-	-	-	0%	-	-	-
Total Revenues	66,120	1,667,344	180,000	51,786	25,000	(155,000)	-86%	-	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	1,029,372	842,990	961,400	814,722	777,200	(184,200)	-19%	803,100	819,000	833,300
Total 02) Contracted and General Services	404,403	337,876	433,600	428,568	526,000	92,400	21%	646,300	543,800	574,600
Total 03) Materials, Goods, Supplies and Utilities	715,058	746,897	762,700	585,276	865,800	103,100	14%	899,300	928,100	966,300
Total 09) Interest on Long-term Debt	57,486	43,512	32,100	21,512	31,600	(500)	-2%	27,800	24,000	20,200
Total 10) Long-term Debt Payments	130,834	99,801	96,700	99,797	95,700	(1,000)	-1%	95,700	95,700	95,700
Total 12) Transfer to reserves - capital	4,013	37,313	-	46,630	-	-	0%	-	-	-
Total 14) Internal Transfers Expenses	18,500	19,885	19,100	18,825	21,000	1,900	10%	21,000	21,000	21,000
Total Expense Before Amortization	2,359,666	2,128,274	2,305,600	2,015,330	2,317,300	11,700	1%	2,493,200	2,431,600	2,511,100
Surplus(Deficit)	(2,293,546)	(460,930)	(2,125,600)	(1,963,544)	(2,292,300)	(166,700)	8%	(2,493,200)	(2,431,600)	(2,511,100)
Less Amortization	(1,634,418)	(1,660,953)	(1,719,800)	-	(1,661,100)	58,700		(1,661,100)	(1,661,100)	(1,661,100)
Net 32-01 - Roads	(3,927,964)	(2,121,884)	(3,845,400)	(1,963,544)	(3,953,400)	(108,000)	3%	(4,154,300)	(4,092,700)	(4,172,200)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 31 - Common Services										
Costing Centre: 32-06 - Special Events										
Expenses										
Total 01) Salaries, Wages, and Benefits	-	-	15,600	5,508	51,600	36,000	230.77%	53,600	55,300	56,600
Total 02) Contracted and General Services	-	-	-	-	1,000	1,000	0.00%	1,000	1,000	1,000
Total 03) Materials, Goods, Supplies and Utilities	-	-	-	-	1,000	1,000	0.00%	1,000	1,000	1,000
Total Expense Before Amortization	-	-	15,600	5,508	53,600	38,000	243.59%	55,600	57,300	58,600
Surplus(Deficit)	-	-	(15,600)	(5,508)	(53,600)	(38,000)	243.59%	(55,600)	(57,300)	(58,600)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 32-06 - Special Events	-	-	(15,600)	(5,508)	(53,600)	(38,000)	243.59%	(55,600)	(57,300)	(58,600)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 37 - Stormwater Costing Centre: 37-01 - Storm Water & Drainage	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	781,152	796,452	804,600	691,868	650,300	(154,300)	-19%	656,300	673,300	690,300
Total 08) Other revenue	-	11,061	-	23,581	-	-	0%	-	-	-
Total 09) Transfer from reserves - operating	-	8,981	-	-	-	-	0%	-	-	-
Total 11) Transfer from reserves - capital	8,705	319,666	-	-	60,000	60,000	0%	35,000	35,000	35,000
Total 12) Government grants - capital	-	150,493	-	-	-	-	0%	-	-	-
Total 14) Contributed tangible capital assets	-	622,599	-	-	-	-	0%	-	-	-
Total Revenues	790,048	1,909,252	804,600	715,448	710,300	(94,300)	-12%	691,300	708,300	725,300
Expenses										
Total 01) Salaries, Wages, and Benefits	167,719	69,529	173,800	121,700	192,300	18,500	11%	203,100	208,900	213,500
Total 02) Contracted and General Services	102,687	96,065	223,300	202,722	126,700	(96,600)	-43%	103,500	105,200	107,100
Total 03) Materials, Goods, Supplies and Utilities	76,887	83,071	77,500	64,163	129,400	51,900	67%	133,400	137,000	143,000
Total 09) Interest on Long-term Debt	25,739	23,632	16,300	(3,931)	13,600	(2,700)	-17%	12,200	10,700	9,200
Total 10) Long-term Debt Payments	73,401	67,099	57,700	67,102	70,900	13,200	23%	70,900	70,900	70,900
Total 12) Transfer to reserves - capital	244,880	557,824	252,100	234,802	150,800	(101,300)	-40%	168,400	175,700	181,000
Total Expense Before Amortization	691,313	897,220	800,700	686,558	683,700	(117,000)	-15%	691,500	708,400	724,700
Surplus(Deficit)	98,735	1,012,032	3,900	28,890	26,600	22,700	3%	(200)	(100)	600
Less Amortization	(82,543)	(86,554)	(105,200)	-	(86,600)	18,600		(86,600)	(86,600)	(86,600)
Net 37-01 - Storm Water & Drainage	16,192	925,478	(101,300)	28,890	(60,000)	41,300	0%	(86,800)	(86,700)	(86,000)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 41 - Water Costing Centre: 41-01 - Water Supply & Distribution	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	4,586,000	4,545,025	4,722,000	4,061,764	5,201,000	479,000	10%	5,264,100	5,329,700	5,408,300
Total 03) Penalties and cost of taxes	36,000	31,511	36,700	25,299	25,000	(11,700)	-32%	25,500	26,000	26,500
Total 08) Other revenue	19,000	99,584	19,000	76,251	27,500	8,500	45%	28,500	29,500	30,500
Total 09) Transfer from reserves - operating	-	3,182	-	-	-	-	0%	-	120,000	-
Total 10) Internal Transfers Revenue	185,487	279,921	191,100	236,356	289,000	97,900	51%	289,000	289,000	289,000
Total 11) Transfer from reserves - capital	80,332	384,565	-	-	25,000	25,000	0%	-	-	-
Total 12) Government grants - capital	-	922,306	-	-	-	-	0%	-	-	-
Total 14) Contributed tangible capital assets	-	423,849	-	-	-	-	0%	-	-	-
Total Revenues	4,906,819	6,689,944	4,968,800	4,399,670	5,567,500	598,700	12%	5,607,100	5,794,200	5,754,300
Expenses										
Total 01) Salaries, Wages, and Benefits	325,604	248,632	263,800	233,354	244,200	(19,600)	-7%	258,400	267,000	273,100
Total 02) Contracted and General Services	1,087,890	1,042,475	1,023,700	705,784	903,000	(120,700)	-12%	893,000	1,179,300	924,900
Total 03) Materials, Goods, Supplies and Utilities	1,530,400	1,404,539	1,564,600	1,142,570	1,456,700	(107,900)	-7%	1,481,500	1,507,200	1,552,000
Total 09) Interest on Long-term Debt	144,767	113,873	94,700	56,435	79,800	(14,900)	-16%	58,800	37,900	29,100
Total 10) Long-term Debt Payments	660,180	711,246	633,400	520,779	686,500	53,100	8%	704,800	360,100	240,000
Total 12) Transfer to reserves - capital	81,792	750,164	84,200	133,629	683,300	599,100	712%	683,300	908,300	1,183,300
Total 13) Loss on disposal of assets	-	73,784	-	-	-	-	0%	-	-	-
Total Expense Before Amortization	3,830,633	4,344,712	3,664,400	2,792,551	4,053,500	389,100	11%	4,079,800	4,259,800	4,202,400
Surplus(Deficit)	1,076,186	2,345,232	1,304,400	1,607,118	1,514,000	209,600	16%	1,527,300	1,534,400	1,551,900
Less Amortization	(1,184,637)	(1,164,170)	(1,197,500)	-	(1,164,300)	33,200		(1,164,300)	(1,164,300)	(1,164,300)
Net 41-01 - Water Supply & Distribution	(108,451)	1,181,061	106,900	1,607,118	349,700	242,800	227%	363,000	370,100	387,600

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 42 - Wastewater Costing Centre: 42-01 - Wastewater Treatment & Disposal	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	4,904,300	4,850,583	5,051,400	4,290,536	5,600,100	548,700	11%	5,695,100	5,800,100	5,933,100
Total 08) Other revenue	-	40,946	-	123,487	50,000	50,000	0%	50,000	50,000	50,000
Total 10) Internal Transfers Revenue	178,213	246,963	183,600	204,932	255,000	71,400	39%	255,000	255,000	255,000
Total 11) Transfer from reserves - capital	17,845	482,105	-	-	25,000	25,000	0%	-	-	-
Total 12) Government grants - capital	-	589,113	-	-	-	-	0%	-	-	-
Total 14) Contributed tangible capital assets	-	106,032	-	-	-	-	0%	-	-	-
Total Revenues	5,113,843	6,315,743	5,235,000	4,618,955	5,930,100	695,100	13%	6,000,100	6,105,100	6,238,100
Expenses										
Total 01) Salaries, Wages, and Benefits	160,613	73,676	155,200	133,753	194,800	39,600	26%	205,600	212,600	217,400
2-215-00 - POSTAGE, FREIGHT, & COURIER	19,000	11,828	19,000	5,536	10,000	(9,000)	-47%	10,000	10,500	10,500
2-216-00 - Do Not Use - POSTAGE							0%			
2-222-00 - PRINTING AND BINDING	-	-	-	8,374	11,500	11,500	0%	11,500	12,000	12,000
2-239-00 - PROFESSIONAL FEES	7,500	1,958	7,500	603	7,500	-	0%	7,500	7,500	7,500
2-254-00 - ENGINEERED STRUCTURE MAINTENANCE & REPAIRS	75,000	19,466	80,000	2,238	80,000	-	0%	80,000	80,000	80,000
2-274-00 - INSURANCE PREMIUMS	39,396	33,066	36,200	36,067	39,000	2,800	8%	40,900	42,900	45,100
2-925-00 - BAD DEBT EXPENSE	-	-	-	722	-	-	0%	-	-	-
2-298-00 - CONTRACTED SERVICES	2,541,998	2,398,368	2,496,000	2,137,974	2,499,000	3,000	0%	2,520,900	2,568,600	2,619,200
2-299-00 - OTHER CONTRACTED SERVICES							0%			
Total 02) Contracted and General Services	2,682,894	2,464,685	2,638,700	2,191,515	2,647,000	8,300	0%	2,670,800	2,721,500	2,774,300
Total 03) Materials, Goods, Supplies and Utilities	273,000	267,374	264,700	197,165	274,600	9,900	4%	281,400	288,100	331,300
Total 09) Interest on Long-term Debt	122,390	105,791	88,100	40,483	65,300	(22,800)	-26%	54,600	43,500	32,000
Total 10) Long-term Debt Payments	317,169	290,785	285,100	298,577	285,700	600	0%	294,200	303,100	312,500
Total 12) Transfer to reserves - capital	91,588	700,902	183,900	140,893	737,100	553,200	301%	787,100	837,100	887,100
Total 13) Loss on disposal of assets	-	22,459	-	-	-	-	0%	-	-	-
Total Expense Before Amortization	3,647,654	3,925,672	3,615,700	3,002,387	4,204,500	588,800	16%	4,293,700	4,405,900	4,554,600
Surplus(Deficit)	1,466,189	2,390,070	1,619,300	1,616,568	1,725,600	106,300	7%	1,706,400	1,699,200	1,683,500
Less Amortization	(876,535)	(884,702)	(919,600)	-	(884,800)	34,800		(884,800)	(884,800)	(884,800)
Net 42-01 - Wastewater Treatment & Disposal	589,654	1,505,368	699,700	1,616,568	840,800	141,100	20%	821,600	814,400	798,700

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 43 - Solid Waste Costing Centre: 43-01 - Solid Waste	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	1,334,100	1,343,934	1,374,100	1,150,664	1,350,000	(24,100)	-2%	1,370,000	1,391,000	1,412,000
Total 08) Other revenue	-	4,156	-	3,441	-	-	0%	-	-	-
Total 11) Transfer from reserves - capital	-	-	-	-	20,000	20,000	0%	25,000	30,000	35,000
Total Revenues	1,335,912	1,348,091	1,374,100	1,154,105	1,370,000	(4,100)	0%	1,395,000	1,421,000	1,447,000
Expenses										
Total 01) Salaries, Wages, and Benefits	100,358	66,137	107,900	68,152	65,500	(42,400)	-39%	68,500	70,700	72,500
Total 02) Contracted and General Services	1,127,142	958,354	1,165,600	837,400	1,212,000	46,400	4%	1,233,500	1,252,000	1,270,000
Total 03) Materials, Goods, Supplies and Utilities	8,500	-	8,500	6,903	28,500	20,000	235%	33,500	38,500	43,500
Total 12) Transfer to reserves - capital	68,419	67,549	69,100	72,261	63,900	(5,200)	-8%	59,500	59,600	60,700
Total Expense Before Amortization	1,304,419	1,092,041	1,351,100	984,716	1,369,900	18,800	1%	1,395,000	1,420,800	1,446,700
Surplus(Deficit)	31,493	256,050	23,000	169,389	100	(22,900)	-100%	-	200	300
Less Amortization	(42,130)	(42,130)	(42,100)	-	(43,200)	(1,100)		(43,200)	(43,200)	(43,200)
Net 43-01 - Solid Waste	(10,637)	213,920	(19,100)	169,389	(43,100)	(24,000)	126%	(43,200)	(43,000)	(42,900)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 56 - Cemetery Costing Centre: 56-01 - Cemetery	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	38,000	45,118	38,000	30,272	63,300	25,300		63,300	63,300	63,300
Total 12) Government grants - capital	-	53,531	-	-	-	-		-	-	-
Total Revenues	38,000	98,649	38,000	30,272	63,300	25,300		63,300	63,300	63,300
Expenses										
Total 01) Salaries, Wages, and Benefits	65,982	20,474	65,300	25,876	97,000	31,700		101,200	104,400	107,500
Total 02) Contracted and General Services	10,700	7,845	10,700	2,620	5,200	(5,500)		5,200	5,200	5,200
Total 03) Materials, Goods, Supplies and Utilities	7,900	149	7,900	729	5,300	(2,600)		5,300	5,300	5,300
Total Expense Before Amortization	84,582	28,468	83,900	29,225	107,500	23,600		111,700	114,900	118,000
Surplus(Deficit)	(46,582)	70,181	(45,900)	1,047	(44,200)	1,700		(48,400)	(51,600)	(54,700)
Less Amortization	(1,000)	(335)	(1,300)	-	(400)	900		(400)	(400)	(400)
Net 56-01 - Cemetery	(47,582)	69,846	(47,200)	1,047	(44,600)	2,600		(48,800)	(52,000)	(55,100)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 61 - Planning & Development Costing Centre: 61-02 - Planning & Development	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	99,000	16,807	94,700	3,450	96,000	1,300	1.37%	96,000	96,000	96,000
Total 06) Licences and permits	170,000	81,639	140,000	198,530	141,000	1,000	0.71%	143,500	146,000	148,500
Total 08) Other revenue	100	21,708	100	-	45,500	45,400	45400.00%	-	-	-
Total 11) Transfer from reserves - capital	-	-	80,000	-	-	(80,000)	-100.00%	-	-	-
Total Revenues	269,100	120,154	314,800	201,980	282,500	(32,300)	-10.26%	239,500	242,000	244,500
Expenses										
Total 01) Salaries, Wages, and Benefits	585,928	526,944	647,500	397,851	554,700	(92,800)	-14.33%	571,400	581,700	589,700
Total 02) Contracted and General Services	25,900	12,116	146,000	8,330	85,000	(61,000)	-41.78%	39,600	39,800	39,900
Total 03) Materials, Goods, Supplies and Utilities	21,000	1,067	2,000	622	2,000	-	0.00%	2,000	2,000	2,000
Total Expense Before Amortization	642,828	540,127	795,500	406,803	641,700	(153,800)	-19.33%	613,000	623,500	631,600
Surplus(Deficit)	(373,728)	(419,973)	(480,700)	(204,823)	(359,200)	121,500	-25.28%	(373,500)	(381,500)	(387,100)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 61-02 - Planning & Development	(373,728)	(419,973)	(480,700)	(204,823)	(359,200)	121,500	-25.28%	(373,500)	(381,500)	(387,100)

Strathmore - 2024 Operating Budget - Final

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES Department: 31 - Common Services Costing Centre: 72-02 - Common Services - Parks	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 04) Government grants - operating	195,000	18,900	-	-	-	-	0.00%	-	-	-
Total 08) Other revenue	28,500	-	-	3,538	-	-	0.00%	-	-	-
Total 12) Government grants - capital	-	328,907	-	-	-	-	0.00%	-	-	-
Total 14) Contributed tangible capital assets	-	18,801	-	-	-	-	0.00%	-	-	-
Total Revenues	226,719	366,609	-	3,538	-	-	0.00%	-	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	555,142	600,415	544,900	677,173	752,200	207,300	38.04%	794,300	825,300	855,000
Total 02) Contracted and General Services	156,243	95,060	176,500	146,726	164,200	(12,300)	-6.97%	168,900	173,600	178,400
Total 03) Materials, Goods, Supplies and Utilities	105,096	94,637	107,700	82,828	88,500	(19,200)	-17.83%	88,800	89,000	93,000
Total 09) Interest on Long-term Debt	97,816	107,759	90,900	72,563	89,900	(1,000)	-1.10%	83,100	78,100	72,200
Total 10) Long-term Debt Payments	215,828	214,994	215,000	215,003	225,900	10,900	5.07%	225,900	225,900	225,900
Total 12) Transfer to reserves - capital	2,414	-	5,000	-	5,000	-	0.00%	5,000	5,000	5,000
Total 14) Internal Transfers Expenses	195,000	329,985	200,900	255,928	340,000	139,100	69.24%	340,000	340,000	340,000
Total Expense Before Amortization	1,327,539	1,442,851	1,340,900	1,450,221	1,665,700	324,800	24.22%	1,706,000	1,736,900	1,769,500
Surplus(Deficit)	(1,100,820)	(1,076,242)	(1,340,900)	(1,446,683)	(1,665,700)	(324,800)	24.22%	(1,706,000)	(1,736,900)	(1,769,500)
Less Amortization	(469,522)	(503,321)	(492,100)	-	(503,600)	(11,500)		(503,600)	(503,600)	(503,600)
Net 72-02 - Common Services - Parks	(1,570,342)	(1,579,563)	(1,833,000)	(1,446,683)	(2,169,300)	(336,300)	18.35%	(2,209,600)	(2,240,500)	(2,273,100)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 01) Net municipal property taxes	-	-	-	-	-	-	0.00%	-	-	-
Total 02) User fees and sales of goods	1,476,950	1,331,546	1,634,000	1,444,506	1,645,500	11,500	0.70%	1,695,000	1,744,400	1,794,400
Total 04) Government grants - operating	1,163,237	1,204,260	1,267,300	814,735	1,366,600	99,300	7.84%	1,273,600	1,249,600	1,255,600
Total 05) Investment & interest income	4,780	-	-	-	-	-	0.00%	-	-	-
Total 06) Licences and permits	47,700	34,625	37,700	37,075	34,100	(3,600)	-9.55%	34,100	34,100	34,100
Total 07) Gain on disposal of capital assets	-	29,440	-	-	-	-	0.00%	-	-	-
Total 08) Other revenue	303,491	262,092	182,300	858,629	418,400	236,100	129.51%	398,600	359,900	365,400
Total 09) Transfer from reserves - operating	-	154,189	-	5,600	-	-	0.00%	-	-	-
Total 10) Internal Transfers Revenue	-	-	-	9,075	-	-	0.00%	-	-	-
Total 11) Transfer from reserves - capital	-	202,296	-	-	-	-	0.00%	-	-	-
Total 12) Government grants - capital	-	468,657	-	-	-	-	0.00%	-	-	-
Total 13) Other grants - capital	-	50,000	-	-	-	-	0.00%	-	-	-
Total Revenues	2,996,158	3,737,104	3,121,300	3,169,619	3,464,600	343,300	11.00%	3,401,300	3,388,000	3,449,500
Expenses										
Total 01) Salaries, Wages, and Benefits	5,280,813	4,917,597	5,776,200	4,881,721	6,200,900	424,700	7.35%	6,528,600	6,776,200	7,069,600
Total 02) Contracted and General Services	3,844,691	4,093,834	4,078,400	3,132,041	4,244,700	166,300	4.08%	4,339,800	4,440,800	4,560,600
Total 03) Materials, Goods, Supplies and Utilities	1,015,848	1,106,896	1,128,000	781,695	1,285,400	157,400	13.95%	1,327,900	1,354,300	1,441,600
Total 07) Transfers to Individuals and Organisations	356,000	351,658	435,500	392,333	493,700	58,200	13.36%	499,600	505,700	511,800
Total 08) Transfers to Local Boards and Agencies	429,300	433,665	435,300	437,750	478,200	42,900	9.86%	493,500	509,400	525,500
Total 09) Interest on Long-term Debt	76,284	86,638	80,000	60,326	63,900	(16,100)	-20.13%	57,600	51,300	45,000
Total 10) Long-term Debt Payments	213,343	213,344	213,300	213,345	213,300	-	0.00%	213,300	213,300	213,300
Total 11) Transfers to reserves - operating	-	5,600	-	-	100,000	100,000	100.00%	200,000	300,000	400,000
Total 12) Transfer to reserves - capital	77,085	298,138	80,500	229,126	79,000	(1,500)	-1.86%	79,000	79,000	79,000
Total 14) Internal Transfers Expenses	136,700	154,553	140,800	159,946	160,000	19,200	13.64%	160,000	160,000	160,000
Total Expense Before Amortization	11,430,064	11,661,983	12,368,000	10,288,282	13,319,100	951,100	7.69%	13,899,300	14,390,000	15,006,400
Surplus(Deficit)	(8,433,906)	(7,924,878)	(9,246,700)	(7,118,663)	(9,854,500)	(607,800)	6.57%	(10,498,000)	(11,002,000)	(11,556,900)
Less Amortization	(962,990)	(981,038)	(947,500)	-	(980,600)	(33,100)		(980,600)	(980,600)	(980,600)
NET CONSOLIDATED	(9,396,896)	(8,905,916)	(10,194,200)	(7,118,663)	(10,835,100)	(640,900)	6.29%	(11,478,600)	(11,982,600)	(12,537,500)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 12 - Director of CPS										
Costing Centre: 12-17 - Director of CPS										
Expenses										
Total 01) Salaries, Wages, and Benefits	-	-	169,700	143,121	180,800	11,100	6.54%	193,300	202,900	208,100
Total 02) Contracted and General Services	-	-	5,300	3,951	3,500	(1,800)	-33.96%	3,500	3,500	3,500
Total Expense Before Amortization	-	-	175,000	147,072	184,300	9,300	5.31%	196,800	206,400	211,600
Surplus(Deficit)	-	-	(175,000)	(147,072)	(184,300)	(9,300)	5.31%	(196,800)	(206,400)	(211,600)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 12-17 - Director of CPS	-	-	(175,000)	(147,072)	(184,300)	(9,300)	5.31%	(196,800)	(206,400)	(211,600)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 21 - Policing										
Costing Centre: 21-01 - Police Services										
Revenues										
1-530-00 - RCMP FINES	90,000	126,453	90,000	81,945	100,000	10,000	11.11%	110,000	115,000	120,000
Total 02) User fees and sales of goods	90,000	126,453	90,000	81,945	100,000	10,000	11.11%	110,000	115,000	120,000
Total 04) Government grants - operating	410,050	408,224	541,200	-	408,200	(133,000)	-24.58%	408,200	408,200	408,200
Total 05) Investment & interest income	4,780	-	-	-	-	-	0.00%	-	-	-
Total 08) Other revenue	168,926	141,387	40,000	140,484	205,000	165,000	412.50%	216,000	221,000	226,000
Total 09) Transfer from reserves - operating	-	140,174	-	-	-	-	0.00%	-	-	-
Total Revenues	673,756	816,239	671,200	222,429	713,200	42,000	6.26%	734,200	744,200	754,200
Expenses										
Total 01) Salaries, Wages, and Benefits	441,647	322,266	447,900	348,047	459,900	12,000	2.68%	492,000	516,200	539,500
Total 02) Contracted and General Services	2,538,227	2,970,105	2,726,900	1,894,145	2,867,000	140,100	5.14%	3,033,000	3,139,500	3,243,500
Total 03) Materials, Goods, Supplies and Utilities	5,500	4,023	5,500	3,155	4,100	(1,400)	-25.45%	4,200	4,300	4,400
Total 11) Transfers to reserves - operating	-	-	-	-	100,000	100,000	100.00%	200,000	300,000	400,000
Total 12) Transfer to reserves - capital	3,585	-	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	2,988,959	3,296,454	3,180,300	2,245,346	3,431,000	250,700	7.88%	3,729,200	3,960,000	4,187,400
Surplus(Deficit)	(2,315,203)	(2,480,215)	(2,509,100)	(2,022,917)	(2,717,800)	(208,700)	8.32%	(2,995,000)	(3,215,800)	(3,433,200)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 21-01 - Police Services	(2,315,203)	(2,480,215)	(2,509,100)	(2,022,917)	(2,717,800)	(208,700)	8.32%	(2,995,000)	(3,215,800)	(3,433,200)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 23 - Fire Costing Centre: 23-01 - Fire Services	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	36,500	35,353	106,100	33,507	80,000	(26,100)	-24.60%	80,000	80,000	80,000
Total 04) Government grants - operating	-	-	-	12,593	-	-	0.00%	-	-	-
Total 06) Licences and permits	3,000	20	3,000	1,300	2,500	(500)	-16.67%	2,500	2,500	2,500
Total 07) Gain on disposal of capital assets	-	21,040	-	-	-	-	0.00%	-	-	-
Total 08) Other revenue	20,000	11,816	20,000	429,008	15,000	(5,000)	-25.00%	15,000	15,000	15,000
Total 09) Transfer from reserves - operating	-	14,015	-	-	-	-	0.00%	-	-	-
Total 11) Transfer from reserves - capital	-	34,111	-	-	-	-	0.00%	-	-	-
Total Revenues	59,500	116,355	129,100	476,407	97,500	(31,600)	-24.48%	97,500	97,500	97,500
Expenses										
Total 01) Salaries, Wages, and Benefits	1,434,444	1,582,204	1,507,300	1,564,017	1,731,900	224,600	14.90%	1,878,100	2,000,900	2,118,000
Total 02) Contracted and General Services	345,615	333,824	352,900	317,657	342,900	(10,000)	-2.83%	335,100	337,400	339,700
Total 03) Materials, Goods, Supplies and Utilities	153,099	169,989	156,500	119,307	198,400	41,900	26.77%	207,100	215,800	224,900
Total 12) Transfer to reserves - capital	-	36,000	-	229,126	-	-	0.00%	-	-	-
Total 14) Internal Transfers Expenses	14,000	14,080	14,400	20,990	15,000	600	4.17%	15,000	15,000	15,000
Total Expense Before Amortization	1,947,158	2,136,096	2,031,100	2,251,097	2,288,200	257,100	12.66%	2,435,300	2,569,100	2,697,600
Surplus(Deficit)	(1,887,658)	(2,019,741)	(1,902,000)	(1,774,690)	(2,190,700)	(288,700)	15.18%	(2,337,800)	(2,471,600)	(2,600,100)
Less Amortization	(156,827)	(164,654)	(176,300)	-	(164,800)	11,500	-7%	(164,800)	(164,800)	(164,800)
Net 23-01 - Fire Services	(2,044,485)	(2,184,395)	(2,078,300)	(1,774,690)	(2,355,500)	(277,200)	13.34%	(2,502,600)	(2,636,400)	(2,764,900)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 24 - Emergency Services Costing Centre: 24-01 - Emergency Management	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 04) Government grants - operating	-	-	-	50,000	70,000	70,000	100.00%	70,000	70,000	70,000
Total 08) Other revenue	1,000	-	1,000	2,977	1,000	-	0.00%	1,000	1,000	1,000
Total Revenues	1,000	-	1,000	52,977	71,000	70,000	7000.00%	71,000	71,000	71,000
Expenses										
Total 01) Salaries, Wages, and Benefits	58,326	3,217	107,600	87,376	132,300	24,700	22.96%	138,100	142,400	146,800
Total 02) Contracted and General Services	69,800	65,902	70,800	41,844	67,800	(3,000)	-4.24%	67,800	67,800	67,800
Total 03) Materials, Goods, Supplies and Utilities	4,520	8,529	11,000	6,539	7,000	(4,000)	-36.36%	7,100	7,200	7,300
Total 09) Interest on Long-term Debt	-	-	10,000	-	-	(10,000)	-100.00%	-	-	-
Total Expense Before Amortization	132,646	77,649	199,400	135,759	207,100	7,700	3.86%	213,000	217,400	221,900
Surplus(Deficit)	(131,646)	(77,649)	(198,400)	(82,782)	(136,100)	62,300	-31.40%	(142,000)	(146,400)	(150,900)
Less Amortization	(9,436)	(9,435)	(9,400)	-	(9,500)	(100)		(9,500)	(9,500)	(9,500)
Net 24-01 - Emergency Management	(141,082)	(87,084)	(207,800)	(82,782)	(145,600)	62,200	-29.93%	(151,500)	(155,900)	(160,400)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 26 - Municipal Enforcement Costing Centre: 26-03 - Municipal Enforcement	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	61,200	74,891	61,200	50,068	60,500	(700)	-1.14%	60,500	60,500	60,500
Total 06) Licences and permits	44,700	34,605	34,700	35,775	31,600	(3,100)	-8.93%	31,600	31,600	31,600
Total 08) Other revenue	-	4,634	-	-	-	-	0.00%	-	-	-
Total Revenues	105,900	114,130	95,900	85,843	92,100	(3,800)	-3.96%	92,100	92,100	92,100
Expenses										
Total 01) Salaries, Wages, and Benefits	394,403	320,149	454,600	250,543	486,400	31,800	7.00%	503,000	513,700	524,800
Total 02) Contracted and General Services	32,211	24,871	28,200	19,654	28,100	(100)	-0.35%	28,100	28,200	28,300
Total 03) Materials, Goods, Supplies and Utilities	29,410	19,619	29,600	16,871	22,100	(7,500)	-25.34%	24,900	22,700	25,400
Total 07) Transfers to Individuals and Organisations	1,000	54,634	1,000	-	-	(1,000)	-100.00%	-	-	-
Total 14) Internal Transfers Expenses	-	1,029	-	599	-	-	0.00%	-	-	-
Total Expense Before Amortization	457,024	420,302	513,400	287,666	536,600	23,200	4.52%	556,000	564,600	578,500
Surplus(Deficit)	(351,124)	(306,173)	(417,500)	(201,823)	(444,500)	(27,000)	6.47%	(463,900)	(472,500)	(486,400)
Less Amortization	(20,583)	-	(1,800)	-	-	1,800	(1)	-	-	-
Net 26-03 - Municipal Enforcement	(371,707)	(306,173)	(419,300)	(201,823)	(444,500)	(25,200)	6.01%	(463,900)	(472,500)	(486,400)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 51 - FCSS Costing Centre: 51-01 - FCSS	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	-	271	-	-	-	-	0.00%	-	-	-
Total 04) Government grants - operating	306,350	307,350	306,400	316,689	321,600	15,200	4.96%	321,600	321,600	321,600
Total 08) Other revenue	5,500	2,000	500	1,125	500	-	0.00%	500	500	500
Total Revenues	311,850	309,621	306,900	317,814	322,100	15,200	4.95%	322,100	322,100	322,100
Expenses										
Total 01) Salaries, Wages, and Benefits	482,332	459,270	523,800	384,363	444,000	(79,800)	-15.23%	470,600	491,300	510,500
Total 02) Contracted and General Services	133,100	14,913	123,100	50,531	64,300	(58,800)	-47.77%	64,500	62,800	63,000
Total 03) Materials, Goods, Supplies and Utilities	3,000	2,810	3,000	96	700	(2,300)	-76.67%	700	700	700
Total 07) Transfers to Individuals and Organisations	65,000	65,623	65,000	65,000	65,000	-	0.00%	65,000	65,000	65,000
Total 14) Internal Transfers Expenses	-	-	-	591	-	-	0.00%	-	-	-
Total Expense Before Amortization	683,432	542,617	714,900	500,581	574,000	(140,900)	-19.71%	600,800	619,800	639,200
Surplus(Deficit)	(371,582)	(232,996)	(408,000)	(182,767)	(251,900)	156,100	-38.26%	(278,700)	(297,700)	(317,100)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 51-01 - FCSS	(371,582)	(232,996)	(408,000)	(182,767)	(251,900)	156,100	-38.26%	(278,700)	(297,700)	(317,100)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 51 - FCSS										
Costing Centre: 51-20 - FCSS - Other Programs										
Revenues										
Total 02) User fees and sales of goods	30,000	30,659	30,000	54,264	33,000	3,000	10.00%	33,000	34,000	35,000
Total 04) Government grants - operating	35,420	63,270	-	1,808	129,000	129,000	100.00%	30,000	-	-
Total 08) Other revenue	10,000	47,851	10,000	225,017	97,500	87,500	875.00%	66,200	22,000	22,000
Total Revenues	75,420	141,780	40,000	281,088	259,500	219,500	548.75%	129,200	56,000	57,000
Expenses										
Total 01) Salaries, Wages, and Benefits	20,218	15,329	-	-	141,000	141,000	100.00%	57,900	-	-
Total 02) Contracted and General Services	57,324	102,323	40,000	291,550	118,500	78,500	196.25%	71,300	56,000	57,000
Total Expense Before Amortization	77,542	117,653	40,000	291,550	259,500	219,500	548.75%	129,200	56,000	57,000
Surplus(Deficit)	(2,122)	24,127	-	(10,462)	-	-	0.00%	-	-	-
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 51-20 - FCSS - Other Programs	(2,122)	24,127	-	(10,462)	-	-	0.00%	-	-	-

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 71 - Community Development Costing Centre: 71-01 - Community Development	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 08) Other revenue	-	92	-	-	45,000	45,000	100.00%	45,000	45,000	45,000
Total Revenues	-	92	-	-	45,000	45,000	0.00%	45,000	45,000	45,000
Expenses										
Total 02) Contracted and General Services	36,400	44,172	39,100	22,772	20,000	(19,100)	-48.85%	20,100	20,200	20,200
Total 03) Materials, Goods, Supplies and Utilities	-	2,241	1,200	672	1,600	400	33.33%	1,600	1,700	1,800
Total 07) Transfers to Individuals and Organisations	290,000	231,401	369,500	327,333	428,700	59,200	131.11%	434,600	440,700	446,800
Total 14) Internal Transfers Expenses	-	-	-	2,588	-	-	0.00%	-	-	-
Total Expense Before Amortization	326,400	277,813	409,800	353,365	450,300	40,500	9.88%	456,300	462,600	468,800
Surplus(Deficit)	(326,400)	(277,721)	(409,800)	(353,365)	(405,300)	4,500	-1.10%	(411,300)	(417,600)	(423,800)
Less Amortization	(10,167)	(8,839)	(10,200)	-	(8,900)	1,300	()	(8,900)	(8,900)	(8,900)
Net 71-01 - Community Development	(336,567)	(286,560)	(420,000)	(353,365)	(414,200)	5,800	-1.38%	(420,200)	(426,500)	(432,700)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 72 - Recreation										
Costing Centre: 72-04 - Curling Rink										
Revenues										
Total 02) User fees and sales of goods	-	13,241	-	6,001	-	-	0.00%	-	-	-
Total 08) Other revenue	4,675	-	4,800	-	-	(4,800)	-100.00%	-	-	-
Total Revenues	4,675	13,241	4,800	6,001	-	(4,800)	-100.00%	-	-	-
Expenses										
Total 02) Contracted and General Services	17,085	21,581	17,400	11,702	30,700	13,300	76.44%	23,100	24,800	23,600
Total 03) Materials, Goods, Supplies and Utilities	15,000	27,614	24,800	16,488	15,800	(9,000)	-36.29%	16,200	16,700	17,200
Total 14) Internal Transfers Expenses	12,500	7,777	12,900	7,137	8,000	(4,900)	-37.98%	8,000	8,000	8,000
Total Expense Before Amortization	44,585	56,972	55,100	35,327	54,500	(600)	-1.09%	47,300	49,500	48,800
Surplus(Deficit)	(39,910)	(43,731)	(50,300)	(29,326)	(54,500)	(4,200)	8.35%	(47,300)	(49,500)	(48,800)
Less Amortization	(32,532)	(30,781)	(30,800)	-	(30,900)	(100)		(30,900)	(30,900)	(30,900)
Net 72-04 - Curling Rink	(72,442)	(74,512)	(81,100)	(29,326)	(85,400)	(4,300)	5.30%	(78,200)	(80,400)	(79,700)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 72 - Recreation Costing Centre: 72-10 - Family Centre	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	574,250	493,740	607,000	438,388	543,500	(63,500)	-10.46%	561,400	578,200	595,200
Total 04) Government grants - operating	137,139	137,139	139,900	139,881	144,000	4,100	2.93%	150,000	156,000	162,000
Total 07) Gain on disposal of capital assets	-	8,400	-	-	-	-	0.00%	-	-	-
Total 08) Other revenue	9,500	9,738	9,500	9,383	1,500	(8,000)	-84.21%	1,500	1,500	1,500
Total 10) Internal Transfers Revenue	-	-	-	7,666	-	-	0.00%	-	-	-
Total 11) Transfer from reserves - capital	-	168,185	-	-	-	-	0.00%	-	-	-
Total 12) Government grants - capital	-	388,731	-	-	-	-	0.00%	-	-	-
Total 13) Other grants - capital	-	50,000	-	-	-	-	0.00%	-	-	-
Total Revenues	720,889	1,255,932	756,400	595,319	689,000	(67,400)	-8.91%	712,900	735,700	758,700
Expenses										
Total 01) Salaries, Wages, and Benefits	751,639	741,696	745,500	649,545	783,200	37,700	5.06%	835,600	868,700	902,200
Total 02) Contracted and General Services	159,419	161,812	178,300	105,717	192,400	14,100	7.91%	192,600	193,600	194,400
Total 03) Materials, Goods, Supplies and Utilities	320,750	359,366	374,900	229,183	429,000	54,100	14.43%	439,300	444,700	485,900
Total 12) Transfer to reserves - capital	-	160,638	-	-	-	-	0.00%	-	-	-
Total 14) Internal Transfers Expenses	43,000	61,077	44,300	51,536	64,000	19,700	44.47%	64,000	64,000	64,000
Total Expense Before Amortization	1,274,808	1,484,589	1,343,000	1,035,980	1,468,600	125,600	9.35%	1,531,500	1,571,000	1,646,500
Surplus(Deficit)	(553,919)	(228,656)	(586,600)	(440,661)	(779,600)	(193,000)	32.90%	(818,600)	(835,300)	(887,800)
Less Amortization	(214,660)	(249,335)	(203,600)	-	(249,400)	(45,800)		(249,400)	(249,400)	(249,400)
Net 72-10 - Family Centre	(768,579)	(477,991)	(790,200)	(440,661)	(1,029,000)	(238,800)	30.22%	(1,068,000)	(1,084,700)	(1,137,200)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 72 - Recreation Costing Centre: 72-15 - Aquatic Centre	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	360,000	286,602	355,200	296,795	360,500	5,300	1.49%	374,300	388,400	403,800
Total 04) Government grants - operating	137,139	137,139	139,900	139,881	139,900	-	0.00%	139,900	139,900	139,900
Total 08) Other revenue	12,500	-	13,300	-	13,000	(300)	-2.26%	13,500	14,000	14,500
Total 09) Transfer from reserves - operating	-	-	-	5,600	-	-	0.00%	-	-	-
Total 12) Government grants - capital	-	42,081	-	-	-	-	0.00%	-	-	-
Total Revenues	509,639	465,821	508,400	442,276	513,400	5,000	0.98%	527,700	542,300	558,200
Expenses										
Total 01) Salaries, Wages, and Benefits	1,164,623	995,977	1,229,800	1,068,816	1,263,200	33,400	2.72%	1,346,400	1,400,700	1,455,400
Total 02) Contracted and General Services	171,795	125,969	210,000	158,116	240,300	30,300	14.43%	227,900	240,800	250,600
Total 03) Materials, Goods, Supplies and Utilities	267,200	275,106	299,200	232,573	335,800	36,600	12.23%	348,600	351,400	372,800
Total 09) Interest on Long-term Debt	28,333	29,403	26,500	21,995	24,700	(1,800)	-6.79%	22,800	20,900	19,100
Total 10) Long-term Debt Payments	62,505	62,505	62,500	62,505	62,500	-	0.00%	62,500	62,500	62,500
Total 11) Transfers to reserves - operating	-	5,600	-	-	-	-	0.00%	-	-	-
Total 14) Internal Transfers Expenses	55,000	55,896	56,700	64,550	58,000	1,300	2.29%	58,000	58,000	58,000
Total Expense Before Amortization	1,749,456	1,550,457	1,884,700	1,608,555	1,984,500	99,800	5.30%	2,066,200	2,134,300	2,218,400
Surplus(Deficit)	(1,239,817)	(1,084,636)	(1,376,300)	(1,166,278)	(1,471,100)	(94,800)	6.89%	(1,538,500)	(1,592,000)	(1,660,200)
Less Amortization	(193,235)	(191,560)	(191,400)	-	(191,800)	(400)		(191,800)	(191,800)	(191,800)
Net 72-15 - Aquatic Centre	(1,433,052)	(1,276,196)	(1,567,700)	(1,166,278)	(1,662,900)	(95,200)	6.07%	(1,730,300)	(1,783,800)	(1,852,000)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Department: 72 - Recreation										
Costing Centre: 72-20 - Sports Centre										
Revenues										
Total 02) User fees and sales of goods	187,000	175,900	242,600	361,930	372,000	129,400	53.34%	379,800	392,300	403,900
Total 04) Government grants - operating	137,139	151,139	139,900	153,881	153,900	14,000	10.01%	153,900	153,900	153,900
Total 08) Other revenue	71,390	41,283	83,200	50,633	39,900	(43,300)	-52.04%	39,900	39,900	39,900
Total 10) Internal Transfers Revenue	-	-	-	495	-	-	0.00%	-	-	-
Total Revenues	395,529	406,167	465,700	566,939	565,800	100,100	21.49%	573,600	586,100	597,700
Expenses										
Total 01) Salaries, Wages, and Benefits	355,271	424,046	376,600	332,759	381,200	4,600	1.22%	408,400	428,500	447,400
Total 02) Contracted and General Services	201,299	156,294	203,000	169,275	183,900	(19,100)	-9.41%	190,700	188,300	190,300
Total 03) Materials, Goods, Supplies and Utilities	73,700	95,856	76,700	61,976	102,900	26,200	34.16%	102,900	106,900	110,700
Total 09) Interest on Long-term Debt	40,017	49,002	36,100	32,171	32,300	(3,800)	-10.53%	28,400	24,500	20,600
Total 10) Long-term Debt Payments	133,333	133,334	133,300	133,335	133,300	-	0.00%	133,300	133,300	133,300
Total 12) Transfer to reserves - capital	56,000	84,000	63,000	-	70,000	7,000	11.11%	70,000	70,000	70,000
Total 14) Internal Transfers Expenses	-	-	-	142	-	-	0.00%	-	-	-
Total Expense Before Amortization	859,620	942,531	888,700	729,659	903,600	14,900	1.68%	933,700	951,500	972,300
Surplus(Deficit)	(464,091)	(536,364)	(423,000)	(162,719)	(337,800)	85,200	-20.14%	(360,100)	(365,400)	(374,600)
Less Amortization	(210,676)	(209,278)	(206,800)	-	(209,300)	(2,500)		(209,300)	(209,300)	(209,300)
Net 72-20 - Sports Centre	(674,767)	(745,642)	(629,800)	(162,719)	(547,100)	82,700	-13.13%	(569,400)	(574,700)	(583,900)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 74 - Community Facilities & Functions Costing Centre: 74-01 - Lambert Centre	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Expenses										
Total 01) Salaries, Wages, and Benefits	24,929	5,528	41,700	10,034	12,800	(28,900)	-69.30%	13,600	14,200	15,000
Total 02) Contracted and General Services	12,940	5,943	12,600	4,623	17,700	5,100	40.48%	15,900	16,100	16,300
Total 03) Materials, Goods, Supplies and Utilities	23,369	29,095	28,200	22,424	38,400	10,200	36.17%	39,800	41,200	44,000
Total 09) Interest on Long-term Debt	7,934	8,234	7,400	6,160	6,900	(500)	-6.76%	6,400	5,900	5,300
Total 10) Long-term Debt Payments	17,505	17,505	17,500	17,505	17,500	-	0.00%	17,500	17,500	17,500
Total 14) Internal Transfers Expenses	5,650	6,465	5,800	5,198	6,600	800	13.79%	6,600	6,600	6,600
Total Expense Before Amortization	92,327	72,770	113,200	65,943	99,900	(13,300)	-11.75%	99,800	101,500	104,700
Surplus(Deficit)	(92,327)	(72,769)	(113,200)	(65,942)	(99,900)	13,300	-11.75%	(99,800)	(101,500)	(104,700)
Less Amortization	(40,996)	(40,996)	(41,000)	-	(39,700)	1,300		(39,700)	(39,700)	(39,700)
Net 74-01 - Lambert Centre	(133,323)	(113,765)	(154,200)	(65,942)	(139,600)	14,600	-9.47%	(139,500)	(141,200)	(144,400)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 74 - Community Facilities & Functions Costing Centre: 74-02 - Library	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 08) Other revenue	-	3,290	-	-	-	-	0.00%	-	-	-
Total Revenues	-	3,290	-	-	-	-	0.00%	-	-	-
Expenses										
Total 02) Contracted and General Services	4,500	6,395	7,000	2,777	3,000	(4,000)	-57.14%	3,300	3,600	3,900
Total 08) Transfers to Local Boards and Agencies	429,300	433,665	435,300	437,750	478,200	42,900	9.86%	493,500	509,400	525,500
Total 14) Internal Transfers Expenses	6,550	8,229	6,700	6,615	8,400	1,700	25.37%	8,400	8,400	8,400
Total Expense Before Amortization	440,350	448,288	449,000	447,143	489,600	40,600	9.04%	505,200	521,400	537,800
Surplus(Deficit)	(440,350)	(444,999)	(449,000)	(447,143)	(489,600)	(40,600)	9.04%	(505,200)	(521,400)	(537,800)
Less Amortization	-	-	-	-	-	-	-	-	-	-
Net 74-02 - Library	(440,350)	(444,999)	(449,000)	(447,143)	(489,600)	(40,600)	9.04%	(505,200)	(521,400)	(537,800)

Strathmore - 2024 Operating Budget - Final

DIVISION: COMMUNITY AND PROTECTIVE SERVICES Department: 74 - Community Facilities & Functions Costing Centre: 74-06 - Civic Centre	2022 Budget	2022 Actual	2023 Budget	2023 Actual	2024 Budget	Budget Change 2023 vs 2024	% Change	2025 Forecast	2026 Forecast	2027 Forecast
Revenues										
Total 02) User fees and sales of goods	138,000	94,436	141,900	97,881	96,000	(45,900)	-32.35%	96,000	96,000	96,000
Total 10) Internal Transfers Revenue	-	-	-	915	-	-	0.00%	-	-	-
Total Revenues	138,000	94,436	141,900	98,796	96,000	(45,900)	-32.35%	96,000	96,000	96,000
Expenses										
Total 01) Salaries, Wages, and Benefits	152,981	47,914	171,700	43,102	184,200	12,500	7.28%	191,600	196,700	201,900
Total 02) Contracted and General Services	64,976	59,730	63,800	37,725	64,600	800	1.25%	62,900	58,200	58,500
Total 03) Materials, Goods, Supplies and Utilities	120,300	112,649	117,400	72,412	129,600	12,200	10.39%	135,500	141,000	146,500
Total 12) Transfer to reserves - capital	17,500	17,500	17,500	-	9,000	(8,500)	-48.57%	9,000	9,000	9,000
Total Expense Before Amortization	355,757	237,793	370,400	153,239	387,400	17,000	4.59%	399,000	404,900	415,900
Surplus(Deficit)	(217,757)	(143,357)	(228,500)	(54,443)	(291,400)	(62,900)	27.53%	(303,000)	(308,900)	(319,900)
Less Amortization	(73,878)	(76,159)	(76,200)	-	(76,300)	(100)		(76,300)	(76,300)	(76,300)
Net 74-06 - Civic Centre	(291,635)	(219,516)	(304,700)	(54,443)	(367,700)	(63,000)	20.68%	(379,300)	(385,200)	(396,200)

Row Labels	Sum of FTE			Sum of Total		
	2022	2023	2024	2022	2023	2024
Administration	4.00	6.40	7.90	818,451	990,000	1,164,300
Aquatic	18.19	18.19	18.19	1,124,393	1,174,000	1,216,100
Assessment	3.00	3.00		371,126	380,100	
Common Services	1.63	1.63	1.63	147,860	156,000	158,000
Communications	4.12	2.32	2.50	424,831	192,500	218,500
Community Services	2.00	2.00	2.00	291,321	289,500	309,000
Council	7.00	7.00	7.00	300,304	303,800	311,700
Enforcement	4.00	4.00	4.00	389,403	449,600	483,900
Family Center	10.84	10.63	10.63	845,151	834,400	873,200
FCSS	7.00	6.00	5.00	501,550	522,800	443,000
Finance	8.00	9.00	10.00	802,757	923,800	1,013,400
Fire	11.50	18.50	19.00	1,487,770	1,593,600	1,808,800
Human Resources	5.00	4.00	5.00	540,248	482,500	541,900
Information Technology	5.00	5.00	5.00	516,830	540,300	590,100
Infrastructure	6.00	5.00	5.00	654,634	556,600	563,800
Legislative Services	2.86	3.00	3.00	314,638	342,600	351,600
Operations	13.00	10.00	11.00	1,179,145	968,200	1,111,800
Parks	8.76	11.76	11.76	474,986	729,000	739,300
Planning & Development	8.40	9.00	8.00	889,576	1,086,100	1,000,600
RCMP	6.00	6.00	6.00	438,647	444,900	454,900
Sport Center	5.00	5.13	5.13	324,042	346,700	342,800
Utilities	3.00	3.00	2.00	249,521	263,100	192,000
Grand Total	144.29	150.54	149.73	13,087,184	13,570,100	13,888,700

2024 Community Group Funding

Organization Name	2023 Funding Approved	2024 Final Operating Budget	2024 Funding Request	2024 Approved Budget vs 2024 Requested Amount
STARS	\$10,000	\$10,000	\$14,339	\$4,339
Strathmore & Wheatland County Christmas - Hamper Society	\$5,000	\$5,000	\$5,000	\$0
Strathmore Overnight Shelter Society	\$10,000	\$20,000	\$50,000	\$30,000
Wheatland Society of Arts	\$40,000	\$40,000	\$40,000	\$0
Strathmore Ag. Society - Celebration of Lights	\$10,000	\$10,000	\$10,000	\$0
Library Board	\$341,250	\$377,000	\$407,056	\$30,056
True North (formerly Wheatland Crisis Society)	\$0	\$0	\$318,376	\$318,376
Growing Families Society - 5 for Life	\$0	\$0	\$10,000	\$10,000
Growing Families Society - Bridging the Gap	\$0	\$0	\$18,100	\$18,100
Kakato'si Ayoungman Foundation	\$10,000	\$10,000	not specified	
Strathmore Musical Arts Society	\$0	\$0	\$12,000	\$12,000
Communities in Bloom	\$5,000	\$0	\$0	\$0
Strathmore and Area Inclusive Friends	\$500	\$0	\$0	\$0
Total Community Group Funding	\$431,750	\$472,000	\$884,871	\$422,871

2024 Community Group Funding - Prior Commitments

Organization Name	2023 Funding Approved	2024 Final Operating Budget	2024 Funding	2024 Approved Budget vs 2024 Requested Amount
Happy Cat	\$50,000	\$50,000	\$50,000	\$0
Chamber Of Commerce	\$10,000	\$10,000	\$10,000	\$0
Hemodialysis Water Rebate	\$1,700	\$1,000	\$1,000	\$0
Seniors Grant - Tax Rebate	\$25,000	\$10,000	\$10,000	\$0
Community Investment Program (CIP)	\$20,000	\$20,000	\$20,000	\$0
FCSS Community Grants	\$65,000	\$65,000	\$65,000	\$0
United Way	\$45,000	\$45,000	\$45,000	\$0
Citizenship Awards	\$5,200	\$5,300	\$5,300	\$0
Handi Bus	\$183,800	\$192,385	\$190,000	(\$2,385)
Strathmore Ag. Society (Strathmore Stampede/Heritage Days)	\$25,800	\$25,800	\$25,800	\$0
Total Community Group Funding	\$431,500	\$424,485	\$422,100	(\$2,385)

Grand Total Community Group Funding	\$863,250	\$896,485	\$1,306,971	\$420,486
--	------------------	------------------	--------------------	------------------

Town of Strathmore 2024 Operating Budget Operating Business Cases									
Number	Business Case #	Department	Business Case Name	Administation Recommendation	Tax Impact	2024 Budget	2025 Budget	2026 Budget	2027 Budget
1	618	Administration	Finance - Asset Retirement Obligations - PSAB 3280	Yes	0.07%	\$15,000	\$0	\$0	\$0
2	793	Administration	HR - Staffing Change - Temporary Hire - HR Associate	Yes	0.07%	\$15,000	\$17,000	\$19,000	\$21,000
3	842	Administration	IT - Infrastructure Department - Additional AutoCAD license (2 + 1)	Yes	0.01%	\$2,500	\$2,500	\$3,000	\$3,000
4	846	Administration	IT - Citizenship Communication Form - FME Integration Platform	Yes	0.01%	\$3,000	\$3,000	\$3,000	\$3,000
5	861	Policing	Policing - RCMP Contract - 90% Funding - Operating Reserve - Future Expense (2028)	Yes	0.48%	\$100,000	\$200,000	\$300,000	\$400,000
6	1885	Policing	Policing - RCMP COLA Increase - Operating Reserve - Future Expense	Yes	0.24%	\$50,000	\$116,000	\$120,000	\$124,000
7	627	Fire	Fire - Contracted Services Increase	Yes	0.13%	\$27,900	\$30,000	\$32,000	\$34,000
8	631	Fire	Expired PPE Turnouts (Fire Gear) \$6000 x 5 per year (offset by Fire Reserve)	Yes	0.14%	\$30,000	\$30,000	\$30,000	\$30,000
9	629-cap	Fire	Capital Project - AFRRCS Radios (Operating Budget Impact)	Yes	0.00%	\$0	(\$10,000)	(\$10,000)	(\$10,000)
10	854	Roads	Roads - Aggregate increase	Yes	0.10%	\$20,000	\$30,000	\$35,000	\$40,000
11	863	Recreation	Aquatic Center - Safety	Yes	0.07%	\$14,300	\$0	\$0	\$0
12	865	Recreation	Aquatic Center - Facility Upgrades	Yes	0.04%	\$7,500	\$10,000	\$10,000	\$10,000
13	866	Recreation	Aquatic Center - Customer Enhancements	Yes	0.02%	\$5,000	\$7,500	\$7,500	\$7,500
14	851	Recreation	Curling Ring - Gas Monitor Sensor & Control Replacement	Yes	0.02%	\$4,500	\$0	\$0	\$0
				Total - Yes	1.40%	\$294,700	\$436,000	\$549,500	\$662,500

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 618 - Finance - Asset Retirement Obligations - PSAB 3280
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	<p>Public sector entities in Canada have legal obligations to retire certain tangible capital assets at the end of their lives. In accordance with the Public Sector Accounting Board's (PSAB) new PS 3280 Asset Retirement Obligations (AROs), which come into effect this year, a liability must be reflected in their financial statements.</p> <p>This accounting standard, issued in August 2018, establishes guidelines for public sector entities that address the accounting and reporting of legal obligations associated with the retirement of tangible capital assets.</p> <p>Section PS 3280 is effective for fiscal years beginning on or after April 1, 2022, which means March 31, 2023 and Dec. 31, 2023 will be the first year-ends impacted.</p>

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: N/A</p> <p>Council Activity: 4.2 - Local Environment</p> <p>Administrative Priority:</p> <p>Administrative Activity:</p>
---	---

Operating Budget Details	2024 Budget	2025 Budget	2026 Budget	2027 Budget
12-11 - Finance				
Expenses				
2-239-00 - PROFESSIONAL FEES	15,000	-	-	-
Total Expenses	15,000	-	-	-
Net 12-11 - Finance	(15,000)	-	-	-
Net Business Case Operating	(15,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Tom Maier	7/29/2023
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 793 - HR - Staffing Change - Temporary Hire - HR Associate
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	<p>*See full business case with financial breakdown in attachments*.</p> <p>What is the Request?</p> <p>This business case proposes the elevation of the current HR Administrator role to an HR Associate within the Strathmore HR Department on a temporary contract basis. The decision to transition this role is based on the department's strategic transformation plan, which aims to evolve from a transactional HR Department to a strategic HR Department. The HR Associate will play a pivotal role in supporting various HR functions, improving HR administration, and enabling the HR Manager to focus on strategic leadership, workforce planning, and talent management, total rewards & recognition, safety, and the attached HR Plan.</p> <p>Why is the Request Required?</p> <p>Elevating the HR Administrator to an HR Associate and moving this position to temporary full-time is a critical step in aligning the HR Department with the strategic goals of the organization. This transition will not only enhance HR administration but also facilitate the development of a more strategic and responsive HR Department. The desired outcomes include improved efficiency, greater focus on strategic initiatives, and enhanced support for organizational objectives.</p> <p>What are the implications if the request is not approved?</p> <p>The greatest implication is the limitations this puts on the HR department to operate efficiently and strategically in order to support the overall organizational goals and the employee journey. We will remain much as a transactional department.</p>

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	N/A
	Council Activity:	
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details				
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
12-10 - Human Resources				
Expenses				
2-112-00 - HOURLY WAGES	15,000	17,000	19,000	21,000
Total Expenses	15,000	17,000	19,000	21,000
Net 12-10 - Human Resources	(15,000)	(17,000)	(19,000)	(21,000)
Net Business Case Operating	(15,000)	(17,000)	(19,000)	(21,000)

APPROVALS	NAME	DATE
AUTHOR	Nancy Teghtmeyer	8/17/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 842 - IT - Infrastructure Department - Additional AutoCAD license (2 + 1)
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	<p>Currently we have only 2 seats for ACAD, and Infrastructure staff require a third license.</p> <ul style="list-style-type: none">• What is the request? Purchasing one more seat of licensing• Why is the request required? Driven from the job description and roles task.• What are the implications if the request is not approved? The task will be delegated to other person who has licenses to perform.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	N/A
	Council Activity:	
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details				
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	2,500	2,500	3,000	3,000
Total Expenses	2,500	2,500	3,000	3,000
Net 12-03 - Information Technology	(2,500)	(2,500)	(3,000)	(3,000)
Net Business Case Operating	(2,500)	(2,500)	(3,000)	(3,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/28/2023
DIRECTOR	Kara Rusk	8/28/2023

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 846 - IT - Integration - Citizenship Communication Form - FME Integration Platform
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Corporate Business Plan
BUSINESS CASE JUSTIFICATION	<ul style="list-style-type: none">• What is the request? Adding a new system to handle data integration and automation between two or more systems. The product FME was in a proof-of-concept/trial testing for the Citizenship Communication Form and GIS data automation (2022 GIS assessment).• Why is the request required? Improve data integration/automation Identified business opportunities from the 2022 Finance Department Functional Review• What are the implications if the request is not approved? Citizenship Communication Form (CCF) production services may have to be redesigned with other solutions such as simplified online form or other production level software. Some GIS related data automation/scheduled conversion job will be back to manual. Alternatively, open-source data integration platform software option can be explored. <p>1- Continue using CCF FME trial/non-production setup (FME desktop) typically used in development/testing, for extending the CCF FME trial, we will require \$3000/year to extend trial license. GIS, for instance, Properties Information Parcel / Lots auto update (Atlas), requires 5 days GIS effort /month if processed manually. Inter-agencies data exchange with Wheatland County 911 response time reports/dashboard - Not feasible to do if done manually. Cybersecurity effort on CCF FME trial, 2 days/month.</p> <p>Notes: The team was testing the FME product at a computer desktop version for providing details to SLT for business case.</p>

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Community Wellness
	Council Activity: 3.1 - Connective Community
	Administrative Priority:
	Administrative Activity:

Operating Budget Details				
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	19,000	22,000	24,000	26,000
Total Expenses	19,000	22,000	24,000	26,000
Net 12-03 - Information Technology	(19,000)	(22,000)	(24,000)	(26,000)
Net Business Case Operating	(19,000)	(22,000)	(24,000)	(26,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/28/2023
DIRECTOR	Kara Rusk	8/28/2023

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 861 - Policing - RCMP Contract - 90% Funding
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	21 - Policing

TYPE

BUSINESS CASE JUSTIFICATION

Growth Requirement - new or enhanced service levels
The Town's population will likely hit 15,000 with the 2026 census. Once the Town hit 15,000 population, we will be responsible for 90% of the RCMP contract funding (currently 70%). This 20% increase will be in the range of \$900k to \$1m. This would equate to a 4 to 5 per cent tax increase. In order to soften the financial impact, the Town proposes to ramp up to the increase over the next 8 years (2024 to 2032) by allocating funding to a RCMP contract reserve. This will allow a gradual increase of 0.5 percent per year over the next eight year period.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

Council Priority:

Community Wellness

Council Activity:

2.1 - Predictable and appropriate tax increases

Administrative Priority:

Administrative Activity:

Operating Budget Details				
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
21-01 - Police Services				
Expenses				
2-764-00 - TRANSFER TO RESERVES - OPERATING	100,000	200,000	300,000	400,000
Total Expenses	100,000	200,000	300,000	400,000
Net 21-01 - Police Services	(100,000)	(200,000)	(300,000)	(400,000)
Net Business Case Operating	(100,000)	(200,000)	(300,000)	(400,000)

APPROVALS	NAME	DATE
AUTHOR	Tom Maier	9/7/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 1885 - Policing - RCMP COLA increase
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	21 - Policing

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	RCMP contract rates do not include COLA on the wages. If the RCMP decide to add COLA to the wages, this may result in the quarterly billing exceeding the approved budget amount. Propose adding 4% COLA annually to account for any potential increase. 2024 - \$112,000 2025 - \$116,000 2027 - \$120,000 2027 - \$124,000

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Community Wellness
	Council Activity:	1.3 - Community Wellbeing Investment
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details				
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
21-01 - Police Services				
Expenses				
2-331-00 - RCMP CONTRACT	112,000	116,000	120,000	124,000
Total Expenses	112,000	116,000	120,000	124,000
Net 21-01 - Police Services	(112,000)	(116,000)	(120,000)	(124,000)
Net Business Case Operating	(112,000)	(116,000)	(120,000)	(124,000)

APPROVALS	NAME	DATE
AUTHOR	Joy Patterson	9/28/2023
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 627 - Fire - Contracted Services Increase
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE

BUSINESS CASE JUSTIFICATION

Maintain Service Levels

Increase in inflation and regulatory requirements for record keeping. Below is the breakdown line by line.

- Action Systems - Recruit Training - \$5,000
- APX Inspection RMS - \$5,000
- B2 Inspection Fees - \$7,000
- CAD System Fees - \$6,000
- Check It Equipment RMS - \$2,500
- Criteria - \$ 3,500
- FirePro2 Incident RMS -\$3,500
- Simushare - \$1,200
- Storage - \$3,000
- Vector Training RMS - \$6,200

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

Council Priority:Community Wellness

Council Activity:1.3 - Community Wellbeing Investment

Administrative Priority:

Administrative Activity:

Operating Budget Details	2024 Budget	2025 Budget	2026 Budget	2027 Budget
23-01 - Fire Services				
Expenses				
2-298-00 - CONTRACTED SERVICES	27,900	30,000	32,000	34,000
Total Expenses	27,900	30,000	32,000	34,000
Net 23-01 - Fire Services	(27,900)	(30,000)	(32,000)	(34,000)
Net Business Case Operating	(27,900)	(30,000)	(32,000)	(34,000)

APPROVALS	NAME	DATE
AUTHOR	David Sturgeon	8/4/2023
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 631 - Expired PPE Turnouts (Fire Gear)
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE

BUSINESS CASE JUSTIFICATION

Essential - legal, safety, or regulatory
Alberta Occupation Health and Safety Standards state that we must follow the manufacturers recommendation regarding the care, use and replacement of PPE for Firefighters Turnouts are the gear worn used to fight fires. Each set must be replaced within the ten year life span. Previous administration has not kept up to the standard and their are 10 sets expiring. Firefighters cannot use gear that is expired.

SFD has 50 sets of Turnout Gear - annual replacement of 5 sets per year on a 10-year cycle - 5 x \$6,000 per unit = \$30,000

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority:

Council Activity:

Administrative Priority:

Administrative Activity:

N/A

Operating Budget Details	2024 Budget	2025 Budget	2026 Budget	2027 Budget
23-01 - Fire Services				
Expenses				
2-512-01 - UNIFORMS	30,000	30,000	30,000	30,000
Total Expenses	30,000	30,000	30,000	30,000
Net 23-01 - Fire Services	(30,000)	(30,000)	(30,000)	(30,000)
Net Business Case Operating	(30,000)	(30,000)	(30,000)	(30,000)

APPROVALS	NAME	DATE
AUTHOR	David Sturgeon	8/4/2023
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 629 - AFRRCS Radio Conversion
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	<p>The Alberta First Responders Radio Communications System (AFRRCS) is a two way radio network for first responders in municipal, provincial and First Nations agencies across the province. AFRRCS became operational in July, 2016. The system was designed to allow agencies to share talk groups allowing inter-agency communications in a fashion previously unheard of. The Mission is to provide quality, cost effective, secure, reliable, accessible land mobile radio communications supporting all Alberta first responders. AFRRCS Operations, Maintenance and Sustainability (OMS) is responsible for the maintenance of the system and network to allow communications encompassing 335 sites and over 33,000 devices. The system is monitored 24/7, 365 days a year by the System Control Center (SCC).</p> <p>Although the initial radio cost is higher than traditional radios the Town would not have to maintain the repeater and tower on the west side of the Town. Once you buy the radios and sign the licensing agreement the only cost would be maintenance of the radio fleet. The province is responsible for maintain all of the tower sites and back end involved. The Town will also save \$7000 a year on licensing for radio channels through Spectrum Canada as the radio channels are included in the free use agreement. Our current radio fleet is approaching the end of life so eventually they will all have to be replaced. The lifespan of a radio is 15 years.</p> <p>This would setup the Town for the future being that the radios are digital meaning when the CRTC switches all of the 911 call answering centers to NexGen 911 the radios will be capable of receiving the upgraded data from dispatch. We will be able to trade in the radios for credit and sell the repeater tower if the switch was to occur.</p>

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Community Wellness
	Council Activity:	6.2 - Efficient and Effective intra- and inter-community service provision
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details		2024 Budget	2025 Budget
23-01 - Fire Services			
Expenses			
2-275-00 - LICENSES AND PERMITS		-	(10,000)
Total Expenses		-	(10,000)
Net 23-01 - Fire Services		-	10,000
Net Business Case Operating		-	10,000

Project Budget Details				
GL Account	2024 Budget	2025 Budget	2026 Budget	2029 Budget
Expenses / Expenditure				
FiR-TBD - AFRRCS Radio Conversion				
3-12-00-600-00 - WIP	275,000	-	-	-
FiR-TBD - AFRRCS Radio Conversion	275,000	-	-	-
Expenses / Expenditure	275,000	-	-	-
Net Business Case Capital	(275,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	David Sturgeon	8/4/2023
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 854 - Roads - Aggregate increase
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE
BUSINESS CASE JUSTIFICATION

The Town has not been maintaining gravel roads and alleys up to Municipal standards. We would like to start a three year gravel road rotation and a ten year alley rotation. This number will give us a two inch lift of gravel per application. Currently our aggregates are severely segregated and are not performing well. On many of our gravel roads they are down to clay which is resulting in wash boarding, potholes and in some cases poor drainage. Gravel is also needed for our dust abatement program on the gravel roads for the calcium applications. For the calcium to adhere to the road it requires two things, water and material (fines) to adhere to. Many locations we apply calcium to, only last for a short period of time as the calcium has to adhere to clay, which then dissipates over time resulting in dust and an increase in complaints. The second reason we need more gravel is the gravel helps with minimizing wash board and gives the Operator material to shape the road or alley for drainage. When there is no material to work with it is virtually impossible to shape the road or alley. Gravel ensures a durable road, dust reduction and reduced needs for constant grading and re-gravelling. Good drainage is critical to the life of an unpaved road. Good drainage helps to ensure the subgrade does not become saturated, this works in conjunction with ditches and culverts. it is essential to get water to drain away from the driving surface for the safety of the travelling public. In some of the alleys around Town, some residents have felt gravel is needed in their alley, have paid to have gravel added, but in doing so have created drainage issues. Operation is requesting an additional \$56,000 from last years budget for a total of \$121,000.00.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority:

Council Activity:

Administrative Priority:

Administrative Activity:

Operating Budget Details				
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
32-01 - Roads				
Expenses				
2-534-00 - AGGREGATES & CHEMICALS	20,000	30,000	35,000	40,000
Total Expenses	20,000	30,000	35,000	40,000
Net 32-01 - Roads	(20,000)	(30,000)	(35,000)	(40,000)
Net Business Case Operating	(20,000)	(30,000)	(35,000)	(40,000)

APPROVALS	NAME	DATE
AUTHOR	Joe Schultz	1/1/0001
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 863 - Aquatic Center - Safety
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	<p>To ensure we have the appropriate levels of risk management in place at the Aquatic Centre, we are required to have various types of emergency, safety and first aid equipment on-hand to ensure we're keeping a safe facility for both the public and our staff. Funds will be allocated to 3 main areas: Emergency Equipment, Staff Uniforms, and Updating Safety Signage.</p> <p>-Emergency Equipment - Child spine board including wall mount, currently do not have one. Adult spine board straps do not provide adequate immobilization with the location of the straps on a child. Only requesting one to be mounted near the kiddy pool and shallow end of the lap pool. Easy to grab and transport if required at waterslide. New Flash Lights for the building. These would be for the offices and main areas, then on the pool deck and mechanical room we would need larger, brighter ones for the checking the pool basins etc. LED, battery operated and the brighter flash lights have a rechargeable battery.</p> <p>-Staff Uniforms - We have an obligation to ensure staff are provided with uniforms which are in good condition and identifiable to the public. Needing to purchase lifeguard uniforms for all instructors. As we've switched swim programs, we're needing to update all staff uniforms to match current swim program.</p> <p>-Safety Signage - Pool regulation requires specific signs be posted in visible locations. Signs help prevent health risks, injuries, and accidents. The addition of a communication board, bulletin board, and decals will ensure we're able to communicate safety risks effectively with the public.</p> <p>Failure to supply the necessary safety/emergency equipment, along with safety signage would put us at risk for liability.</p>

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Community Wellness
	Council Activity:	1.3 - Community Wellbeing Investment
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details				
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
72-15 - Aquatic Centre				
Expenses				
2-512-00 - SAFETY EQUIPMENT & FIRST AID SUPPLIES	10,300	-	-	-
2-512-01 - UNIFORMS	4,000	-	-	-
Total Expenses	14,300	-	-	-
Net 72-15 - Aquatic Centre	(14,300)	-	-	-
Net Business Case Operating	(14,300)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Natasha Barron	9/14/2023
DIRECTOR	Mark Pretzlaff	9/26/2023

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 865 - Aquatic Center - Facility Upgrades
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE
BUSINESS CASE JUSTIFICATION

Maintain Service Levels

Well-maintained facilities promote a safer environment for employees and patrons, as well as increase the longevity of our assets. By investing in regular maintenance we're able to upkeep the facility and extend its lifespan. Eg. by regularly cleaning our ducts, and spraying the kiddy pool toy features with a new coat of eco-spray paint, we're able to prevent corrosion (which is common in an aquatic environment).

Air Duct Cleaning - Top priority as this has not been done for approx. 5 or 6 years. We will be draining the lap pool in 2024 therefore this is a good year to complete this job so we can ensure we maintain adequate air quality for our staff & patrons. Enclosed pool environments are particularly sensitive to airflow design and control.

Install glass strainers for UV systems Hot Tub & Kiddy Pool - Current UV systems for the Hot Tub & Kiddy Pool do not have a glass strainer / catcher incase the bulb breaks. This is currently a safety concern.

Relocate Kiddy Pool UV system - In order for the flow switch to function properly the UV system (plumbing) needs to be relocated / fixed due to improper plumbing. This is extremely important as needs to meet code and is our emergency shut off. We are currently not using this UV system.

Eco-Spray paint the Kiddy Pool toy features / touch ups only - Prep and paint maintenance needs to be completed to extend the lifespan of these features.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority: Community Wellness
Council Activity: 1.3 - Community Wellbeing Investment
Administrative Priority:
Administrative Activity:

Operating Budget Details				
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
72-15 - Aquatic Centre				
Expenses				
2-252-00 - BUILDING MAINTENANCE & REPAIRS	7,500	10,000	10,000	10,000
Total Expenses	7,500	10,000	10,000	10,000
Net 72-15 - Aquatic Centre	(7,500)	(10,000)	(10,000)	(10,000)
Net Business Case Operating	(7,500)	(10,000)	(10,000)	(10,000)

APPROVALS	NAME	DATE
AUTHOR	Natasha Barron	9/14/2023
DIRECTOR	Mark Pretzlaff	9/29/2023

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 866 - Aquatic Center - Customer Enhancements
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	<p>Recreation facilities are incredibly important for ensuring a healthy, vibrant community. By providing these customer enhancements to the facility we're able to keep our patrons engaged with an enhanced customer experience while they're in our facility. This will in turn help us attract and retain customers.</p> <p>Waist Belts & Wall Mounts for Swimming Lessons - These would be for swimming lessons. They are an amazing teaching tool for progressions from lifejackets to more independent swimming. Also help when teaching strokes to kids as this will help them focus on technique rather sinking.</p> <p>Slide for Kiddy Pool - We have a lot of requests for a tot slide in the kiddy pool.</p> <p>Noodle Storage - This is a rolling vertical storage unit that holds noodles. This will save deck space as well as eliminate little swimmers running from the Kiddy Pool to the noodles without parent supervision.</p> <p>Pool Boat / Floating Toy - Will need to slowly start replacing old boats / floaties etc. for public swims, lessons and rentals.</p> <p>Wall Mount Garbage Bins - Need to remove old garbage's from floors for easier access to cleaning. These garbage bins also have lids to prevent smells from diapers etc. Also the current bins are old and ready for replacement.</p> <p>Volleyball Net Crossnet - For swimming pools. Great addition to our pool activities, offer at special events, school rentals and private rentals.</p> <p>WIBIT Transport / Storage Bags - Now that we have started WIBIT swims again we need a system to transport the WIBIT to prevent injury and protect the high cost WIBIT.</p> <p>Lounge Chairs for resting area on pool deck - The public have requested lounge chairs for outside the steam room, resting area. These chairs are heavy duty and hold up to 380 lbs to ensure safety for all patrons.</p>

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	<p>Council Priority: Community Wellness</p> <p>Council Activity: 1.3 - Community Wellbeing Investment</p> <p>Administrative Priority:</p> <p>Administrative Activity:</p>
---	---

Operating Budget Details				
	2024 Budget	2025 Budget	2026 Budget	2027 Budget
72-15 - Aquatic Centre				
Expenses				
2-252-00 - BUILDING MAINTENANCE & REPAIRS	5,000	7,500	7,500	7,500
2-518-00 - PROGRAMMING EXPENSES	-	-	-	-
2-525-00 - SMALL EQUIPMENT PURCHASES	-	-	-	-
Total Expenses	5,000	7,500	7,500	7,500
Net 72-15 - Aquatic Centre	(5,000)	(7,500)	(7,500)	(7,500)
Net Business Case Operating	(5,000)	(7,500)	(7,500)	(7,500)

APPROVALS	NAME	DATE
AUTHOR	Natasha Barron	9/14/2023
DIRECTOR	Mark Pretzlaff	9/26/2023

Business Case Summary

YEAR:	2024
BUSINESS CASE NAME:	AUTO - 851 - Curling Rink - Gas Monitor Sensor & Control Replacement
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	<p>There is a chemical compound used in mechanical refrigeration systems found in our ice plant which can be fatal upon exposure. It's a clear gas, therefore a silent killer. We rely on a gas monitoring system to detect these gases keeping our employees & contractors safe when entering the ice plant room. We have a duty to ensure the gas monitoring system is calibrated to the same refrigerant we're using.</p> <p>This system is put in place to save lives. Continuing to run an outdated gas monitoring system could put those lives at risk, and the outcome could be fatal.</p>

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	N/A
	Council Activity:	1.3 - Community Wellbeing Investment
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details	2024 Budget	2025 Budget	2026 Budget	2027 Budget
72-04 - Curling Rink				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	4,500	-	-	-
Total Expenses	4,500	-	-	-
Net 72-04 - Curling Rink	(4,500)	-	-	-
Net Business Case Operating	(4,500)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Marcie Brinton	9/5/2023
DIRECTOR	Mark Pretzlaff	9/29/2023

2024 Budget - Council Member Budget Item Submission Form

Council Project #	Project/Initiative Title	Council Member Name	Request Type	Budget Amount	Type	Council Priority	Heading	Corporate Business Plan
1	Walking path connecting Wildflower bridge to Strathmore Lake	Brent Wiley	Capital	Completed in 2023	Corp Business Plan	5. Ec Development	5.1.a Revitalized, Resilient& Internationally Planned Growth Community	5.2.d Downtown/Community Beautification Program
2	Land purchase - future emergency services site	Brent Wiley	Capital	\$2,500,000	Corp Business Plan	5. Ec Development	5.1.a Revitalized, Resilient& Internationally Planned Growth Community	5.2.c Land acquisition, disposition & utilization strategy
	Land purchase - for emergency services site	Richard Wegener	Capital		Corp Business Plan	6. Community Wellness	3.2 Synergistic Partnerships	6.1 Engaging & Supporting all volunteers
3	Inclusive Playgrounds	Richard Wegener	Capital	\$270k-\$500k	Corp Business Plan	3. Intentional Community Development	3.3 Diversity, Equity, & Inclusion	2.2a Explore & inventory operational efficiencies opportunities
4a	Strathmore Lakes Pathway Lighting	Richard Wegener	Capital	\$160,000	Corp Business Plan	3. Intentional Community Development	3.1 Connective Community	N/A
4b			Annual Operating Costs	\$2,400				
5	Strathmore Lakes Utilization	Richard Wegener	Capital	\$68,500	Corp Business Plan	3. Intentional Community Development	1.3 Community Wellbeing Investment	N/A
6a	Golden Hills School Divison & Town of Strathmore Amenity Synergies	Denise Peterson	Capital	TBD	Growth	3. Intentional Community Development	3.2 Synergistic Partnerships	3.2c Models for innovative public-private partnerships & joint ventures development
6b			Annual Operating Costs	TBD				
7	Hanging Flower Basket Replacement	Jason Montgomery	Operating	TBD	Mandatory	N/A	N/A	N/A
8	2nd Street Aesthetic Improvement	Jason Montgomery	Capital	Capital Business Case #685 - currently 2026	Mandatory	N/A	N/A	N/A
9	Wayfinding - Completion of Signage on Street Lights - marking the routes to downtown Lakeside Blvd and 817 to tie into main street	Debbie Mitzner	Capital	Included in Draft Budget - New Business Case #839	Corp Business Plan	5. Ec Development	5.1.a Revitalized, Resilient & Internationally Planned Growth Community	N/A
10	Special Event Blank Policy	Melissa Langmaid	Operating	\$300,000	Mandatory	5. Ec Development	5.1.a Revitalized, Resilient & Internationally Planned Growth Community	5.1e Collaborative Economic Development (sub tasks per Economic Development Action Plan)
11	E-Waste Pickup	Melissa Langmaid	Operating	TBD	Growth	6. Community Wellness	6.2 Efficient & Effective Intra-Intera-Community Service Provision	6.2 Evaluate options for services provision inclusive of Town, NGOs, private, institutional & partnerships
12	Enhanced Parklane Drive RCMP coverage	Jason Montgomery	Operating	TBD	Maintain Service Levels	6. Community Wellness	3.3 Diversity, Equity, & Inclusion	N/A
13	Pool Temperature Increase	Jason Montgomery	Operating	TBD	Mandatory	6. Community Wellness	1.3 Community Wellbeing Investment	N/A

Town of Strathmore 2024 Capital Budget - Draft #1 Capital Business Cases - Department Order Prioritized															
Business Case Number	Department	Business Case Name	2024 Capital Prioritization	2024 Capital Funding	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 and beyond
667	Water	Water Reservoir Upgrades	73.75	Multiple Funding	\$2,265,000	\$1,750,000	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
629	Fire	AFRRCS Radio Conversion	67.50	LGFF/CCBF	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
782	Roads	Roads - New Purchase- Calcium Tank	62.00	LGFF/CCBF	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
857	Common Services	Fleet - GPS units	61.00	LGFF/CCBF	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
798	Administration	IT - IT Refresh - 10 Years	58.50	LGFF/CCBF	\$57,000	\$64,000	\$56,000	\$54,000	\$24,000	\$24,000	\$32,000	\$29,000	\$54,000	\$52,000	
867	Recreation	Aquatic Center Chemical Room Repairs	58.50	LGFF/CCBF	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
810	Wastewater	WWTP Polymer Make-Up System	58.00	LGFF/CCBF	\$325,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
630	Fire	Fire Hose & Nozzle Replacement	57.50	LGFF/CCBF	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
635	Fire	Thermal Imaging Camera & GX2 Ammonia Detector	57.50	LGFF/CCBF	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
636	Fire	SCBA Bottles Replacement	57.50	LGFF/CCBF	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
696	Roads	Roads - EPW 39 John Deere 770 Motor Grader Replacement	56.50	Capital Reserve	\$680,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
808	Wastewater	WWTP PLC/SCADA Upgrades (year 2 of 3)	54.50	Multiple Funding	\$310,000	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
691	Recreation	Sports Centre - Magnum Gym new floor	54.50	LGFF/CCBF	\$96,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
725	Recreation	Family Centre - Wall & Siding Replacement	54.50	LGFF/CCBF	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
840	Recreation	Curling Rink - Roof Replacement	53.50	LGFF/CCBF	\$537,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
633	Fire	Command Vehicle Purchase - new (not replacement)	53.50	LGFF/CCBF	\$0	\$0	\$95,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
699	Roads	Road Asset Management Plan (RAMP) Annual Program	52.00	LGFF/CCBF	\$315,000	\$330,000	\$345,000	\$365,000	\$380,000	\$400,000	\$420,000	\$445,000	\$465,000	\$490,000	
774	Roads	Roads - New Purchase Ice Breaker Loader Attachment	49.50	LGFF/CCBF	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
804	Wastewater	WWTP Lab Equipment	49.00	Waste Water Reserve	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	
807	Wastewater	Lift Station Upgrades	49.00	Waste Water Reserve	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	
809	Wastewater	WWTP General Plant Upgrades	49.00	Waste Water Reserve	\$85,000	\$75,000	\$75,000	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	
794	Roads	Roads - New Purchase- Sand/Salt Storage Facility	47.00	LGFF/CCBF	\$285,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
891	Recreation	Aquatic Center Pool Pumps / Capital	46.50	LGFF/CCBF	\$28,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
858	Roads	Sidewalk improvements Annual Program	45.00	LGFF/CCBF	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
825	Wastewater	WWTP Arc Flash Study	44.50	LGFF/CCBF	\$18,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
660	Recreation	Parks - EPK 62 - Mower Replacement	44.50	LGFF/CCBF	\$77,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
775	Recreation	Parks - EPK61 - Mower Replacement	44.50	LGFF/CCBF	\$77,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
726	Roads	Roads - PW 70 Chevrolet Silverado 1500 Replacement	43.00	Capital Reserve	\$68,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
855	Roads	LED upgrades	42.00	LGFF/CCBF	\$121,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
871	Administration	IT - Building Security System - SMB Alarm System Conversion	41.00	LGFF/CCBF	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
710	Roads	George Freeman Trail Upgrades - North & South Phase	39.75	Multiple Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,900,000
864	Recreation	Aquatic Center Lane Ropes	39.00	LGFF/CCBF	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
790	Recreation	Parks - PK 10 - Replacement	37.50	Capital Reserve	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
868	Recreation	Aquatic Center Guardrail / Fall Protection Safeguard / Capital	37.00	LGFF/CCBF	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
743	Roads	Roads - EPW 58 & PW 27 Consolidation and Replacement	35.50	Capital Reserve	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
741	Recreation	Parks - PK 60 - Dodge Ram 1500 - Replacement	35.50	Capital Reserve	\$85,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
632	Fire	Replace Gas with Battery Powered Positive Pressure Ventilation Fan	35.00	LGFF/CCBF	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
839	Administration	Wayfinding	33.00	LGFF/CCBF	\$75,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
751	Recreation	Sports Centre Sport Field Divider	32.50	LGFF/CCBF	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
747	Recreation	Sports Centre Batting Cage	31.50	LGFF/CCBF	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
799	Roads	Capital Building Improvements - Mechanic Shop	30.50	Capital Reserve	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
663	Recreation	Family Centre - Ice Plant Compressor Overhaul	30.50	LGFF/CCBF	\$15,000	\$0	\$0	\$15,000	\$15,000	\$0	\$0	\$15,000	\$0	\$0	
772	Recreation	Parks - Pathway Lifecycle Annual Program	30.00	LGFF/CCBF	\$75,000	\$78,000	\$82,000	\$87,000	\$91,000	\$95,000	\$100,000	\$105,000	\$111,000	\$116,000	
856	Recreation	Parks - Site Furniture (Benches, picnic tables, garbage cans etc) Annual Plan	28.00	LGFF/CCBF	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	
841	Administration	Digital Highway Sign	24.50	LGFF/CCBF	\$10,000	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
870	Recreation	Aquatic Center Audio System / Capital	24.00	LGFF/CCBF	\$0	\$0	\$23,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
859	Recreation	Parks - Kinsmen Park Christmas Lights Annual Program	23.00	LGFF/CCBF	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	
705	Roads	Capital Projects Engineering Annual Program	19.25	Capital Reserve	\$105,000	\$111,000	\$117,000	\$123,000	\$130,000	\$137,000	\$144,000	\$152,000	\$160,000	\$168,000	
634	Fire	Pole Shed for Storage	14.00	LGFF/CCBF	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	
862	Administration	SMB- Electric Base Board Heat		LGFF/CCBF	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
639	Fire	Bush Buggy Replacement Fire Truck		LGFF/CCBF	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
640	Fire	Engine 2 Replacement Fire Truck		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$0	\$0	\$0	\$0	
641	Fire	Squad Fire Truck Replacement		LGFF/CCBF	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
642	Fire	SCBA Bottles Replacement		LGFF/CCBF	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	
643	Fire	Auto Extrication Tool Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$225,000	\$0	\$0	\$0	\$0	\$0	
644	Fire	AED Replacement (Set of 6)		LGFF/CCBF	\$0	\$0	\$0	\$0	\$21,000	\$0	\$0	\$0	\$0	\$0	

Town of Strathmore 2024 Capital Budget - Draft #1 Capital Business Cases - Department Order Prioritized															
Business Case Number	Department	Business Case Name	2024 Capital Prioritization	2024 Capital Funding	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 and beyond
645	Fire	Thermal Imaging Camera Replacement (Set of 6)		LGFF/CCBF	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	
646	Fire	Rescue Airbag & Strut Replacement (Fire)		LGFF/CCBF	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	
647	Fire	Extractor & Dryer Replacement (Fire)		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	
648	Fire	CPR Lucas Device Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	
649	Fire	Ladder 1 Fire Truck Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$0	\$0	\$0	
650	Fire	Rescue Trailer Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	
651	Fire	Rescue Boat Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	
652	Fire	SCBA Compressor Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	
653	Fire	SCBA Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	
654	Fire	Tender 1 Fire Truck Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$850,000	
704	Roads	Roads - EPW 61 772 motor grader replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$775,000	\$0	\$0	\$0	\$0	
707	Roads	Roads - EPW 49 John Deere 624 Wheel Loader Replacement		Capital Reserve	\$0	\$0	\$0	\$524,000	\$0	\$0	\$0	\$0	\$0	\$0	
709	Roads	Roads - EPW 62 John Deere 644 Wheel Loader Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$597,000	
712	Roads	Roads - EPW 047 Bobcat S300 Replacement		Capital Reserve	\$0	\$0	\$133,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
715	Roads	Wildflower Road - Phase 1 to 3		Multiple Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$0	\$11,850,000
716	Roads	Roads - EPW 075 John Deere 333 Compact Track Loader Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$168,000	
717	Roads	Roads - EPW 57 John Deere 60 Series Excavator Replacement		LGFF/CCBF	\$0	\$167,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
718	Roads	Roads - PW 22 Sterling 7500 Plow Truck Replacement		Capital Reserve	\$0	\$470,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
719	Roads	Westcreek/Wildflower Arterial		Multiple Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
720	Roads	Roads - PW 74 International 7300 Plow Truck Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$502,000	\$0	\$0	\$0	\$0	\$0	
721	Roads	Roads - OP 004 International HV Single Axle Hook/Plow Truck Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0	\$0	
724	Roads	Roads - (awaiting delivery) 2023 International HX Plow Truck Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$572,000	
727	Roads	Roads - PW 69 Ford F-150 Replacement		Capital Reserve	\$0	\$78,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
728	Roads	Roads - PW 25 Chevrolet Silverado 1500 Replacement		Capital Reserve	\$0	\$0	\$73,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
729	Roads	Roads - PW 50 Ford F-150 Replacement		Capital Reserve	\$0	\$0	\$0	\$82,000	\$0	\$0	\$0	\$0	\$0	\$0	
730	Roads	Roads - PW 71 Ford F-150 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$76,000	\$0	\$0	\$0	\$0	\$0	
731	Roads	Roads - PW 64 Chevrolet Silverado 1500 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$85,000	\$0	\$0	\$0	\$0	
732	Roads	Roads - PW 67 Chevrolet Silverado 1500 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$79,000	\$0	\$0	\$0	
733	Roads	Roads - PW 72 Chevrolet Silverado 1500 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$89,000	\$0	\$0	
734	Roads	Roads - PW 76 Ford F-150 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$82,000	\$0	
735	Roads	Roads - PW 77 Ford F-150 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$93,000	
736	Roads	Roads - PW 006 Chevrolet Silverado 3500 Dump Box Replacement		Capital Reserve	\$0	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$0	
737	Roads	Roads - PW 78 Ford F-550 Dump Box Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$146,000	\$0	
738	Roads	Roads - OP 012 Hydrovac Trailer Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	
739	Roads	Roads - EPW 76 Marathon Crack Sealer Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000	\$0	
742	Roads	Roads - EPW 66 Hot Box Trailer Replacement		Capital Reserve	\$0	\$0	\$96,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
744	Roads	Roads - OP- 13 Big Tex Tilt Deck Trailer Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	
745	Roads	Roads - New Purchase- Asphalt Recycler Purchase		Capital Reserve	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
746	Roads	Roads - New Purchase- Wood Chipper Purchase		Capital Reserve	\$0	\$0	\$85,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
748	Roads	Roads - EPW 59 Variable Message Sign Board Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	
749	Roads	Roads - EPW 60 Variable Message Sign Board Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	
750	Roads	Roads - New Purchase- 2x Variable Message Sign Boards		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	
752	Roads	Facilities - OP 008 Ram Promaster Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$123,000	\$0	\$0	\$0	\$0	\$0	
753	Roads	Roads - PW 75 Ford f-350 Service Truck Replacement		Capital Reserve	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
754	Roads	Roads - OP 001 Elgin Street Sweeper Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$417,000	\$0	\$0	
693	Storm Water	Storm Pond 7, Phase 1 to 3		Stormwater Offsite	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,625,000	\$0	\$985,000
694	Storm Water	Storm Pond 4B Expansion		Stormwater Offsite	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$410,000	\$0	\$0	
698	Storm Water	Storm Pond 1 Outfall Control Structure		Stormwater Offsite	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,100,000	
675	Water	Wildflower Distribution Main Upgrade		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$0	\$0	
679	Water	Wildflower Reservoir Storage Upgrade		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,200,000
681	Water	Westdale Street Utility Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$1,200,000	\$0	\$0	\$0	\$0	\$0	
683	Water	Fifth Avenue Utility Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,955,000
684	Water	Sixth Avenue Utility Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,420,000
685	Water	Second Street Utility Replacement & Downtown Beautification		LGFF/CCBF	\$0	\$0	\$578,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
686	Water	Fourth Street Utility Upgrades		Multiple Funding	\$0	\$860,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
687	Water	Wheeler Street Waterline Upgrade		LGFF/CCBF	\$0	\$0	\$0	\$310,000	\$0	\$0	\$0	\$0	\$0	\$0	

Town of Strathmore 2024 Capital Budget - Draft #1 Capital Business Cases - Department Order Prioritized															
Business Case Number	Department	Business Case Name	2024 Capital Prioritization	2024 Capital Funding	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 and beyond
688	Water	New Bulk Water Depot		Water Reserve	\$0	\$0	\$0	\$0	\$0	\$500,000	\$0	\$0	\$0	\$0	
700	Water	Third Street Cast Iron Replacement		Water Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,100,000	\$0	
824	Water	Wildflower Reservoir Instrument Replacements		Water Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000	\$0	
690	Wastewater	Bow Tertiary Outfall Pump Upgrade		Waste Water Offsite	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$513,000	
702	Wastewater	Central Trunk Sewer Upgrades		Multiple Funding	\$0	\$0	\$0	\$0	\$0	\$3,500,000	\$0	\$0	\$942,000	\$0	\$2,180,000
811	Wastewater	WWTP UV System		LGFF/CCBF	\$0	\$362,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
812	Wastewater	WWTP HVAC Lifecycle Replacements		Waste Water Reserve	\$0	\$80,000	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$100,000	
813	Wastewater	WWTP VFD Lifecycle Replacements		Waste Water Reserve	\$0	\$0	\$150,000	\$0	\$0	\$0	\$150,000	\$0	\$0	\$200,000	
814	Wastewater	WWTP MCC Lifecycle Replacements		Waste Water Reserve	\$0	\$0	\$150,000	\$160,000	\$0	\$0	\$0	\$0	\$0	\$150,000	
815	Wastewater	WWTP Lagoon Refurbishment		Waste Water Reserve	\$0	\$0	\$60,000	\$300,000	\$300,000	\$100,000	\$0	\$0	\$0	\$0	
816	Wastewater	WWTP Alum Tank Replacement		Waste Water Reserve	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	
817	Wastewater	WWTP Primary & Secondary Treatment		Waste Water Reserve	\$0	\$0	\$0	\$0	\$0	\$450,000	\$450,000	\$0	\$0	\$0	
818	Wastewater	Lift Station Lifecycle Replacements		Waste Water Reserve	\$0	\$0	\$0	\$0	\$0	\$60,000	\$100,000	\$140,000	\$60,000	\$0	
819	Wastewater	WWTP Centrifuge Lifecycle Replacements		Waste Water Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$320,000	\$0	\$0	
820	Wastewater	WWTP Blower System Replacement		Waste Water Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000	\$0	\$0	
821	Wastewater	WWTP Headworks Replacement		Waste Water Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$260,000	\$0	
822	Wastewater	WWTP Control Building Upgrades		Waste Water Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$40,000	\$0	
823	Wastewater	WWTP UV Lifecycle Replacements		Waste Water Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$220,000	\$0	
671	Recreation	Parks - EPK 71 - Mower Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$77,000	\$0	\$0	\$0	\$0	\$0	
672	Recreation	Parks - Mower Replacement / Snow Plow - Unit EPK 74		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$77,000	\$0	\$0	\$0	
673	Recreation	Parks - Unit EPK 80 - Mower / Snow Plow Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$77,000	\$0	\$0	\$0	
757	Recreation	Parks - PK90 - GMC 2500 Replacement		Capital Reserve	\$0	\$0	\$0	\$68,000	\$0	\$0	\$0	\$0	\$0	\$0	
758	Recreation	Parks - OP 003 - Ford F150 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$68,000	\$0	\$0	\$0	\$0	\$0	
759	Recreation	Sports Centre - Motor & Lifts for Basketball Hoops & Curtains		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
760	Recreation	Parks - OP 011 - Ford F150 - Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$68,000	\$0	\$0	\$0	\$0	
761	Recreation	Parks - PK 89 GMC 3500 1 Ton Dump Box Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	
762	Recreation	Parks - PK86 Kenworth Single Axel Water truck Replacement		LGFF/CCBF	\$0	\$170,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
771	Recreation	Parks - PK88 Ford F-150 Replacement		Capital Reserve	\$0	\$68,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
776	Recreation	Parks - Wide Area Mower Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$116,000	
777	Recreation	Parks - John Deere Zero Turn Mower Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$18,000	\$0	
778	Recreation	Parks - EPK 77 - Kubota UTV - Replacement		Capital Reserve	\$0	\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
779	Recreation	Parks - OP 002 - Kubota Tractor Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	
780	Recreation	Parks - OP 006 - MT7 Trackless - Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$180,000	\$0	\$0	\$0	
783	Recreation	Parks - OP 014 - MT7 Trackless - Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$180,000	
784	Recreation	Parks - New 1/2 ton pick up truck		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$68,000	\$0	\$0	\$0	
785	Recreation	Parks - New 1/2 ton pick up truck		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$68,000	\$0	\$0	
787	Recreation	Parks - Add new 1/2 ton pickup truck to fleet		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$68,000	\$0	
788	Recreation	Parks - Add new 1/2 ton pickup truck to fleet		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$68,000	
789	Recreation	Parks - Add new 1 ton with dump box		Capital Reserve	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
791	Recreation	Sport Centre - Fitness Facility		LGFF/CCBF	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
806	Recreation	Parks - New washrooms/change rooms for Splash Park		Capital Reserve	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
826	Recreation	Parks - Replacement Lambert Park washrooms		Capital Reserve	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	
827	Recreation	Parks - Playground replacement - Green Meadows		Capital Reserve	\$0	\$0	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	
828	Recreation	Parks - Playground replacement - Terry Ray Clark Park		Capital Reserve	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
692	Recreation	Sports Centre - Turf Replacement		LGFF/CCBF	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
666	Recreation	Family Centre - Ice Plant Control Integration		LGFF/CCBF	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
872	Recreation	Aquatic Center Waterslide Stairs / Capital		LGFF/CCBF	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
873	Recreation	Aquatic Center Flooring / Capital		LGFF/CCBF	\$0	\$0	\$43,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
875	Recreation	Aquatic Center Heat Exchangers / Capital		LGFF/CCBF	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
876	Recreation	Aquatic Center Heat Exchanger Lap Pool / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,000	
877	Recreation	Aquatic Center UV Film Windows / Capital		LGFF/CCBF	\$0	\$0	\$16,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
878	Recreation	Aquatic Center Fencing Under Waterslide / Capital		LGFF/CCBF	\$0	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
879	Recreation	Aquatic Center Diving Board / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0	\$0	
880	Recreation	Aquatic Center Re-Tile Spa / Hot Tub / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	
881	Recreation	Aquatic Center Re-Tile Kiddy Pool / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000	
882	Recreation	Aquatic Center Diving Blocks / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	

Town of Strathmore 2024 Capital Budget - Draft #1 Capital Business Cases - Department Order Prioritized															
Business Case Number	Department	Business Case Name	2024 Capital Prioritization	2024 Capital Funding	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 and beyond
883	Recreation	Aquatic Center Front Desk Reception, Replacement / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	
884	Recreation	Aquatic Center - Replace Tiles All Changerooms & Pool Deck Area		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000	
885	Recreation	Aquatic Center Baffles / Capital		LGFF/CCBF	\$0	\$0	\$125,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
886	Recreation	Aquatic Center Replace Sand Filters / Capital		LGFF/CCBF	\$0	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
887	Recreation	Aquatic Center Replace Filters Hot Tub & Kiddy Pool / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$27,000	\$0	\$0	\$0	\$0	\$0	
888	Recreation	Aquatic Center Replace Lockers / Capital		LGFF/CCBF	\$0	\$0	\$140,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
889	Recreation	Aquatic Center Chairlift / Capital		LGFF/CCBF	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
890	Recreation	Aquatic Center Domestic Hot Water Tanks / Capital		LGFF/CCBF	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
892	Recreation	Aquatic Center Lap Pool Circ Pump		LGFF/CCBF	\$0	\$26,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
-	Council	Land purchase - Future Emergency Services Site		-											TBD
-	Council	Inclusive Playgrounds		-											\$250,000
-	Council	Strathmore Lakes Pathway Lighting		-											\$160,000
-	Council	Strathmore Lakes Utilization		-											\$68,500
-	Council	Golden Hills School Division/Town of Strathmore Amenity Synergies		-											TBD
				-											
					\$7,014,000	\$6,306,000	\$3,932,000	\$2,923,000	\$4,059,000	\$7,917,000	\$5,242,000	\$5,580,000	\$8,826,000	\$7,740,000	\$39,968,500

Town of Strathmore
2024 Capital Budget - Draft #1
Capital Business Cases - Department Order

Business Case Number	Business Case Name	2024 Capital Prioritization	2024 Capital Funding	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 and beyond
Council														
-	Golden Hills School Division/Town of Strathmore Amenity Synergies	TBD	-											
-	Inclusive Playgrounds	\$250,000	-											
-	Land purchase - Future Emergency Services Site	TBD	-											
-	Strathmore Lakes Pathway Lighting	\$160,000	-											
-	Strathmore Lakes Utilization	\$68,500	-											
Administration														
841	Digital Highway Sign	24.50	LGFF/CCBF	\$10,000	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
871	IT - Building Security System - SMB Alarm System Conversion	41.00	LGFF/CCBF	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
798	IT - IT Refresh - 10 Years	58.50	LGFF/CCBF	\$57,000	\$64,000	\$56,000	\$54,000	\$24,000	\$24,000	\$32,000	\$29,000	\$54,000	\$52,000	
839	Wayfinding	33.00	LGFF/CCBF	\$75,000	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
862	Strathmore Municipal Building - Electric Base Board Heat		LGFF/CCBF	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Common Services														
857	Fleet - GPS units	61.00	LGFF/CCBF	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
855	LED Lighting Upgrades - Town Facilities	42.00	LGFF/CCBF	\$121,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
799	Capital Building Improvements - Mechanic Shop	30.50	Capital Reserve	\$250,000	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
752	Facilities - OP 008 Ram Promaster Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$123,000	\$0	\$0	\$0	\$0	\$0	
Fire														
629	AFRRCS Radio Conversion	67.50	LGFF/CCBF	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
630	Fire Hose & Nozzle Replacement	57.50	LGFF/CCBF	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
636	SCBA Bottles Replacement	57.50	LGFF/CCBF	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
635	Thermal Imaging Camera & GX2 Ammonia Detector	57.50	LGFF/CCBF	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
632	Replace Gas with Battery Powered Positive Pressure Ventilation Fan	35.00	LGFF/CCBF	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
639	Bush Buggy Replacement Fire Truck		LGFF/CCBF	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
641	Squad Fire Truck Replacement		LGFF/CCBF	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
633	Command Vehicle Purchase - new (not replacement)	53.50	LGFF/CCBF	\$0	\$0	\$95,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
642	SCBA Bottles Replacement		LGFF/CCBF	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	
643	Auto Extrication Tool Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$225,000	\$0	\$0	\$0	\$0	\$0	
645	Thermal Imaging Camera Replacement (Set of 6)		LGFF/CCBF	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	\$0	
646	Rescue Airbag & Strut Replacement (Fire)		LGFF/CCBF	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	
634	Pole Shed for Storage	14.00	LGFF/CCBF	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	
644	AED Replacement (Set of 6)		LGFF/CCBF	\$0	\$0	\$0	\$0	\$21,000	\$0	\$0	\$0	\$0	\$0	
640	Engine 2 Replacement Fire Truck		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$1,200,000	\$0	\$0	\$0	\$0	
648	CPR Lucas Device Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0	\$0	
647	Extractor & Dryer Replacement (Fire)		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$40,000	\$0	\$0	\$0	\$0	
649	Ladder 1 Fire Truck Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$0	\$0	\$0	
650	Rescue Trailer Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	
651	Rescue Boat Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	
652	SCBA Compressor Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	
653	SCBA Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	
654	Tender 1 Fire Truck Replacement		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$850,000	

Town of Strathmore
2024 Capital Budget - Draft #1
Capital Business Cases - Department Order

Business Case Number	Business Case Name	2024 Capital Prioritization	2024 Capital Funding	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 and beyond
Roads														
699	Road Asset Management Plan (RAMP) Annual Program	52.00	LGFF/CCBF	\$315,000	\$330,000	\$345,000	\$365,000	\$380,000	\$400,000	\$420,000	\$445,000	\$465,000	\$490,000	
858	Sidewalk improvements Annual Program	45.00	LGFF/CCBF	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	
705	Capital Projects Engineering Annual Program	19.25	Capital Reserve	\$105,000	\$111,000	\$117,000	\$123,000	\$130,000	\$137,000	\$144,000	\$152,000	\$160,000	\$168,000	
715	Wildflower Road - Phase 1 to 3		Multiple Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,500,000	\$0	\$11,850,000
719	Westcreek/Wildflower Arterial		Multiple Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$4,000,000
710	George Freeman Trail Upgrades - North & South Phase	39.75	Multiple Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$8,900,000
696	Roads - EPW 39 John Deere 770 Motor Grader Replacement	56.50	Capital Reserve	\$680,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
794	Roads - New Purchase- Sand/Salt Storage Facility	47.00	LGFF/CCBF	\$285,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
726	Roads - PW 70 Chevrolet Silverado 1500 Replacement	43.00	Capital Reserve	\$68,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
743	Roads - EPW 58 & PW 27 Consolidation and Replacement	35.50	Capital Reserve	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
774	Roads - New Purchase Ice Breaker Loader Attachment	49.50	LGFF/CCBF	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
782	Roads - New Purchase- Calcium Tank	62.00	LGFF/CCBF	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
718	Roads - PW 22 Sterling 7500 Plow Truck Replacement		Capital Reserve	\$0	\$470,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
717	Roads - EPW 57 John Deere 60 Series Excavator Replacement		LGFF/CCBF	\$0	\$167,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
727	Roads - PW 69 Ford F-150 Replacement		Capital Reserve	\$0	\$78,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
745	Roads - New Purchase- Asphalt Recycler Purchase		Capital Reserve	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
753	Roads - PW 75 Ford f-350 Service Truck Replacement		Capital Reserve	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
712	Roads - EPW 047 Bobcat S300 Replacement		Capital Reserve	\$0	\$0	\$133,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
742	Roads - EPW 66 Hot Box Trailer Replacement		Capital Reserve	\$0	\$0	\$96,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
746	Roads - New Purchase- Wood Chipper Purchase		Capital Reserve	\$0	\$0	\$85,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
728	Roads - PW 25 Chevrolet Silverado 1500 Replacement		Capital Reserve	\$0	\$0	\$73,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
707	Roads - EPW 49 John Deere 624 Wheel Loader Replacement		Capital Reserve	\$0	\$0	\$0	\$524,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
736	Roads - PW 006 Chevrolet Silverado 3500 Dump Box Replacement		Capital Reserve	\$0	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
729	Roads - PW 50 Ford F-150 Replacement		Capital Reserve	\$0	\$0	\$0	\$82,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
720	Roads - PW 74 International 7300 Plow Truck Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$502,000	\$0	\$0	\$0	\$0	\$0	\$0
730	Roads - PW 71 Ford F-150 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$76,000	\$0	\$0	\$0	\$0	\$0	\$0
704	Roads - EPW 61 772 motor grader replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$775,000	\$0	\$0	\$0	\$0	\$0
731	Roads - PW 64 Chevrolet Silverado 1500 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$85,000	\$0	\$0	\$0	\$0	\$0
721	Roads - OP 004 International HV Single Axle Hook/Plow Truck Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$350,000	\$0	\$0	\$0	\$0
732	Roads - PW 67 Chevrolet Silverado 1500 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$79,000	\$0	\$0	\$0	\$0
744	Roads - OP- 13 Big Tex Tilt Deck Trailer Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0
748	Roads - EPW 59 Variable Message Sign Board Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0
749	Roads - EPW 60 Variable Message Sign Board Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0
750	Roads - New Purchase- 2x Variable Message Sign Boards		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$60,000	\$0	\$0	\$0
733	Roads - PW 72 Chevrolet Silverado 1500 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$89,000	\$0	\$0	\$0
754	Roads - OP 001 Elgin Street Sweeper Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$417,000	\$0	\$0	\$0
739	Roads - EPW 76 Marathon Crack Sealer Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0
738	Roads - OP 012 Hydrovac Trailer Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$0
734	Roads - PW 76 Ford F-150 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$82,000	\$0	\$0
737	Roads - PW 78 Ford F-550 Dump Box Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$146,000	\$0	\$0
724	Roads - 2023 International HX Plow Truck Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$572,000	\$0
716	Roads - EPW 075 John Deere 333 Compact Track Loader Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$168,000	\$0
709	Roads - EPW 62 John Deere 644 Wheel Loader Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$597,000	\$0
735	Roads - PW 77 Ford F-150 Replacement		Capital Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$93,000	\$0

Town of Strathmore
2024 Capital Budget - Draft #1
Capital Business Cases - Department Order

[illegible]

Town of Strathmore
2024 Capital Budget - Draft #1
Capital Business Cases - Department Order

[illegible]

Town of Strathmore 2024 Capital Budget - Draft #1 Capital Business Cases - Department Order														
Business Case Number	Business Case Name	2024 Capital Prioritization	2024 Capital Funding	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 and beyond
Recreation														
840	Curling Rink - Roof Replacement	53.50	LGFF/CCBF	\$537,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
663	Family Centre - Ice Plant Compressor Overhaul	30.50	LGFF/CCBF	\$15,000	\$0	\$0	\$15,000	\$15,000	\$0	\$0	\$15,000	\$0	\$0	
725	Family Centre - Wall & Siding Replacement	54.50	LGFF/CCBF	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
666	Family Centre - Ice Plant Control Integration		LGFF/CCBF	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
891	Aquatic Centre - Pool Pumps / Capital	46.50	LGFF/CCBF	\$28,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
868	Aquatic Centre - Guardrail / Fall Protection Safeguard / Capital	37.00	LGFF/CCBF	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
867	Aquatic Centre - Chemical Room Repairs	58.50	LGFF/CCBF	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
864	Aquatic Centre - Lane Ropes	39.00	LGFF/CCBF	\$5,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
892	Aquatic Centre - Lap Pool Circ Pump		LGFF/CCBF	\$0	\$26,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
889	Aquatic Centre - Chairlift / Capital		LGFF/CCBF	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
878	Aquatic Centre - Fencing Under Waterslide / Capital		LGFF/CCBF	\$0	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
888	Aquatic Centre - Replace Lockers / Capital		LGFF/CCBF	\$0	\$0	\$140,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
885	Aquatic Centre - Baffles / Capital		LGFF/CCBF	\$0	\$0	\$125,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
873	Aquatic Centre - Flooring / Capital		LGFF/CCBF	\$0	\$0	\$43,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
886	Aquatic Centre - Replace Sand Filters / Capital		LGFF/CCBF	\$0	\$0	\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
870	Aquatic Centre - Audio System / Capital	24.00	LGFF/CCBF	\$0	\$0	\$23,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
877	Aquatic Centre - UV Film Windows / Capital		LGFF/CCBF	\$0	\$0	\$16,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
890	Aquatic Centre - Domestic Hot Water Tanks / Capital		LGFF/CCBF	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
872	Aquatic Centre - Waterslide Stairs / Capital		LGFF/CCBF	\$0	\$0	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
875	Aquatic Centre - Heat Exchangers / Capital		LGFF/CCBF	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
887	Aquatic Centre - Replace Filters Hot Tub & Kiddy Pool / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$27,000	\$0	\$0	\$0	\$0	\$0	
883	Aquatic Centre - Front Desk Reception, Replacement / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$25,000	\$0	\$0	\$0	\$0	\$0	
879	Aquatic Centre - Diving Board / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$8,000	\$0	\$0	\$0	\$0	
882	Aquatic Centre - Diving Blocks / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$0	
884	Aquatic Center - Replace Tiles All Changerooms & Pool Deck Area		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000	
881	Aquatic Centre - Re-Tile Kiddy Pool / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$125,000	
880	Aquatic Centre - Re-Tile Spa / Hot Tub / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	
876	Aquatic Centre - Heat Exchanger Lap Pool / Capital		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$17,000	
691	Sports Centre - Magnum Gym new floor	54.50	LGFF/CCBF	\$96,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
791	Sports Centre - Fitness Facility		LGFF/CCBF	\$0	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
692	Sports Centre - Turf Replacement		LGFF/CCBF	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
747	Sports Centre - Batting Cage	31.50	LGFF/CCBF	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
751	Sports Centre - Sport Field Divider	32.50	LGFF/CCBF	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
759	Sports Centre - Motor & Lifts for Basketball Hoops & Curtains		LGFF/CCBF	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
				\$7,014,000	\$6,306,000	\$3,932,000	\$2,923,000	\$4,059,000	\$7,917,000	\$5,242,000	\$5,580,000	\$8,826,000	\$7,740,000	\$39,490,000

Town of Strathmore

2024 Capital Budget - Draft #1

Capital Business Cases - 2024 Projects Recommendations

Business Case Number	Business Case Name	2024 Capital Funding	2024 Budget
Administration			
841	Digital Highway Sign	LGFF/CCBF	\$10,000
871	IT - Building Security System - SMB Alarm System Conversion	LGFF/CCBF	\$25,000
798	IT - IT Refresh - 10 Years	LGFF/CCBF	\$57,000
839	Wayfinding	LGFF/CCBF	\$75,000
Fire			
632	Replace Gas with Battery Powered Positive Pressure Ventilation Fan	LGFF/CCBF	\$12,000
635	Thermal Imaging Camera & GX2 Ammonia Detector	LGFF/CCBF	\$15,000
636	SCBA Bottles Replacement	LGFF/CCBF	\$15,000
630	Fire Hose & Nozzle Replacement	LGFF/CCBF	\$50,000
629	AFRRCS Radio Conversion	LGFF/CCBF	\$275,000
Common Services			
857	Fleet - GPS units	LGFF/CCBF	\$25,000
Roads			
782	Roads - New Purchase - Calcium Tank	LGFF/CCBF	\$20,000
774	Roads - New Purchase - Ice Breaker Loader Attachment	LGFF/CCBF	\$40,000
743	Roads - EPW 58 & PW 27 Consolidation and Replacement	Capital Reserve	\$40,000
726	Roads - PW 70 Chevrolet Silverado 1500 Replacement	Capital Reserve	\$68,000
705	Capital Projects Engineering - Annual Program	Capital Reserve	\$105,000
855	LED Lighting Upgrades - Town Facilities	LGFF/CCBF	\$121,000
858	Sidewalk improvements - Annual Program	LGFF/CCBF	\$200,000
799	Capital Building Improvements - Mechanic Shop	Capital Reserve	\$250,000
794	Roads - New Purchase - Sand/Salt Storage Facility	LGFF/CCBF	\$285,000
699	Road Asset Management Plan (RAMP) - Annual Program	LGFF/CCBF	\$315,000
696	Roads - EPW 39 John Deere 770 Motor Grader Replacement	Capital Reserve	\$680,000
Water			
667	Water Reservoir Upgrades	Multiple Funding	\$2,265,000
Wastewater			
825	WWTP Arc Flash Study	LGFF/CCBF	\$18,000
804	WWTP Lab Equipment	Waste Water Reserve	\$20,000
807	Lift Station Upgrades	Waste Water Reserve	\$50,000
809	WWTP General Plant Upgrades	Waste Water Reserve	\$85,000
808	WWTP PLC/SCADA Upgrades (year 2 of 3)	Multiple Funding	\$310,000
810	WWTP Polymer Make-Up System	LGFF/CCBF	\$325,000
Parks			
660	Parks - EPK 62 - Mower Replacement	LGFF/CCBF	\$77,000
775	Parks - EPK61 - Mower Replacement	LGFF/CCBF	\$77,000
859	Parks - Kinsmen Park Christmas Lights Annual Program	LGFF/CCBF	\$20,000
772	Parks - Pathway Lifecycle Annual Program	LGFF/CCBF	\$75,000
790	Parks - PK 10 - Replacement	Capital Reserve	\$100,000
741	Parks - PK 60 - Dodge Ram 1500 - Replacement	Capital Reserve	\$85,000
856	Parks - Site Furniture (benches, picnic tables, garbage cans, etc) Annual Plan	LGFF/CCBF	\$25,000
Recreation			
840	Curling Rink - Roof Replacement	LGFF/CCBF	\$537,000
663	Family Centre - Ice Plant Compressor Overhaul	LGFF/CCBF	\$15,000
725	Family Centre - Wall & Siding Replacement	LGFF/CCBF	\$100,000
867	Aquatic Center Chemical Room Repairs	LGFF/CCBF	\$8,000
868	Aquatic Center Guardrail / Fall Protection Safeguard / Capital	LGFF/CCBF	\$10,000
864	Aquatic Center Lane Ropes	LGFF/CCBF	\$5,000
891	Aquatic Center Pool Pumps / Capital	LGFF/CCBF	\$28,000
691	Sports Centre - Magnum Gym new floor	LGFF/CCBF	\$96,000
			\$7,014,000