

Town of Strathmore - 2026-2029 Operating Budget

Town of Strathmore Consolidated

	2024 Budget	2024 Actual	2025 Budget	2025 Actual	2026 Budget	Budget Change 2025 vs 2026	% Change	2027 Forecast	2028 Forecast	2029 Forecast
Revenues										
Total 01) Net municipal property taxes	16,013,600	16,023,767	16,676,700	16,791,899	17,543,200	866,500	5.20%	18,067,100	18,609,200	19,165,600 1)
Total 02) User fees and sales of goods	14,877,200	14,512,327	15,787,200	13,604,032	16,240,100	452,900	2.87%	16,529,200	16,832,000	17,201,700 2)
Total 03) Licences and permits	513,100	589,286	521,600	1,147,297	602,600	81,000	15.53%	551,100	569,600	588,100
Total 04) Franchise Fees	3,033,000	3,154,768	3,207,200	2,542,281	3,273,000	65,800	2.05%	3,336,900	3,402,100	3,465,600
Total 05) Government grants - operating	1,376,600	1,870,933	1,820,800	1,029,461	1,851,200	30,400	1.67%	1,412,800	1,305,100	1,295,800
Total 06) Government grants - capital	-	3,190,119	-	100,346	-	-	0.00%	-	-	-
Total 07) Other grants - capital	-	-	-	-	-	-	0.00%	-	-	-
Total 08) Investment & interest income	405,300	687,307	460,300	436,632	400,300	(60,000)	-13.03%	400,300	400,300	400,300
Total 09) Penalties and cost of taxes	210,000	203,979	210,500	223,904	211,000	500	0.24%	211,500	212,000	213,000
Total 10) Other revenue	544,400	908,342	443,500	991,167	900,200	456,700	102.98%	855,900	855,300	809,500 3)
Total 11) Developer Levies	-	1,037,334	-	1,193,066	-	-	0.00%	-	-	-
Total 12) Transfer from reserves - operating	988,000	236,215	1,598,100	-	417,000	(1,181,100)	-73.91%	189,900	487,000	484,300
Total 13) Transfer from reserves - capital	155,000	2,565,037	60,000	-	112,000	52,000	86.67%	70,000	75,000	80,000
Total 14) Utility Administration Fee Revenue	-	-	-	-	2,275,000	2,275,000	100.00%	2,275,000	2,275,000	2,275,000
Total 15) Internal Transfers Revenue	544,000	441,056	545,000	332,299	433,700	(111,300)	-20.42%	433,700	433,700	433,700
Total 16) Gain on disposal of capital assets	-	147,098	-	-	-	-	0.00%	-	-	-
Total 17) Contributed tangible capital assets	-	-	-	-	-	-	0.00%	-	-	-
Total Revenues	38,660,200	45,567,568	41,330,900	38,392,382	44,259,300	2,928,400	-207.09%	44,333,400	45,456,300	46,412,600
Expenses										
Total 01) Salaries, Wages, and Benefits	13,958,000	14,465,795	14,829,200	12,605,619	15,452,500	623,300	4.20%	16,263,800	16,875,900	17,322,300 5)
Total 02) Contracted and General Services	12,648,200	11,451,233	13,689,400	10,422,864	13,838,100	148,700	1.09%	13,667,700	14,496,600	14,894,300
Total 03) Materials, Goods and Supplies	1,517,000	1,391,468	1,536,600	1,200,918	1,628,400	91,800	5.97%	1,599,000	1,645,600	1,703,700
Total 04) Utilities	3,432,600	3,168,944	3,528,600	2,358,128	3,569,200	40,600	1.15%	3,555,400	3,636,700	3,713,000 6)
Total 05) Bank Charges and Short Term Interest	66,000	96,387	90,000	95,177	90,000	-	0.00%	90,000	90,000	90,000
Total 06) Other Expenditures	-	(124)	-	327	-	-	0.00%	-	-	-
Total 08) Transfers to Individuals and Organisations	519,500	538,596	689,600	479,969	605,200	(84,400)	-12.24%	645,500	656,100	672,300
Total 09) Transfers to Local Boards and Agencies	478,200	469,630	491,300	94,494	493,800	2,500	0.51%	512,700	530,100	546,100
Total 10) Interest on Long-term Debt	444,700	382,904	362,500	263,547	590,300	227,800	62.84%	597,900	494,800	422,700
Total 11) Long-term Debt Payments	2,195,000	2,194,938	2,221,800	2,077,973	1,567,300	(654,500)	-29.46%	3,655,100	1,098,000	5,291,400 7)
Total 12) Transfers to reserves - operating	210,000	2,657,975	812,800	812,800	638,200	(174,600)	-21.48%	721,800	361,700	349,000
Total 13) Transfer to reserves - capital	2,444,900	3,077,341	2,534,100	2,202,544	3,077,600	543,500	21.45%	315,800	2,862,100	(1,300,900) 8)
Total 14) Utility Administration Fee Expense	-	-	-	-	2,275,000	2,275,000	100.00%	2,275,000	2,275,000	2,275,000
Total 15) Internal Transfers Expenses	544,000	441,056	545,000	379,212	433,700	(111,300)	-20.42%	433,700	433,700	433,700
Total 16) Loss on disposal of assets	-	-	-	-	-	-	0.00%	-	-	-
Total 17) Accretion Expense - Asset Retirement Obligation	-	3,293	-	-	-	-	0.00%	-	-	-
Total 20) Requisitions	202,100	-	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	38,660,200	40,339,438	41,330,900	32,993,572	44,259,300	2,928,400	-207.09%	44,333,400	45,456,300	46,412,600
Surplus(Deficit)	-	5,228,130	-	5,398,810	-	-	0.00%	-	-	-
Less Amortization	(6,025,200)	(6,658,223)	(6,205,800)	-	(6,708,000)	(502,200)		(6,708,000)	(6,708,000)	(6,708,000)
NET CONSOLIDATED	(6,025,200)	(1,430,093)	(6,205,800)	5,398,810	(6,708,000)	(502,200)	8.09%	(6,708,000)	(6,708,000)	(6,708,000)

Notes:

1) Property Tax: 1.8% growth and a 2.8% municipal tax increase

2) Utility Revenue: Increases: Water \$60k Wastewater \$87k; Decreases: Storm \$12k, Garbage \$235k (due to EPR and HSP below)

3) Other Revenue: \$247k EPR (Extended Producer Responsibility) and \$56K HSP (Hazardous and Special Products) Compensation (Product Care) ARMA (Alberta Recycling Management Authority)

4) Transfer from Reserves: 2025 Budget Amendments approved by Council, not present in 2026

5) Wages: 3% Cola July 1st \$134k, \$115k impact of grid changes, \$56k impact of Step increases at July 1st

6) Utilities: \$52k Conveyance Charges, \$60k water purchase increase from 2025

7) Debt: Payoff of East Calgary Regional Water Line Debt in 2025, offset by Water Reservoir Borrowing in 2026

8) Transfer to Reserve - Capital is mostly Utility Surpluses

Town of Strathmore - 2026-2029 Operating Budget

DIVISION: STRATEGIC, ADMINISTRATIVE & FINANCIAL

SERVICES	2024 Budget	2024 Actual	2025 Budget	2025 Actual	2026 Budget	Budget Change 2025 vs 2026	% Change	2027 Forecast	2028 Forecast	2029 Forecast
Revenues										
Total 02) User fees and sales of goods	39,000	33,415	43,000	28,405	43,000	-	0.00%	43,000	43,000	43,000
Total 05) Government grants - operating	10,000	5,000	5,000	-	10,000	5,000	100.00%	10,000	10,000	10,000
Total 06) Government grants - capital	-	59,842	-	-	-	-	0.00%	-	-	-
Total 09) Penalties and cost of taxes	10,000	10,010	10,000	10,756	10,000	-	0.00%	10,000	10,000	10,000
Total 10) Other revenue	1,000	13,990	1,000	7,676	1,100	100	10.00%	1,100	1,100	1,100
Total 12) Transfer from reserves - operating	26,500	28,115	190,000	-	7,000	(183,000)	-96.32%	-	7,000	77,800 4) 7)
Total 13) Transfer from reserves - capital	-	68,520	-	-	-	-	0.00%	-	-	-
Total Revenues	86,500	218,892	249,000	46,836	71,100	(177,900)	-128.55%	64,100	71,100	141,900
Expenses										
Total 01) Salaries, Wages, and Benefits	2,505,600	2,553,040	2,607,200	2,336,290	2,739,600	132,400	5.08%	2,867,500	2,964,700	3,049,500 1) 6)
Total 02) Contracted and General Services	1,340,200	1,248,430	1,775,600	1,374,762	1,706,300	(69,300)	-3.90%	1,576,600	1,525,900	1,675,000 2) 5) 7)
Total 03) Materials, Goods and Supplies	109,600	89,031	123,600	98,060	93,600	(30,000)	-24.27%	92,100	93,600	117,500
Total 06) Other Expenditures	-	(124)	-	327	-	-	0.00%	-	-	-
Total 08) Transfers to Individuals and Organisations	25,800	25,800	28,000	-	33,800	5,800	20.71%	33,800	33,800	33,800
Total 10) Interest on Long-term Debt	-	-	-	-	-	-	0.00%	-	-	-
Total 12) Transfers to reserves - operating	10,000	110,000	7,000	7,000	25,000	18,000	257.14%	33,400	26,400	7,000 3)
Total 13) Transfer to reserves - capital	-	-	-	-	-	-	0.00%	-	-	-
Total 15) Internal Transfers Expenses	-	1,408	-	376	4,300	4,300	100.00%	4,300	4,300	4,300
Total Expense Before Amortization	3,991,200	4,027,586	4,541,400	3,816,814	4,602,600	61,200	-201.35%	4,607,700	4,648,700	4,887,100
Surplus(Deficit)	(3,904,700)	(3,808,693)	(4,292,400)	(3,769,978)	(4,531,500)	(239,100)	5.57%	(4,543,600)	(4,577,600)	(4,745,200)
Less Amortization	-	-	-	-	-	-	-	-	-	-
NET STRATEGIC, ADMINISTRATIVE & FINANCIAL SERVICES	(3,904,700)	(3,808,693)	(4,292,400)	(3,769,978)	(4,531,500)	(239,100)	5.57%	(4,543,600)	(4,577,600)	(4,745,200)

Notes:

- 1) GIS was set up a separate cost center for 2026 - Salaries (\$158k) and related services and equipment (\$54k) moved to cost center 12-05
- 2) Reduction in Contracted and General (\$125k) and Materials (\$25k) due to 2025 being an Election year
- 3) Non-Recurring annual contribution to pay for election cost in 2029
- 4) 2025 includes a transfer from reserves operating for resolution for Community and Business Events (\$100k)
- 5) Reduction in Contracted and General services related to the resolution for 2025
- 6) Finance Salary and wage - impact of going from two Supervisors to one supervisor and a team lead, impact of several new hires below the previous budget/incumbents
- 7) SAFS \$80k transfer from reserve and legal fees in 2025 amended budget - Growth Opportunities (\$50k) and Dev Permit D24-114 (\$30k)

Town of Strathmore - 2026-2029 Operating Budget

DIVISION: COMMUNITY AND PROTECTIVE SERVICES

	2024 Budget	2024 Actual	2025 Budget	2025 Actual	2026 Budget	Budget Change 2025 vs 2026	% Change	2027 Forecast	2028 Forecast	2029 Forecast
Revenues										
Total 02) User fees and sales of goods	1,645,500	1,831,832	1,685,600	1,712,677	1,927,300	241,700	14.34%	1,976,600	2,013,300	2,072,500
Total 03) Licences and permits	34,100	31,685	31,600	29,940	26,600	(5,000)	-15.82%	26,600	26,600	26,600
Total 05) Government grants - operating	1,366,600	1,461,349	1,724,800	821,193	1,841,200	116,400	6.75%	1,402,800	1,295,100	1,285,800 4) 12)
Total 06) Government grants - capital	-	1,141,853	-	-	-	-	0.00%	-	-	-
Total 07) Other grants - capital	-	-	-	-	-	-	0.00%	-	-	-
Total 08) Investment & interest income	-	-	-	-	-	-	0.00%	-	-	-
Total 10) Other revenue	418,400	770,086	366,000	663,860	468,600	102,600	28.03%	462,200	409,400	401,200
Total 12) Transfer from reserves - operating	200,000	-	30,000	-	180,000	150,000	500.00%	15,500	300,000	401,500
Total 13) Transfer from reserves - capital	-	333,327	-	-	-	-	0.00%	-	-	-
Total 15) Internal Transfers Revenue	-	151,362	-	41,873	144,000	144,000	100.00%	144,000	144,000	144,000
Total 16) Gain on disposal of capital assets	-	-	-	-	-	-	0.00%	-	-	-
Total Revenues	3,664,600	5,721,495	3,838,000	3,269,544	4,587,700	749,700	-219.53%	4,027,700	4,188,400	4,331,600
Expenses										
Total 01) Salaries, Wages, and Benefits	6,200,900	6,401,660	6,917,800	5,769,978	7,247,100	329,300	4.76%	7,666,600	7,970,200	8,172,500 5) 10)
Total 02) Contracted and General Services	4,237,300	3,538,976	4,082,900	2,723,601	4,631,500	548,600	13.44%	4,495,700	5,218,500	5,571,800 1) 2) 8) 9)
Total 03) Materials, Goods and Supplies	670,300	622,094	651,300	546,429	750,200	98,900	15.19%	735,000	761,300	776,200 6) 7)
Total 04) Utilities	822,500	677,894	803,600	456,539	720,900	(82,700)	-10.29%	718,300	737,600	754,000 11)
Total 06) Other Expenditures	-	-	-	-	-	-	0.00%	-	-	-
Total 08) Transfers to Individuals and Organisations	493,700	512,796	511,600	479,969	481,400	(30,200)	-5.90%	521,700	532,300	548,500
Total 09) Transfers to Local Boards and Agencies	478,200	469,630	491,300	94,494	493,800	2,500	0.51%	512,700	530,100	546,100
Total 10) Interest on Long-term Debt	63,900	52,366	57,600	47,185	51,300	(6,300)	-10.94%	45,000	-	-
Total 11) Long-term Debt Payments	213,300	213,343	213,300	213,343	213,300	-	0.00%	1,680,000	-	-
Total 12) Transfers to reserves - operating	100,000	632,975	210,100	210,100	306,200	96,100	45.74%	412,100	18,300	6,700
Total 13) Transfer to reserves - capital	79,000	175,774	79,000	79,000	79,000	-	0.00%	79,000	79,000	79,000
Total 15) Internal Transfers Expenses	160,000	302,575	161,000	180,568	292,400	131,400	81.61%	292,400	292,400	292,400 3)
Total 17) Accretion Expense - Asset Retirement Obligation	-	2,625	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	13,519,100	13,602,707	14,179,500	10,801,208	15,267,100	1,087,600	-207.67%	17,158,500	16,139,700	16,747,200
Surplus(Deficit)	(9,854,500)	(7,881,213)	(10,341,500)	(7,531,664)	(10,679,400)	(337,900)	3.27%	(13,130,800)	(11,951,300)	(12,415,600)
Less Amortization	(980,600)	(1,347,332)	(1,034,800)	-	(1,258,000)	(223,200)		(1,258,000)	(1,258,000)	(1,258,000)
NET COMMUNITY AND PROTECTIVE SERVICES	(10,835,100)	(9,228,545)	(11,376,300)	(7,531,664)	(11,937,400)	(561,100)	4.93%	(14,388,800)	(13,209,300)	(13,673,600)

Notes:

- 1) Operational Review
- 2) Contracted and General services increase due to RCMP Contract increase in rates and cost of living increases
- 3) Additional transfer to reserves to offset future increase in RCMP contract amount
- 4) Government Grants - WUI Grant was for 9 of 12 months in 2025, 12 of 12 Months in 2026
- 5) Same impact for Wages - WUI Grant funded wages was for 9 of 12 months in 2025, 12 of 12 Months in 2026
- 6) Lifecycle replacement of chainsaw equipment
- 7) Spray foam inventory purchases
- 8) \$7k in mobile equipment (vehicle decals)
- 9) Contract increase - Kinsmen Park Patrols
- 10) Impact of grid and step movement
- 11) Natural gas decrease from 2025 (impact of carbon tax)
- 12) Draw on op reserves to offset inc in contracted services for repair and maintenance shared costs

Town of Strathmore - 2026-2029 Operating Budget

DIVISION: COUNCIL

	2024 Budget	2024 Actual	2025 Budget	2025 Actual	2026 Budget	Budget Change 2025 vs 2026	% Change	2027 Forecast	2028 Forecast	2029 Forecast
Revenues										
Total 12) Transfer from reserves - operating	-	-	-	-	5,000	5,000	100.00%	-	-	- 1)
Total Revenues	-	-	-	-	5,000	5,000	100.00%	-	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	339,700	331,055	351,100	284,427	342,000	(9,100)	-2.59%	353,000	361,600	370,100
Total 02) Contracted and General Services	153,600	110,368	149,900	69,738	174,800	24,900	16.61%	158,300	158,300	143,300 1)
Total 03) Materials, Goods and Supplies	20,000	8,358	15,500	208	18,000	2,500	16.13%	16,000	16,000	16,000
Total 08) Transfers to Individuals and Organisations	-	-	-	-	-	-	0.00%	-	-	-
Total 12) Transfers to reserves - operating	-	-	5,000	5,000	-	(5,000)	-100.00%	5,000	5,000	5,000
Total 15) Internal Transfers Expenses	-	-	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	513,300	449,781	521,500	359,373	534,800	13,300	-202.55%	532,300	540,900	534,400
Surplus(Deficit)	(513,300)	(449,781)	(521,500)	(359,373)	(529,800)	(8,300)	1.59%	(532,300)	(540,900)	(534,400)
Less Amortization	-	-	-	-	-	-	-	-	-	-
NET COUNCIL	(513,300)	(449,781)	(521,500)	(359,373)	(529,800)	(8,300)	1.59%	(532,300)	(540,900)	(534,400)

Notes:

1) \$5k Revenue and \$25k expense increase - Council Strategic Plan training

Town of Strathmore - 2026-2029 Operating Budget

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES

	2024 Budget	2024 Actual	2025 Budget	2025 Actual	2026 Budget	Budget Change 2025 vs 2026	% Change	2027 Forecast	2028 Forecast	2029 Forecast
Revenues										
Total 02) User fees and sales of goods	13,001,200	12,447,333	13,863,800	11,650,410	14,071,700	207,900	1.50%	14,308,200	14,570,900	14,877,600 9) 13) 20)
Total 03) Licences and permits	479,000	557,601	490,000	1,117,357	576,000	86,000	17.55%	524,500	543,000	561,500 3)
Total 05) Government grants - operating	-	199,892	-	3,576	-	-	0.00%	-	-	-
Total 06) Government grants - capital	-	1,988,424	-	100,346	-	-	0.00%	-	-	-
Total 08) Investment & interest income	-	-	-	-	-	-	0.00%	-	-	-
Total 09) Penalties and cost of taxes	25,000	2,791	25,500	26,635	26,000	500	1.96%	26,500	27,000	28,000
Total 10) Other revenue	123,000	124,227	74,500	299,473	428,500	354,000	475.17%	390,600	442,800	405,200 19)
Total 11) Developer Levies	-	1,037,334	-	1,193,066	-	-	0.00%	-	-	-
Total 12) Transfer from reserves - operating	-	-	293,700	-	225,000	(68,700)	-23.39%	171,000	180,000	5,000 14) 17)
Total 13) Transfer from reserves - capital	155,000	2,163,189	60,000	-	112,000	52,000	86.67%	70,000	75,000	80,000 10)
Total 15) Internal Transfers Revenue	544,000	289,694	545,000	290,426	289,700	(255,300)	-46.84%	289,700	289,700	289,700
Total 16) Gain on disposal of capital assets	-	147,098	-	-	-	-	0.00%	-	-	-
Total 17) Contributed tangible capital assets	-	-	-	-	-	-	0.00%	-	-	-
Total Revenues	14,327,200	18,957,584	15,352,500	14,681,288	15,728,900	376,400	-202.45%	15,780,500	16,128,400	16,247,000
Expenses										
Total 01) Salaries, Wages, and Benefits	3,918,400	4,043,681	4,018,800	3,226,703	4,168,900	150,100	3.73%	4,361,700	4,510,800	4,614,500 2) 5) 12)
Total 02) Contracted and General Services	6,027,800	6,146,710	6,379,900	5,853,048	7,025,400	645,500	10.12%	7,118,000	7,255,700	7,153,100 1) 4) 6) 15) 18) 21)
Total 03) Materials, Goods and Supplies	616,100	631,896	665,700	491,339	691,600	25,900	3.89%	710,400	729,200	748,000
Total 04) Utilities	2,610,100	2,491,050	2,725,000	1,901,589	2,848,300	123,300	4.52%	2,837,100	2,899,100	2,959,000 8) 11)
Total 10) Interest on Long-term Debt	280,200	236,944	236,500	163,062	486,200	249,700	105.58%	503,800	450,100	401,800
Total 11) Long-term Debt Payments	1,364,700	1,364,595	1,391,500	1,247,630	1,204,000	(187,500)	-13.47%	1,825,100	948,000	3,641,400 16)
Total 12) Transfers to reserves - operating	-	70,000	139,000	139,000	179,000	40,000	28.78%	145,000	184,000	204,000 7)
Total 13) Transfer to reserves - capital	1,640,100	1,899,759	2,101,400	1,769,844	2,218,200	116,800	5.56%	2,452,300	2,688,000	3,358,300
Total 14) Utility Administration Fee Expense	-	-	-	-	2,275,000	2,275,000	100.00%	2,275,000	2,275,000	2,275,000 22)
Total 15) Internal Transfers Expenses	384,000	135,887	384,000	197,986	135,800	(248,200)	-64.64%	135,800	135,800	135,800
Total 16) Loss on disposal of assets	-	-	-	-	-	-	0.00%	-	-	-
Total 17) Accretion Expense - Asset Retirement Obligation	-	669	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	16,841,400	17,021,191	18,041,800	14,990,201	21,232,400	3,190,600	-217.68%	22,364,200	22,075,700	25,490,900
Surplus(Deficit)	(2,514,200)	1,936,393	(2,689,300)	(308,913)	(5,503,500)	(2,814,200)	104.64%	(6,583,700)	(5,947,300)	(9,243,900)
Less Amortization	(4,689,900)	(4,944,850)	(4,805,700)	-	(5,012,300)	(206,600)		(5,012,300)	(5,012,300)	(5,012,300)
NET INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES	(7,204,100)	(3,008,458)	(7,495,000)	(308,913)	(10,515,800)	(3,020,800)	40.30%	(11,596,000)	(10,959,600)	(14,256,200)

Notes:

- 1) 2025 Building Maintenance Safety Program carry-forward, not present in 2026
- 2) Salary - Reclassification of portion of team member wage to GIS dept
- 3) Projected increases in activity (building inspection)compared to prior budgets (corroborated with actuals in 2024 and 2025 year to date)
- 4) Contract costs to perform the building inspection work, aligned with revenue increases
- 5) Wage Inventory Clerk and Utilities Maintenance and Ops Admin Assistant restructuring
- 6) Contracted Service - \$10k insurance increase operations
- 7) Transfer to Reserves(Roads): \$25k Transportation Master Plan, \$5k Bridge Inspections non-recurring transactions
- 8) Additional site ID's - impact of 2025 contstruction (Maplewood, Wildflower reservoir)
- 9) Net decrease to storm water infrastructure charge on utility bills
- 10) \$82k CSMI Expenditure of Storm OSL
- 11) CSMI has had delays in Construction work over the past 2 years and as such new money has not been required. Work is now being completed (2025/2026) and new money from each municipality is required. Based on the funding
- 12) Impact of grid movements, steps and COLA
- 13) Projected additional \$60k in Utility Revenue (water) \$87K (wastewater), and \$125k in Bulk Water revenue - impact of De Havilin construction; Admin Fee \$30K
- 14) 2025 Transfer from Reserves: \$100k TWP 240 Monitoring, \$184k Watermain insurance budget amendments
- 15) Epcor Meter Servicing Contract - \$60k annual(water) \$121K(wastewater)
- 16) East Calgary Regional Waterline debt paid off in 2025 (\$363k debt servicing), offset by water reservoir borrowing in 2026 (\$365k debt servicing)
- 17) Transfer from Reserves - \$120k Sanitary Master Servicing Study
- 18) Contracted Services \$120k Sanitary Master Servicing Study
- 19) Inc in other revenue - EPR (Extended Producer Responsibility) and HSP (Hazardous and Special Products) Compensation (Product Care) ARMA (Alberta Recycling Management Authority)
- 20) Inc in User fees due to increased development and permit applications projections
- 21) Inc in contract services for large project management: Annexation, ASPs, Development)
- 22) Business case 5645 - Utility Admin Fee - similar to a dividend between entities, this is a transfer of surplus from the Utility to the Municipal entities of the Town

Town of Strathmore - 2026-2029 Operating Budget

DIVISION: EXECUTIVE

	2024 Budget	2024 Actual	2025 Budget	2025 Actual	2026 Budget	Budget Change 2025 vs 2026	% Change	2027 Forecast	2028 Forecast	2029 Forecast
Revenues										
Total 02) User fees and sales of goods	-	-	-	-	-	-	0.00%	-	-	-
Total 03) Licences and permits	-	-	-	-	-	-	0.00%	-	-	-
Total 05) Government grants - operating	-	-	91,000	-	-	(91,000)	-100.00%	-	-	- 3)
Total 08) Investment & interest income	-	-	-	-	-	-	0.00%	-	-	-
Total 09) Penalties and cost of taxes	-	-	-	-	-	-	0.00%	-	-	-
Total 10) Other revenue	-	-	-	16,196	-	-	0.00%	-	-	-
Total 12) Transfer from reserves - operating	559,400	6,000	984,400	-	-	(984,400)	-100.00%	3,400	-	- 1)
Total Revenues	559,400	6,000	1,075,400	16,196	-	(1,075,400)	-100.00%	3,400	-	-
Expenses										
Total 01) Salaries, Wages, and Benefits	1,298,400	1,136,578	1,277,300	988,221	1,263,900	(13,400)	-1.05%	1,324,000	1,377,600	1,424,700
Total 02) Contracted and General Services	778,000	183,781	1,095,800	160,762	205,300	(890,500)	-81.26%	213,800	221,900	223,200 2) 5)
Total 03) Materials, Goods and Supplies	76,000	11,584	55,500	27,705	50,000	(5,500)	-9.91%	20,500	20,500	21,000
Total 05) Bank Charges and Short Term Interest	-	-	-	-	-	-	0.00%	-	-	-
Total 06) Other Expenditures	-	-	-	-	-	-	0.00%	-	-	-
Total 08) Transfers to Individuals and Organisations	-	-	150,000	-	90,000	(60,000)	-40.00%	90,000	90,000	90,000
Total 10) Interest on Long-term Debt	-	-	-	-	-	-	0.00%	-	-	-
Total 11) Long-term Debt Payments	-	-	-	-	-	-	0.00%	-	-	-
Total 12) Transfers to reserves - operating	-	20,000	1,700	1,700	28,000	26,300	1547.06%	26,300	28,000	26,300 4)
Total 15) Internal Transfers Expenses	-	1,186	-	282	1,200	1,200	100.00%	1,200	1,200	1,200
Total Expense Before Amortization	2,152,400	1,353,129	2,580,300	1,178,670	1,638,400	(941,900)	-163.50%	1,675,800	1,739,200	1,786,400
Surplus(Deficit)	(1,593,000)	(1,347,129)	(1,504,900)	(1,162,474)	(1,638,400)	(133,500)	8.87%	(1,672,400)	(1,739,200)	(1,786,400)
Less Amortization	-	(366,040)	-	-	-	-	-	-	-	-
NET EXECUTIVE	(1,593,000)	(1,713,169)	(1,504,900)	(1,162,474)	(1,638,400)	(133,500)	8.87%	(1,672,400)	(1,739,200)	(1,786,400)

Notes:

- 1) Several Resolutions were passed that drew on operating reserves in 2025 - Resolutions noted below
- 2) Contracted services in 2025 were also higher related to the resolutions.
 - WHMB Design Drawings (\$463k)
 - WHMB Site contamination mitigation (\$100k)
 - Growth opportunities (\$170k)
 - Physician Sponsorship (transfers to Individuals)
- 3) NRED grant received in 2025
- 4) Reserve Transfers - \$25k investment attraction marketing, \$20k marketing materials and industrial land consulting
- 5) Reduction in Contract Services same as above, NRED and reserve transactions

Town of Strathmore - 2026-2029 Operating Budget

DIVISION: GENERAL

	2024 Budget	2024 Actual	2025 Budget	2025 Actual	2026 Budget	Budget Change 2025 vs 2026	% Change	2027 Forecast	2028 Forecast	2029 Forecast
Revenues										
Total 01) Net municipal property taxes	16,013,600	16,023,767	16,676,700	16,791,899	17,543,200	866,500	5.20%	18,067,100	18,609,200	19,165,600 1)
Total 02) User fees and sales of goods	191,500	199,746	194,800	212,539	198,100	3,300	1.69%	201,400	204,800	208,600 5)
Total 04) Franchise Fees	3,033,000	3,154,768	3,207,200	2,542,281	3,273,000	65,800	2.05%	3,336,900	3,402,100	3,465,600
Total 05) Government grants - operating	-	204,692	-	204,692	-	-	0.00%	-	-	-
Total 08) Investment & interest income	405,300	687,307	460,300	436,632	400,300	(60,000)	-13.03%	400,300	400,300	400,300 4)
Total 09) Penalties and cost of taxes	175,000	191,178	175,000	186,513	175,000	-	0.00%	175,000	175,000	175,000
Total 10) Other revenue	2,000	39	2,000	3,962	2,000	-	0.00%	2,000	2,000	2,000
Total 11) Developer Levies	-	-	-	-	-	-	0.00%	-	-	-
Total 12) Transfer from reserves - operating	202,100	202,100	100,000	-	-	(100,000)	-100.00%	-	-	- 2)
Total 14) Utility Administration Fee Revenue	-	-	-	-	2,275,000	2,275,000	100.00%	2,275,000	2,275,000	2,275,000
Total Revenues	20,022,500	20,663,597	20,816,000	20,378,517	23,866,600	3,050,600	-214.66%	24,457,700	25,068,400	25,692,100
Expenses										
Total 01) Salaries, Wages, and Benefits	(305,000)	(220)	(343,000)	-	(309,000)	34,000	-9.91%	(309,000)	(309,000)	(309,000)
Total 02) Contracted and General Services	111,300	222,968	205,300	240,952	94,800	(110,500)	-53.82%	105,300	116,300	127,900 3)
Total 03) Materials, Goods and Supplies	25,000	28,506	25,000	37,177	25,000	-	0.00%	25,000	25,000	25,000
Total 05) Bank Charges and Short Term Interest	66,000	96,387	90,000	95,177	90,000	-	0.00%	90,000	90,000	90,000
Total 10) Interest on Long-term Debt	100,600	93,594	68,400	53,300	52,800	(15,600)	-22.81%	49,100	44,700	20,900
Total 11) Long-term Debt Payments	617,000	617,000	617,000	617,000	150,000	(467,000)	-75.69%	150,000	150,000	1,650,000
Total 12) Transfers to reserves - operating	100,000	1,825,000	450,000	450,000	100,000	(350,000)	-77.78%	100,000	100,000	100,000
Total 13) Transfer to reserves - capital	725,800	1,001,808	353,700	353,700	780,400	426,700	120.64%	(2,215,500)	95,100	(4,738,200)
Total 20) Requisitions	202,100	-	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	1,642,800	3,885,044	1,466,400	1,847,305	984,000	(482,400)	-167.10%	(2,005,100)	312,100	(3,033,400)
Surplus(Deficit)	18,379,700	16,778,553	19,349,600	18,531,212	22,882,600	3,533,000	18.26%	26,462,800	24,756,300	28,725,500
Less Amortization	(354,700)	-	(365,300)	-	(437,700)	(72,400)		(437,700)	(437,700)	(437,700)
NET GENERAL	18,025,000	16,778,553	18,984,300	18,531,212	22,444,900	3,460,600	18.23%	26,025,100	24,318,600	28,287,800

Notes:

- 1) Property Tax: 1.8% growth and a 2.8% municipal tax increase
- 2) Transfer from Op reserves in 2025 was for a Resolution regarding Building Maintenance Safety Program.
- 3) Contracted service in 2025 included services for the Building Maintenance Safety Program per the resolution.
- 4) Removal of fee for credit card usage
- 5) Amounts estimated by providers - does not include impact of Prairie Sky at 2025-10-03