

AGENDA
REGULAR COUNCIL MEETING
Wednesday, November 5, 2025 @ 6:00 PM
Council Chambers, 1 Parklane Drive, Strathmore AB

Page

1. CALL TO ORDER

- 1.1. Traditional Land Acknowledgement for the First Meeting in November (Istaatosi)

2. CONFIRMATION OF AGENDA

3. CLOSED MEETING

- 3.1. Council CAO Dialogue – Advice from officials – ATIA S. 29(1)(b)(iii)
- 3.2. Legal Item – Advice from officials – ATIA S. 29(1)(a)
- 3.3. Alberta Municipalities 2025 Resolutions – Advice from officials – ATIA S. 29(1)(a)
- 3.4. Board and Committee Appointments (Public) – Disclosure harmful to personal privacy – ATIA S. 20(1)

4. PUBLIC HEARING

5. PUBLIC COMMENTS

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

6. DELEGATIONS

Members of the public and community organizations are welcome to attend a Regular Council Meeting as a delegation to present an item to Town Council for consideration. If you are interested in attending as a delegation please fill out the Delegation Request form that can be located on the Town's website and submit it to: LSAdmin@strathmore.ca by noon, seven (7) days before a Regular Council Meeting.

7. CONSENT AGENDA

- 8.1 Regular Council Meeting Minutes – September 17, 2025
- 8.2 Organizational Meeting Minutes – October 29, 2025
- 11.2.1 Municipal Library Board Meeting Minutes – February 18, 2025
- 11.2.2 Municipal Library Board Meeting Minutes – March 18, 2025
- 11.2.3 Municipal Library Board Meeting Minutes – April 15, 2025
- 11.2.4 Municipal Library Board Meeting Minutes – May 20, 2025
- 11.2.5 Municipal Library Board Meeting Minutes – June 17, 2025
- 11.2.6 Municipal Library Board Meeting Minutes – September 16, 2025
- 12.1 Wheatland County Organizational Letter
- 12.2 Village of Standard Organizational Letter

8. CONFIRMATION OF MINUTES

8.1.	Regular Council Meeting Minutes – September 17, 2025 Agenda Item - AIR-25-236 - Pdf	4 - 13
8.2.	Organizational Meeting Minutes – October 29, 2025 Agenda Item - AIR-25-249 - Pdf	14 - 19
9.	BUSINESS	
9.1.	2026 Proposed Operating & Capital Budget Agenda Item - AIR-25-239 - Pdf	20 - 191
9.2.	FortisAlberta – Electric Distribution System Franchise Fees Agenda Item - AIR-25-237 - Pdf	192 - 204
9.3.	Board and Committee Appointments (Councillor) Agenda Item - AIR-25-240 - Pdf	205 - 273
9.4.	Proclamation of World Town Planning Day in Strathmore Agenda Item - AIR-25-245 - Pdf	274 - 278
10.	BYLAWS	
10.1.	2026 Fees Bylaw No. 25-23 Agenda Item - AIR-25-242 - Pdf	279 - 311
10.2.	ATIA Bylaw No. 25-24 Agenda Item - AIR-25-223 - Pdf	312 - 320
11.	COUNCILLOR INFORMATION & INQUIRIES	
11.1.	QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS	
11.2.	BOARD AND COMMITTEE REPORTS	
11.2.1.	Municipal Library Board Meeting Minutes – February 18, 2025 Municipal Library Board Meeting Minutes 2025-02-18	321 - 323
11.2.2.	Municipal Library Board Meeting Minutes – March 18, 2025 Municipal Library Board Meeting Minutes 2025-03-18	324 - 325
11.2.3.	Municipal Library Board Meeting Minutes – April 15, 2025 Municipal Library Board Meeting Minutes 2025-04-15	326 - 328
11.2.4.	Municipal Library Board Meeting Minutes – May 20, 2025 Municipal Library Board Meeting Minutes 2025-05-20	329 - 330
11.2.5.	Municipal Library Board Meeting Minutes – June 17, 2025 Municipal Library Board Meeting Minutes 2025-06-17	331 - 334
11.2.6.	Municipal Library Board Meeting Minutes – September 16, 2025 Municipal Library Board Meeting Minutes 2025-09-16	335 - 337
11.3.	QUESTION AND ANSWER PERIOD	
11.4.	ADMINISTRATIVE INQUIRIES	
11.5.	NOTICES OF MOTION	
12.	CORRESPONDENCE	
12.1.	Wheatland County Organizational Letter Wheatland County Organizational Letter	338 - 339

12.2. Village of Standard Organizational Letter
[Village of Standard Organizational Letter](#)

340

13. ADJOURNMENT



Request for Decision

To: Council

Staff Contact: Claudette Thorhaug, Legislative Services Officer

Date Prepared: September 14, 2025

Meeting Date: November 5, 2025

SUBJECT: Regular Council Meeting Minutes – September 17, 2025

RECOMMENDATION: THAT Council adopt the September 17, 2025 Regular Council Meeting Minutes as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the September 17, 2025 Regular Council Meeting are given to Council for adoption.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

Once signed, the September 17, 2025 Regular Council Meeting Minutes will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.

2. Council may provide further direction regarding the Regular Council Meeting Minutes.

ATTACHMENTS:

[Attachment I: REGULAR COUNCIL - 17 Sep 2025 - Minutes](#)

Veronica Anderson, Legislative Services Officer

Approved
- 23 Sep
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 06 Oct
2025



MEETING MINUTES

REGULAR COUNCIL MEETING

6:00 PM - Wednesday, September 17, 2025

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT:

Mayor Pat Fule, Councillor Melissa Langmaid, Deputy Mayor Debbie Mitzner, Councillor Jason Montgomery, Councillor Denise Peterson, and Councillor Richard Wegener

COUNCIL ABSENT:

Councillor Brent Wiley

STAFF PRESENT:

Kevin Scoble (Chief Administrative Officer), Jamie Dugdale (Director of Infrastructure, Operations, and Development Services), Mark Pretzlaff (Director of Community and Protective Services), Kara Rusk (Director of Strategic, Administrative, and Financial Services), and Johnathan Strathdee (Manager of Legislative Services)

1. CALL TO ORDER

Mayor Fule called the September 17, 2025 Regular Council Meeting to order at 6:03 p.m.

2. CONFIRMATION OF AGENDA

Resolution No. 256.09.25

Moved by Councillor Langmaid

THAT Council adopt the September 17, 2025 Regular Council Meeting Agenda as amended.

ADDITION:

11.1.1. Alberta Court of Appeal Court Case – Koester v. Wheatland County

11.2.1. Culture and Wellbeing Task Force

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

AGAINST: None.

CARRIED

3. CLOSED MEETING

Resolution No. 257.09.25

Moved by Councillor Peterson

THAT Council move In Camera to discuss items related to sections 29(1)(a) and 29(1)(b)(iii), of the *Access to Information Act* at 6:06 p.m.

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

AGAINST: None.

CARRIED

3.1 Annexation Agreement Negotiations – Advice from officials – ATIA S. 29(1)(a)

3.2 Legal Update – Advice from officials – ATIA S. 29(1)(a)

3.3 Water License – Advice from officials – ATIA S. 29(1)(a)

3.4 Physician Incentive Program – Advice from officials – ATIA S. 29(1)(a)

3.5 Building Condition Assessment – Advice from officials – ATIA S. 29(1)(a)

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

Resolution No. 258.09.25

Moved by Councillor Peterson

THAT Council move out of Camera at 7:17 p.m.

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

AGAINST: None.

CARRIED

Resolution No. 259.09.25

Moved by Councillor Wegener

THAT Council approve the purchase of a Water License as presented and discussed during closed meeting item *Water License – Advice from officials – ATIA S. 29(1)(a)*;

AND THAT the details of the discussion remain confidential pursuant to Section 29(1)(a) of the *Access to Information Act* until a mutually agreed upon date between the two parties;

AND THAT Council approves a 2025 budget amendment in the amount of \$350,000 for the purchase of a Water License, funded out of the Capital Reserve – Water.

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

AGAINST: None.

CARRIED

Resolution No. 260.09.25

Moved by Councillor Wegener

THAT Council approve the awarding of two Physician Incentive Program grants as discussed during the closed meeting item *Physician Incentive Program – Advice from officials – ATIA S. 29(1)(a)* for up to \$45,000 each for reimbursable costs in establishing new primary care medical centres in Strathmore;

AND THAT the names of the grant recipients remain confidential until the primary care medical offices are announced publicly by the applicant;

AND THAT Council direct Administration to bring the *Physician Incentive Program Policy No. 1113* and *Physician Sponsorship Grant Policy No. 1111* to the March 4, 2026 Regular Council Meeting for discussion, including a discussion on how the Town can support the expansion or renovation of established primary care medical offices.

FOR: Mayor Fule, Councillor Langmaid, Councillor Montgomery, Councillor Peterson, and Councillor Wegener

AGAINST: Councillor Mitzner

CARRIED

Resolution No. 261.09.25

Moved by Councillor Langmaid

THAT Council adopt the recommendation for Closed Meeting Item *Annexation Agreement Negotiation – Advice from officials – ATIA S. 29(1)(a)*, as presented in the Confidential Administrative Report and as discussed In Camera.

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

AGAINST: None.

CARRIED

Resolution No. 262.09.25

Moved by Councillor Wegener

THAT Council direct Administration to reach out to the Strathmore Hospital Auxiliary and other interested parties to discuss collaborative possibilities related to enhancing local health care and to have completed by October 15, 2025.

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

AGAINST: None.

CARRIED

4. PUBLIC HEARING

None.

5. PUBLIC COMMENTS

Claude Brown commented on agenda items:

9.1 Government of Canada Cyber Security Cooperation Program (CSCP) for Town of Strathmore Cybersecurity Resilience Program 2026, and;

11.5.1 Councillor Peterson – Boardwalk Through the Wetlands

6. DELEGATIONS

None.

7. CONSENT AGENDA

Resolution No. 263.09.25

Moved by Councillor Peterson

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

8.1 Regular Council Meeting Minutes – September 3, 2025

9.1 Government of Canada Cyber Security Cooperation Program (CSCP) for Town of Strathmore Cybersecurity Resilience Program 2026

9.2 Municipal Election Voting

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

AGAINST: None.

CARRIED

8. CONFIRMATION OF MINUTES

8.1 Regular Council Meeting Minutes – September 3, 2025

The following motion was adopted by the consent agenda:

THAT Council adopt the September 3, 2025 Regular Council Meeting Minutes as presented in Attachment I.

9. BUSINESS

9.1 Government of Canada Cyber Security Cooperation Program (CSCP) for Town of Strathmore Cybersecurity Resilience Program 2026

The following motion was adopted by the consent agenda:

THAT Council to authorize Administration to apply for funding under the time-limited Government of Canada Cyber Security Cooperation Program (CSCP) for the Town of Strathmore Cybersecurity Resilience Program 2026;

AND THAT Council pre-approve the following budget item for the 2026 Capital Budget:

- Cybersecurity Resilience Program 2026 (\$75,000).

9.2 Municipal Election Voting

The following motion was adopted by the consent agenda:

THAT Council establish Institutional Voting Stations at Wheatland Lodge, AgeCare Sagewood, and Strathmore Hospital for the 2025 Municipal Election, with dates and times determined by the Town's Returning Officer.

AND THAT Council approve of the acceptance of Special Ballots for electors who apply for a special ballots package in accordance with Section 13 of Bylaw No 24-18.

10. BYLAWS

10.1. 2026 Fees Bylaw No. 25-23

Resolution No. 264.09.25

Moved by Councillor Montgomery

THAT Council give first reading to Bylaw 25-23, being the 2026 Fees Bylaw.

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

AGAINST: None.

CARRIED

Resolution No. 265.09.25

Moved by Councillor Peterson

THAT Council give second reading to Bylaw 25-23, being the 2026 Fees Bylaw.

FOR: Mayor Fule, Councillor Mitzner, Councillor Peterson, and Councillor Wegener

AGAINST: Councillor Langmaid, Councillor Montgomery

CARRIED

Resolution No. 266.09.25

Moved by Councillor Wegener

THAT Council give unanimous consent to give third and final reading to Bylaw 25-23, being the 2026 Fees Bylaw.

FOR: Mayor Fule, Councillor Debbie Mitzner, Councillor Peterson, and Councillor Wegener

AGAINST: Councillor Langmaid, Councillor Montgomery

DEFEATED

11. COUNCILLOR INFORMATION & INQUIRIES

11.1. QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS

11.1.1. Alberta Court of Appeal Court Case – Koester v. Wheatland County

Councillor Peterson shared the result of the Alberta Court of Appeal Court Case – Koester vs Wheatland.

11.1.2. Councillor Appreciation – Councillor Montgomery

Councillor Montgomery thanked Council and Administration for their work over the last 4 years.

11.1.3. Councillor Appreciation – Mayor Fule

Mayor Fule thanked Council and Administration and spoke to the successes created over this term.

11.2. BOARD AND COMMITTEE REPORTS

11.2.1. Culture and Wellbeing Task Force

Councillor Langmaid shared feedback from the Culture and Wellbeing Task Force, including consideration for the Culture and Wellbeing Task Force to continue with the incoming Council. Councillor Langmaid shared her appreciation for the Boards, Committees, and Task Force throughout her term.

11.2.2. Councillor Appreciation – Councillor Wegener

Councillor Wegener shared his appreciation to be on the Wheatland Housing Management Body (WHMB) and the Wheatland and District Emergency Management Services. (WADEMSA). The reports will be distributed before October 20, 2025.

11.3. QUESTION AND ANSWER PERIOD

None.

11.4. ADMINISTRATIVE INQUIRIES

None.

11.5. NOTICES OF MOTION

11.5.1 Councillor Peterson – Boardwalk Through the Wetlands

Resolution No. 267.09.25

Moved by Councillor Peterson

THAT Council direct Administration, to investigate the following:

1. Feasibility Study: assess the feasibility of constructing a sustainable pathway in the Town of Strathmore owned wetland south of Gray's Park, including an assessment of the scope of ecological assessment required and environmental regulatory compliance requirements to be met, and ensuring compliance with Parks and Pathways Bylaw No. 14-07.
2. Cost Estimation: Provide a preliminary cost estimate for, the preliminary assessments and any 3rd party studies required, construction, maintenance, and potential funding sources (partnerships) for the pathway project.
3. Community Engagement: Outline a plan for engaging with the local community and stakeholders to gather input and feedback regarding the sustainable pathway.
4. Implementation Timeline: Develop a projected timeline for the investigative process, from initial study through to potential construction phases, if approved.

AND THAT the findings and recommendations resulting from this investigation be reported back to Council by January 21, 2026.

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

AGAINST: None.

CARRIED

12. CORRESPONDENCE

None.

13. ADJOURNMENT

Mayor Fule adjourned the September 17, 2025 Regular Council Meeting at 8:23 p.m.

Mayor

Director of Strategic, Administrative,
and Financial Services



Request for Decision

To: Council

Staff Contact: Veronica Anderson, Legislative Services Officer

Date Prepared: October 29, 2025

Meeting Date: November 5, 2025

SUBJECT: Organizational Meeting Minutes – October 29, 2025

RECOMMENDATION: THAT Council adopt the October 29, 2025 Organizational Meeting Minutes as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the October 29, 2025 Organizational Meeting are given to Council for adoption.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

Limited to staff time to prepare this report.

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

Once signed, the October 29, 2025 Organizational Meeting Minutes will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.

2. Council may provide further direction regarding the Organizational Meeting Minutes.

ATTACHMENTS:

[Attachment I: ORGANIZATIONAL MEETING - 29 Oct 2025 - Minutes](#)

Claudette Thorhaug, Legislative Services Officer

Approved
- 30 Oct
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 31 Oct
2025



MINUTES

ORGANIZATIONAL MEETING

6:00 PM - Wednesday, October 29, 2025

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT:

Mayor Pat Fule, Councillor Claude Brown, Councillor Jim Chisholm, Councillor Matthew Hyde, Councillor Melissa Langmaid, Councillor Richard Wegener, and Councillor Brent Wiley

STAFF PRESENT:

Kevin Scoble (Chief Administrative Officer), Jamie Dugdale (Director of Infrastructure, Operations, and Development Services), Mark Pretzlaff (Director of Community and Protective Services), Kara Rusk (Director of Strategic, Administrative, and Financial Services) and Claudette Thorhaug (Legislative Services Officer)

1. CALL TO ORDER

Chief Administrative Officer, Kevin Scoble, called the October 29, 2025 Organizational Meeting to order at 6:00 p.m.

1.1 Opening Blessing (Elder from Siksika Nation)

Dr. Clarence Wolfleg provided the opening prayer for Council elect.

1.2 2025-2029 Strathmore Town Council Oath of Office

Justice B.L. Shaw provided the Oaths of Office for the Town of Strathmore's elected officials for the 2025-2029 term.

Mayor Fule gained the chair at 6:23 p.m.

2. CONFIRMATION OF AGENDA

Resolution No. 268.10.25

Moved by Councillor Langmaid

THAT Council adopt the October 29, 2025 Organizational Meeting Agenda as presented.

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

AGAINST: None.

CARRIED

3. BUSINESS

3.1 **Council Seating Arrangement 2025-2029**

Resolution No. 269.10.25

Moved by Councillor Wiley

THAT Council adopt the 2024-2029 Council Seating Arrangement as follows (from the mayor's left to right):

Councillor Brown

Councillor Wiley

Councillor Langmaid

Mayor Fule

Councillor Hyde

Councillor Chisholm

Councillor Wegener

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

AGAINST: None.

CARRIED

3.2 **Town of Strathmore's Meeting Schedule 2025-2026**

Resolution No. 270.10.25

Moved by Councillor Wegener

THAT Council adopt the 2025-2026 Council Meeting Schedule as presented in Attachment I.

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

AGAINST: None.

CARRIED

3.3 **Deputy Mayor Rotation Schedule 2025-2029**

Resolution No. 271.10.25

Moved by Councillor Wegener

THAT Council adopt the Deputy Mayor Rotation Schedule as follows:

- Councillor Wiley: October 29, 2025 - June 30, 2026
- Councillor Wegener: July 1, 2026 - February 28, 2027
- Councillor Langmaid: March 1, 2027 - October 31, 2027
- Councillor Brown: November 1, 2027 - June 30, 2028
- Councillor Hyde: July 1, 2028 - February 28, 2029

- Councillor Chisholm: March 1, 2029 – October 19, 2029

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

AGAINST: None.

CARRIED

3.4 **Signing Authority**

Resolution No. 272.10.25

Moved by Councillor Brown

THAT Council designate signing authority for all cheques from the Town of Strathmore to be signed by the Chief Administrative Officer or Director of Strategic, Administrative, and Financial Services and by the Mayor or Deputy Mayor.

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

AGAINST: None.

CARRIED

3.5 **Board and Committee Appointments**

Resolution No. 273.10.25

Moved by Councillor Langmaid

THAT Council direct Administration to bring Councillor board and committee appointments and public member applications for board and committee appointments to the November 5, 2025 Regular Council Meeting for consideration.

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

AGAINST: None.

CARRIED

13. **ADJOURNMENT**

Mayor Fule adjourned the October 29, 2025 Organizational Meeting at 6:29 p.m.

Mayor

Director of Strategic, Administrative, and Financial Services



Report for Council

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: October 5, 2025

Meeting Date: November 5, 2025

SUBJECT: 2026 Proposed Operating & Capital Budget

RECOMMENDATION: This report is for information and will be discussed further during the budget deliberations.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

The Operating and Capital budget has been built to ensure that the Town's existing programs and services are maintained in aligned with the Town's existing Service Level Inventory. Administration undertook a comprehensive review of the budget and business cases and have arrived at the best recommendation, in terms of including the business cases that, in Administration's professional opinion, are required at this time. Administration has also included a summary of the other business cases that were considered for Council's review and consideration.

ORGANIZATIONAL:

Preparation of the 2026 budget required significant staff time in order to develop the budget, review the information and prepare this report for Council's consideration.

OPERATIONAL:

With the recent election, the 2026 Operating & Capital budget is focused on ensuring that the Town's operating budget maintains existing programs and services. The Town's capital budget has been developed by leveraging the capital prioritization matrix, which was established with the support of the previous Council.

FINANCIAL:

The 2026 Budget has an Operating impact of \$44,246,100 (before business cases and postponed motions) and the 2026 Capital Budget has an impact of \$8,721,000.

With the "Yes" projects from the Operating Business Cases included in the budget, the Overall Tax Increase is projected to be 13% or a 2.8% municipal tax increase.

The education levy increase is currently set at 20% in the 2026 budget. This is based on past trends, including a comparable increase last year. Alberta Municipalities has released information to substantiate that there will be another large increase this year.

POLICY:

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

Section 245 of the Municipal Government Act, "each council must adopt a capita budget for each calendar year."

IMPLEMENTATION:

The schedule is currently set up with the goal to ensure that Council has reviewed the Operating and Capital Budget and is satisfied with the contents so that they budget can be approved on December 3, 2025.

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 has been scheduled for November 5, 2025 to release the budget documentation to Council at the public. In addition, there are three (3) days of Council Workshops (Budget Deliberations) that have been scheduled for November 20th, 25th and 27th.

Council has now been provided with the Budget Information Request Template which can be used for Council to submit any questions that they have regarding the budget package, which includes:

- 2026 Proposed Operating Budget
- 2026 Full Time Equivalent (FTE) Summary
- 2026 Community Group Group Funding Summary
- 2026 Operating Business Case Summary
- 2026 Operating Business Case - detailed
- 2026 Capital Budget - Prioritized Order
- 2026 Capital Budget - Numerical Order
- 2026 Capital Budget - Detailed
- 2026 Initial Budget Power Point Presentation

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

Administration will respond to the inquiries within two business days to ensure that Council has adequate information to determine whether Council would like to see an item added, removed or modified during the deliberations on November 20th, 25th or 27th.

The following is a breakdown of how we are proposing that the budget deliberations occur this year:

- November 5 , 2025 – CAO, Director and Finance Presentations, including a high level overview of the capital projects by each area.
- November 14, 2025 – Council Requests Submitted to Administration for Consideration
- November 14, 2025 – All Budget Information Requests must be submitted by Council
- November 17, 2025 - Community Group Funding Requests presented to Council

- November 17, 2025 – Citizen Budget Café’s (Coffee with Council)
- November 17, 2025 - All Budget Information Requests will be responded to by Administration.
- November 20, 2025 – Department Review - Question and Answer period
- November 25, 2025 – Council will decide which items should be removed from the consent agenda and debated and voted on during this session in regards to the operating and capital budget. Members of the public will be invited to this meeting to speak about any requests that should be considered as part of the capital budget.
- November 27, 2025 – This date will be held to continue deliberations on the budget (if required).
- December 3, 2025 – Anticipated Budget Approval

Council will be developing its Strategic Plan in January 2026 and, therefore, Administration wants to highlight that amendments may need to be made to the budget in 2026 in order to fund the strategic priorities of Council.

KEY ISSUE(S)/CONCEPT(S):

There are no decisions to be made by Council at this time. This report and the attachments are for information only.

Total Business Cases:

Operating:

13 - Administration Recommends Yes
 17 - Administration Recommends Maybe
 8 - Administration Recommends No

Capital

30 with proposed 2026 Spend - Administration recommends funding for 2026
 33 with proposed 2026 Spend - Administration does not recommend funding for 2026

DESIRED OUTCOMES:

The goal is for Council to review the attached documentation and prepare any Budget Information Requests that will support Council with its debate during upcoming budget meetings.

COMMUNICATIONS:

The proposed budget package will be posted on the Town’s website and communicated appropriately. Administration will ensure that the community is aware that the proposed package has been released and provide them with an opportunity to provide Council with feedback at a subsequent meeting.

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

[Attachment I: 2026-2029 Operating Budget - Proposed](#)

[Attachment II: 2026 Budget - FTE Count](#)

[Attachment III: 2026 Proposed Community Grants](#)

[Attachment IV: 2026-2029 Operating Business Cases Summary Redacted](#)

[Attachment V: 2026-2034 Operating Business Case Detail](#)

[Attachment VI: 2026-2034 Operating Business Case Detail IN CAMERA Redacted](#)

[Attachment VII: 2026-2035 Capital Business Cases Prioritized Order](#)

[Attachment VIII: 2026-2035 Capital Business Cases Numerical Order](#)

[Attachment IX: 2026-2035 Capital Business Cases Detailed](#)

[Attachment X: 2026 Proposed Capital Projects and Financing](#)

[Attachment XI: 2026 Budget Information Request Template](#)

[Attachment XII 2026 Council Budget Presentation - November 5](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 31 Oct
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 31 Oct
2025

Strathmore - Budget vs Actual with Forecast Years

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	17,549,400	872,700	5.23%	18,071,300	18,613,400	19,171,900 1)
Total 02) User fees and sales of goods	14,877,200	14,512,327	15,787,200	12,211,141	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	1,118,332	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	2,383,928	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	949,427	1,831,800	11,000	0.60%	1,432,200	1,305,100	1,295,800
Total 06) Government grants - capital	-	3,190,119	-	-	-	-	0.00%	-	-	-
Total 07) Other grants - capital	-	-	-	-	-	-	0.00%	-	-	-
Total 08) Investment & interest income	405,300	687,307	460,300	399,539	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	201,322	211,000	500	0.24%	211,500	212,000	213,000
Total 10) Other revenue	544,400	908,342	443,500	934,168	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	295,460	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	36,478,282	44,246,100	2,915,200	-207.05%	44,357,000	45,460,500	46,418,900
Expenses										
Total 01) Salaries, Wages, and Benefits	13,958,000	14,465,795	14,829,200	11,505,002	15,433,100	603,900	4.07%	16,242,600	16,854,600	17,299,900 5)
Total 02) Contracted and General Services	12,648,200	11,451,233	13,689,400	9,082,362	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	1,131,814	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	2,238,474	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	88,416	90,000	-	0.00%	90,000	90,000	90,000
Total 06) Other Expenditures	-	(124)	-	320	-	-	0.00%	-	-	-
Total 08) Transfers to Individuals and Organisations	519,500	538,596	689,600	479,969	609,400	(80,200)	-11.63%	649,700	660,300	676,500
Total 09) Transfers to Local Boards and Agencies	478,200	469,630	491,300	94,494	495,800	4,500	0.92%	512,700	530,100	548,200
Total 10) Interest on Long-term Debt	444,700	382,904	362,500	240,453	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	2,151,247	3,077,600	543,500	21.45%	356,400	2,883,400	(1,278,500) 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	342,373	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	30,245,698	44,246,100	2,915,200	-207.05%	44,357,000	45,460,500	46,418,900
Surplus(Deficit)	-	5,228,130	-	6,232,584	-	-	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)	6,232,584	(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 2.85% 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)

Strathmore - Budget vs Actual with Forecast Years

- 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 (presentation may change)
- 9) \$33k increase in gravel from prior

Strathmore - Budget vs Actual with Forecast Years

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	25,670	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	10,036	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	43,381	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	2,128,062	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	1,332,082	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	95,060	93,600	(30,000)	-24.27%	92,100	93,600	117,500
Total 06) Other Expenditures	-	(124)	-	320	-	-	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	3,562,900	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)	(3,519,519)	(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)	(3,519,519)	(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)

Strathmore - Budget vs Actual with Forecast Years

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	1,526,607	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	29,190	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	741,159	1,821,800	97,000	5.62%	1,422,200	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	647,907	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	2,986,737	4,568,300	730,300	-219.03%	4,047,100	4,188,400	4,331,600
Expenses										
Total 01) Salaries, Wages, and Benefits	6,200,900	6,401,660	6,917,800	5,251,782	7,227,700	309,900	4.48%	7,645,400	7,948,900	8,150,100 5) 10)
Total 02) Contracted and General Services	4,237,300	3,538,976	4,082,900	1,995,196	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	515,911	750,200	98,900	15.19%	735,000	761,300	776,200 6) 7)
Total 04) Utilities	822,500	677,894	803,600	421,726	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	485,600	(26,000)	-5.08%	525,900	536,500	552,700
Total 09) Transfers to Local Boards and Agencies	478,200	469,630	491,300	94,494	495,800	4,500	0.92%	512,700	530,100	548,200
Total 10) Interest on Long-term Debt	63,900	52,366	57,600	42,617	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	160,794	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	9,464,933	15,253,900	1,074,400	-207.58%	17,141,500	16,122,600	16,731,100
Surplus(Deficit)	(9,854,500)	(7,881,213)	(10,341,500)	(6,478,196)	(10,685,600)	(344,100)	3.33%	(13,094,400)	(11,934,200)	(12,399,500)
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)	(6,478,196)	(11,943,600)	(567,300)	4.99%	(14,352,400)	(13,192,200)	(13,657,500)

- 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

Strathmore - Budget vs Actual with Forecast Years

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	254,298	342,000	(9,100)	-2.59%	353,000	361,600	370,100
Total 02) Contracted and General Services	153,600	110,368	149,900	69,261	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	328,767	534,800	13,300	-202.55%	532,300	540,900	534,400
Surplus(Deficit)	(513,300)	(449,781)	(521,500)	(328,767)	(529,800)	(8,300)	1.59%	(532,300)	(540,900)	(534,400)
Less Amortization	-	-	-	-	-	-	-	-	-	-
NET COUNCIL	(513,300)	(449,781)	(521,500)	(328,767)	(529,800)	(8,300)	1.59%	(532,300)	(540,900)	(534,400)

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

Strathmore - Budget vs Actual with Forecast Years

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	10,449,131	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	1,089,142	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	-	-	-	-	0.00%	-	-	-
Total 08) Investment & interest income	-	-	-	-	-	-	0.00%	-	-	-
Total 09) Penalties and cost of taxes	25,000	2,791	25,500	23,171	26,000	500	1.96%	26,500	27,000	28,000
Total 10) Other revenue	123,000	124,227	74,500	258,669	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	253,587	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	13,270,342	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	2,973,423	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	5,299,365	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	461,542	691,600	25,900	3.89%	710,400	729,200	748,000
Total 04) Utilities	2,610,100	2,491,050	2,725,000	1,816,748	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	149,548	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	1,718,547	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	180,922	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	13,986,726	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)	(716,385)	(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)	(716,385)	(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 constuction (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 arrangement the Town is responsible for approximately 2.5% with the remaining costs split between Calgary and Rockyview County. All partners are contributing their appropriate share to these upcoming projects.
 - 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) Apcor Meter Servicing Contract - \$60k annual(water) \$121K(wastewater)

Strathmore - Budget vs Actual with Forecast Years

- 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

Strathmore - Budget vs Actual with Forecast Years

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	897,436	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	145,579	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	26,149	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	1,071,145	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)	(1,054,949)	(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)	(1,054,949)	(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

Strathmore - Budget vs Actual with Forecast Years

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	17,549,400	872,700	5.23%	18,071,300	18,613,400	19,171,900 1)
Total 02) User fees and sales of goods	191,500	199,746	194,800	209,733	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	2,383,928	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	399,539	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	168,115	175,000	-	0.00%	175,000	175,000	175,000
Total 10) Other revenue	2,000	39	2,000	3,721	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	20,161,626	23,872,800	3,056,800	-214.68%	24,461,900	25,072,600	25,698,400
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	240,879	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	32,944	25,000	-	0.00%	25,000	25,000	25,000
Total 05) Bank Charges and Short Term Interest	66,000	96,387	90,000	88,416	90,000	-	0.00%	90,000	90,000	90,000
Total 10) Interest on Long-term Debt	100,600	93,594	68,400	48,287	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%	(2,174,900)	116,400	(4,715,800)
Total 20) Requisitions	202,100	-	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	1,642,800	3,885,044	1,466,400	1,831,226	984,000	(482,400)	-167.10%	(1,964,500)	333,400	(3,011,000)
Surplus(Deficit)	18,379,700	16,778,553	19,349,600	18,330,400	22,888,800	3,539,200	18.29%	26,426,400	24,739,200	28,709,400
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	18,330,400	22,451,100	3,466,800	18.26%	25,988,700	24,301,500	28,271,700

- Notes:
- 1) Property Tax: 1.8% growth and a 2.85% 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

Town of Strathmore

Budget Year

2026

FTEs

Division/Department	2025 FTE	2025 - Cost	2026 FTE	2026- Cost
COUNCIL				
11 - Council	7.00	323,100	7.00	314,000
Total COUNCIL	7.00	323,100	7.00	314,000
STRATEGIC, ADMINISTRATIVE & FINANCIAL SERVICES				
12 - Administration	22.80	2,606,700	24.00	2,739,100
Total STRATEGIC, ADMINISTRATIVE & FINANCIAL SERVICES	22.80	2,606,700	24.00	2,739,100
COMMUNITY AND PROTECTIVE SERVICES				
12 - Director of CPS	1.60	237,400	1.60	243,000
21 - Policing	6.00	483,000	6.00	486,900
23 - Fire	22.25	2,238,500	22.25	2,310,200
24 - Emergency Services	1.75	187,600	0.75	101,400
26 - Municipal Enforcement	4.00	492,500	4.00	490,500
51 - FCSS	5.00	480,500	6.00	559,200
72 - Recreation	32.19	2,440,800	32.19	2,542,300
74 - Community Facilities & Functions	2.76	191,100	2.76	198,000
Total COMMUNITY AND PROTECTIVE SERVICES	71.55	6,751,400	75.55	6,931,500
INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES				
12 - Director of IODS	3.00	423,400	2.40	367,000
31 - Common Services	16.34	1,285,600	16.21	1,310,000
32 - Roads	7.60	745,400	8.50	768,500
37 - Stormwater	1.35	165,100	1.35	174,100
41 - Water	2.20	253,100	2.20	264,700
42 - Wastewater	1.90	201,200	1.90	211,000
43 - Solid Waste	0.75	75,600	0.75	78,700
56 - Cemetery	1.05	108,200	1.05	106,800
61 - Planning & Development	6.00	660,300	6.00	690,700
Total INFRASTRUCTURE, OPERATIONS & DEVELOPMENT	40.19	3,917,900	40.36	3,971,500
EXECUTIVE				
12 - Executive	9.00	1,275,300	8.40	1,255,400
Total EXECUTIVE	9.00	1,275,300	8.40	1,255,400
Grand Total	154.54	14,874,400	155.31	15,211,500

2026 Community Group Funding

Organization Name	2025 Funding Approved	2026 Proposed Operating Budget	2026 Operating Budget - Approved Via Motions XXXX	2026 Proposed Budget Tax Impact
STARS	\$10,000	\$10,000		0.1%
Strathmore & Wheatland County Christmas - Hamper Society	\$5,000	\$5,000		0.0%
Strathmore Overnight Shelter Society	\$20,000	\$20,000		0.1%
Wheatland Society of Arts	\$40,000	\$40,000		0.2%
Strathmore Ag. Society - Celebration of Lights	\$5,000	\$5,000		0.0%
Library Board	\$385,000	\$396,600		2.4%
Kakato'si Ayoungman Foundation	\$10,000	\$10,000		0.1%
Happy Cat	\$30,000	\$30,000		0.2%
Communities in Bloom Society	\$5,000	\$5,000		0.0%
Strathmore Youth Theatre Company	\$5,000	\$5,000		0.0%
Mainsprings Pregnancy and Family Support Association	\$5,000	\$5,000		0.0%
Strathmore Performing Arts Festival	\$5,000	\$5,000		0.0%
Physician Sponsorship Grant Policy	\$150,000	\$90,000		
Total Community Group Funding	\$675,000	\$626,600	\$0	3.7%

2026 Community Group Funding - Service Agreements

Organization Name	2025 Funding Approved	2026 Proposed Operating Budget	2026 Operating Budget - Approved Via Motions XXXX	2026 Proposed Budget Tax Impact
Hemodialysis Water Rebate	\$1,000	\$1,000		0.0%
Seniors Grant - Tax Rebate	\$12,000	\$12,000		0.1%
Community Investment Program (CIP)	\$20,000	\$20,000		0.1%
FCSS Community Grants	\$60,000	\$60,000		0.4%
United Way	\$45,000	\$45,000		0.3%
Citizenship Awards	\$5,400	\$5,400		0.0%
Handi Bus	\$198,200	\$202,200		1.2%
Strathmore Ag. Society (Strathmore Stampede/Heritage Days)	\$28,000	\$25,800		0.2%
Strathmore Affordable Housing Society	\$0	\$8,000		0.0%
Total Community Group Funding	\$369,600	\$379,400	\$0	2.3%
Grand Total Community Group Funding	\$1,044,600	\$1,006,000	\$0	6.0%

	2026	2027	2028	2029	2026 Estimated Tax Impact	Administration Recommends:
Business Continuity						
AUTO - 5585 - [REDACTED]	-	-	-	-	0.00%	Yes
AUTO - 5618 - [REDACTED]	-	-	-	-	0.00%	Yes
AUTO - 5587 - AM - Cityworks Canada Online (Cloud Migration) - 12 - Administration	16,000	16,000	16,000	16,000	0.09%	Yes
Subtotal:	16,000	16,000	16,000	16,000	0.09%	Yes
Efficiency/Cost Savings/Self-Sustaining						
AUTO - 5588 - GIS -360 Video Data Capture - 12 - Administration	8,000	6,000	6,000	6,000	0.04%	Yes
AUTO - 5506 - [REDACTED]	-	-	-	-	0.00%	Yes
Subtotal:	8,000	6,000	6,000	6,000	0.04%	Yes
Growth						
None Noted	-	-	-	-	-	-
Subtotal:	-	-	-	-	-	-
Long-Term Planning						
AUTO - 5645 - Utility Administration Fee - 12 - Administration	-	-	-	-	0.00%	Yes
AUTO - 5649 - Priority Based Budgeting Consultant - 12 - General	72,000	72,000	-	-	0.40%	Yes
Subtotal:	72,000	72,000	-	-	0.40%	Yes
Preventative Risk Mitigation						
AUTO - 5577 - Business Continuity Consulting/HRVA - 12 - Administration	25,000	25,000	-	-	0.14%	Yes
AUTO - 5653 - FCSS Operational Review - 12 - Director of CP5	50,000	-	-	-	0.28%	Yes
Subtotal:	75,000	25,000	-	-	0.42%	Yes
Service Levels: Maintain Current External Service Level						
AUTO - 5434 - [REDACTED]	-	-	-	-	0.00%	Yes
AUTO - 5590 - Qwestica Cloud Migration (On-premises Product Line Discontinued) - 12 - Administration	16,000	5,000	5,000	5,000	0.09%	Yes
Subtotal:	16,000	5,000	5,000	5,000	0.09%	Yes
Service Levels: Maintain Current Internal Service Level						
AUTO - 5636 - [REDACTED]	-	-	-	-	0.00%	Yes
AUTO - 5507 - Funds for Communications & Marketing Recommendations and Strategic Communications Support - 12 - Administration	45,000	-	-	-	0.25%	Yes
Subtotal:	45,000	-	-	-	0.25%	Yes
Service Levels: Increase						
None Noted	-	-	-	-	-	-
Subtotal:	-	-	-	-	-	-
Grand Total	307,600	195,100	96,700	94,000	1.71%	

	2026	2027	2028	2029	2026 Estimated Tax Impact	SLT Recommends:
Business Continuity						
None Noted						
Subtotal:	-	-	-	-		
Efficiency/Cost Savings/Self-Sustaining						
None Noted						
Subtotal:	-	-	-	-		
Growth						
AUTO - 5608 - Municipal Planning Internship Program Application - 61 - Planning & Development	25,000	25,000	-	-	0.14%	Maybe
ATIA Sec. 20(2)(d)						Maybe
Subtotal:						
Long-Term Planning						
AUTO - 5570 - Roads Reserve Contributions - 32 - Roads	350,000	350,000	350,000	350,000	1.94%	Maybe
AUTO - 5615 - Replenish Financial Stabilization Reserve - 12 - Administration	500,000	-	-	-	2.78%	Maybe
AUTO - 5635 - Soften Tax Impact on Fire FTEs - 12 - Administration	180,000	5,000	20,000	(205,000)	1.00%	Maybe
AUTO - 5640 - Soften the Tax Impact ERP Backfill - 12 - Administration	500,000	500,000	500,000	500,000	2.78%	Maybe
AUTO - 5641 - Bylaw and Policy Review - 12 - Administration	50,000	-	-	-	0.28%	Maybe
AUTO - 5655 - Reserve Transfer - LAPP Savings - 12 - Administration	105,000	-	-	-	0.58%	Maybe
Subtotal:	1,685,000	855,000	870,000	645,000		
Preventative Risk Mitigation						
AUTO - 5582 - Insurable Asset Valuation - 12 - Administration	8,900	-	-	-	0.05%	Maybe
Subtotal:	8,900	-	-	-		
Service Levels: Maintain Current External Service Level						
AUTO - 5415 - Parks - Staffing Request - One (1) Full-time Operator - 72 - Recreation	88,000	84,000	86,000	88,000	0.49%	Maybe
AUTO - 5540 - 5 Seasonal Parks Operators - 72 - Recreation	100,500	100,500	100,500	100,500	0.56%	Maybe
AUTO - 5623 - Public Works - Seasonal Operators - 32 - Roads	49,800	49,800	49,800	49,800	0.28%	Maybe
ATIA Sec. 20(2)(d)						Maybe
AUTO - 5654 - Gravel - 32 - Roads	30,500	30,500	30,500	30,500	0.17%	Maybe
Subtotal:	412,800	416,600	424,600	426,600		
Service Levels: Maintain Current Internal Service Level						
Subtotal:	-	-	-	-		
Service Levels: Increase						
AUTO - 5318 - Fire Staffing Level Increase - 23 - Fire	130,000	260,000	383,000	506,000	0.72%	Maybe
AUTO - 5516 - RCMP Community Resource Officer - 21 - Policing	190,000	190,000	190,000	190,000	1.06%	Maybe
AUTO - 5622 - Two (2) evening and weekend Operators - Seasonal - May to October - 72 - Recreation	43,000	43,000	43,000	43,000	0.24%	Maybe
Subtotal:	363,000	493,000	616,000	739,000		
Grand Total	2,536,900	1,831,800	1,952,800	1,852,800	14.09%	

	2026	2027	2028	2029	2026 Estimated Tax Impact	SLT Recommends:
Business Continuity						
None Noted						
Subtotal:	-	-	-	-		
Efficiency/Cost Savings/Self-Sustaining						
AUTO - 5589 - GIS - Aerial Imagery and LiDAR (Every two years) - 12 - Administration	-	35,000		35,000	0.00%	No
AUTO - 5584 - Legal AI Solution Software - 12 - Administration	30,000	8,000	8,000	8,000	0.17%	No
Subtotal:	30,000	43,000	8,000	43,000		
Growth						
AUTO - 5574 - Municipal Enforcement- Personnel Request - 26 - Municipal Enforcement	116,700	116,700	116,700	116,700	0.65%	No
AUTO - 5607 - Planner II Staff Request - 61 - Planning & Development	105,000	107,100	109,800	111,400	0.58%	No
AUTO - 5648 - Westmount Arena - 72 - Recreation	-	1,150,000	1,500,000	1,500,000	0.00%	No
Subtotal:	221,700	1,373,800	1,726,500	1,728,100		
Long-Term Planning						
None Noted						
Subtotal:	-	-	-	-		
Preventative Risk Mitigation						
AUTO - 5576 - Legal and Risk Management Staffing Resource - 12 - Administration	91,700	91,700	91,700	91,700	0.51%	No
Subtotal:	91,700	91,700	91,700	91,700		
Service Levels: Maintain Current External Service Level						
None Noted						
Subtotal:	-	-	-	-		
Service Levels: Maintain Current Internal Service Level						
None Noted						
Subtotal:	-	-	-	-		
Service Levels: Increase						
AUTO - 5657 - Roads - Sand boxes - 32 - Roads	53,300					No
AUTO - 5659 - Snow Priority Route Addition - 32 - Roads	398,000	398,000	398,000	398,000	2.21%	No
Subtotal:	451,300	398,000	398,000	398,000		
Grand Total	794,700	1,906,500	2,224,200	2,260,800	4.42%	

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5507 - Funds for Communications & Marketing Recommendations and Strategic Communications Support
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	The Communications team collaborates with all departments to keep citizens in the know about the Town's programs, services, issues, and events. The department leads all external communications, including marketing materials, social media, website, advertising, and media relations.
BUSINESS CASE JUSTIFICATION	As the Town continues to grow, various Town departments have undertaken new projects, events, and programs, resulting in increased demands on the Communications and Marketing team. This team previously lost a full-time equivalent (FTE) position in 2022 due to departmental restructuring and is frequently exceeding full capacity. See below for overtime hours. In addition to their core responsibilities, the team is supporting Economic Development initiatives. A portion of the Communications and Marketing Advisor's time is dedicated to this collaboration (approximately 10 hrs a week), and the Events Coordinator is also assisting with community engagement and economic development events (e.g., Prairie Sky announcement, De Havilland scavenger hunt, Mr. Mike's Event). As other departments expand, initiate new projects, or receive grant funding, the workload for Communications and Marketing has grown significantly. The team has also had to respond to several emergent issues, such as the 2024 waterline break and various planning and development campaigns in 2025. These urgent demands have limited the team's ability to take time off, resulting in increased overtime accrual. There is concern that, without additional resources, the current service levels are unsustainable and may lead to other unintended consequences. Furthermore, there are large projects scheduled in 2026 that the communications and marketing team does not currently have capacity for, including implementing the Northern Regional Economic Grant grant. Without additional supports, this will force the team to review current service levels (e.g., radio advertising, newspaper ads, social media usage, etc.). In 2025, the department has also delivered several major projects, including the Shop Local campaign and a website migration. Due to limited internal capacity, external contractors were engaged to support these initiatives, incurring additional costs to the municipality—typically at a rate of \$65–\$75 per hour. Notably, in early 2025, the Town contracted emergent communications support at approximately \$6,000 per month for two months. The department's contracted services spend (including the emergent communications earlier in the year) will be over \$70,000 dollars. In addition to contracted dollars, the team is often working additional ours to get work done. From January 1 to August 31, 2025, the team worked the following hours in addition to their regular work hours: • The Manager of Communications, Marketing, and Legislative Services logged over 200 hours of overtime in the first eight months of the year. (Predicted to work an additional 15-20 % regular work hours).

Business Case Summary

- The Communications and Marketing Advisor worked approximately 135 hours of overtime during the same period. (Predicted to work an additional 10 % regular work hours).
- The Social Media Coordinator recorded 50 hours of overtime in the first eight months. (Predicted to work an additional 5 % regular work hours).

Please note: These figures do not include the months of September through December, during which several major projects are scheduled (e.g., Spirit of Christmas, Municipal Election, website launch, etc.).

The proposed funds will be leveraged to support the team with strategic communications support and for the purposes of leveraging an external consultant to provide strategic recommendations regarding opportunities, resource needs, etc. for this department going forward.

Currently, the Communications and Marketing team consists of 2.6 FTEs plus a manager. The manager's time is divided among Legislative Services, Communications, Marketing, Events, and Advocacy. The 2.6 FTE count includes a 0.6 FTE Events Coordinator. Administration has previously reviewed FTE counts in comparable municipalities:

- High River - 4 FTEs
- Airdrie - 10.58 FTEs (includes customer service)
- Cochrane - 6 FTE
- Chestermere - 4 FTE
- Stony Plain - 3 FTE

Note: These municipalities' Communications and Marketing teams do not plan events. In other municipalities, while they may plan events, they are part of a different department and, therefore, are staffed in addition to the figures provided above.

The Communications team supports community events such as Pitch-In Week, Canada Day, Alberta Day, Strathmore Stampede, Stomping Down Barriers, and Spirit of Christmas. These responsibilities often result in significant time-off-in-lieu (TOIL) accrual or require flexible work schedules. Additionally, the team lacks capacity to maintain regular operations when urgent communications are needed. For example, during the 2024 water restrictions, the team had to scale back messaging and advertising for regular Town programming. The restrictions and concurrent summer events required certain team members to work every weekend from June to mid-August.

WHAT IS REQUIRED?

Administration is requesting funds to support with contract strategic communications support and funds to hire an external consultant to provide strategic recommendations regarding areas of opportunity and resource needs going forward to support the Town.

WHY IS IT REQUIRED?

The Communications and Marketing team requires additional resources to support other departments with new programs, events, and initiatives while also ensuring that residents are engaged and know of the Town's programs, issues, etc. Administration recommends getting clear on what those needs are for both the organization and the community going forward and, therefore, that is why support for future recommendations are being sought.

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

If resources are not approved, the team will be limited in the projects it takes on moving forward (e.g., shop local campaign) and Council will need to reduce service levels. Town may need to reduce the number of social media posts a week and limit radio advertising. The Town may not be able to take on new campaigns in future years due to staff capacity (including projects like a shop local campaign).

Business Case Summary

PILLARS OF SUSTAINABILITY - ECONOMIC	Currently, the Marketing and Communications Advisor and Events Coordinator have devoted time in their schedules to support Economic Development with creating a webpage, marketing to stakeholders, and establishing a central business association.		
PILLARS OF SUSTAINABILITY - FINANCIAL	With additional capacity on the communications and marketing team, the town will be able to review marketing/advertising practices and look for ways to generate revenue (advertising, increase marketing of programs and services, etc.).		
PILLARS OF SUSTAINABILITY - SOCIAL	N/A		
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	N/A		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Economic Development	
	Council Activity:	1.3 - Community Wellbeing Investment	
	Administrative Priority:		
	Administrative Activity:		

Operating Budget Details				
	2026 Budget	2027 Budget	2028 Budget	2029 Budget
12-07 - Communications & Marketing				
Expenses				
2-298-00 - CONTRACTED SERVICES	45,000	-	-	-
Total Expenses	45,000	-	-	-
Net 12-07 - Communications & Marketing	(45,000)	-	-	-
Net Business Case Operating	(45,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Johnathan Strathdee	8/22/2024
DIRECTOR	Kara Rusk	10/29/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5577 - Supplementary Funds for Business Continuity Consulting/HRVA
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Corporate Business Plan
BUSINESS CASE SCOPE	Administration is requesting funding to supplement the cost for the engagement of a qualified contractor to assume the responsibilities of the Emergency Management (EM) Coordinator on a temporary basis. Administration has had the opportunity to reevaluate an existing position to leverage those funds to support with partially funding these initiatives. The funding being requested here is intended to enable us to complete the development of a Business Continuity Plan and facilitation of a Hazard, Risk and Vulnerability Assessment, which are necessary projects.
BUSINESS CASE JUSTIFICATION	The Town of Strathmore does not currently have a business continuity plan (BCP) in place. A BCP lays out the prioritization and requirements for the restoration of services for the Town in the event of an emergency, with a goal of minimal disruption to the Town's ratepayers. The lack of BCP leaves the organization unprepared for disruptions like natural disasters, resulting in a disorganized response, extended downtime, and an inability to meet critical business needs. Prolonged downtime hinders operations, leading to a potentially significant loss of revenue and can create legal and regulatory issues, resulting in penalties and other liabilities. A failure to quickly recover essential services during a crisis can severely damage the organization's reputation and result in a lack of trust. Administration recognizes the need for a Business Continuity Plan; however, does not currently have the resourcing within to complete this initiative. The primary focus of this contract should be the development and completion of a comprehensive Business Continuity Plan (BCP), ensuring that essential municipal services can be restored and maintained with minimal disruption in the event of an emergency. Concurrently, the contractor would facilitate a Hazard Risk and Vulnerability Assessment (HRVA) and address any legislative requirements in preparation for the 2026 Emergency Management Plan review cycle. An HRVA is aimed at enhancing the Town's preparedness and resilience. An HRVA will result in a comprehensive hazard risk inventory that identifies, categorizes, and provides contextual information on each risk, while also ranking them based on their significance.
WHAT IS REQUIRED?	Administration is requesting a line item in the Town's 2026 and 2027 operating budget to supplement the cost for the engagement of a qualified contractor to assume the responsibilities of the Emergency Management (EM) Coordinator on a temporary basis, allowing that contractor to lead the development of a BCP and facilitation of an HRVA for the Town.
WHY IS IT REQUIRED?	A BCP outlines strategies and procedures to ensure essential municipal services continue during and after disruptions like emergencies or disasters and focuses on maintaining critical operations and rapid recovery. An HRVA will assist with the identification, likelihood and potential impact of risks the Town may face. This information will be instrumental in strengthening the Town's emergency preparedness.

Business Case Summary

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

Without a BCP in place, the Town is vulnerable to unnecessarily delayed service restoration, loss of revenue, and potential liability in the event of a disaster or emergency.
The absence of an HRVA in the business continuity planning process could lead to the Town not considering all potential hazards and associated impacts, therefore leaving the organization open to unforeseen consequences both legislatively and in relation to potential liability.

PILLARS OF SUSTAINABILITY - ECONOMIC

PILLARS OF SUSTAINABILITY - FINANCIAL

Business Continuity Planning is intended to ensure the Town is prepared to maintain and restore essential services, including financial services (ie. utility payments, payroll, etc.)

PILLARS OF SUSTAINABILITY - SOCIAL

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

Council Priority: Intentional Community Development

Council Activity: 6.2 - Efficient and Effective intra- and inter-community service provision

Administrative Priority:

Administrative Activity:

Operating Budget Details				
	2026 Budget	2027 Budget	2028 Budget	2029 Budget
12-15 - Director of SAFS				
Expenses				
2-298-00 - CONTRACTED SERVICES	25,000	25,000	-	-
Total Expenses	25,000	25,000	-	-
Net 12-15 - Director of SAFS	(25,000)	(25,000)	-	-
Net Business Case Operating	(25,000)	(25,000)	-	-

APPROVALS	NAME	DATE
AUTHOR	Christy Marlatt	8/7/2025
DIRECTOR	Kara Rusk	8/13/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5587 - AM - Cityworks Canada Online (Cloud Migration)
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE

Essential - legal, safety, or regulatory

BUSINESS CASE SCOPE

Includes the migration of the Town's existing on-premises Cityworks asset management system to Cityworks Online Canada, a secure, cloud-hosted version of the software managed by the ESRI Canada team. The scope of this activity includes:

- Engaging with Cityworks to configure and deploy the cloud environment.
- Migrating existing asset, work order, and inspection data to the new system.
- Establishing integration with ArcGIS Online and ensuring continued spatial data connectivity.
- Testing and validating the system to ensure continuity of operations.
- Providing user training and internal documentation for end users and administrators.
- Decommissioning the legacy on-premise environment (as appropriate).

BUSINESS CASE JUSTIFICATION

This initiative represents an essential step in ensuring the Town of Strathmore continues to deliver services effectively. Trimble, the provider of Cityworks, has announced that all organizations must migrate to their new online platform, Unity, by July 2027 to remain on a supported solution. Transitioning to Cityworks Online Canada now ensures that the Town is prepared for this mandated change, reducing future risk and complexity.

The immediate value of moving to Cityworks Online Canada is efficiency. Today, Town staff must spend significant time planning, organizing, and executing software updates, followed by testing and troubleshooting. By moving to a managed, cloud-hosted service, these time-consuming activities are eliminated. This frees both IT and the Asset Management Program to focus on higher-value work rather than system maintenance.

Equally important, this project does not add to the Town's overall software costs. Through the renegotiated Cityworks contract, the inclusion of Cityworks Online Canada fits within the existing budget for asset management software licenses. In fact, the Town will see a slight savings compared to last year's costs, making the transition both fiscally responsible and operationally beneficial.

Ultimately, this project is a smart investment in continuity and future readiness. It saves staff time, reduces the burden of system maintenance, and ensures a smooth pathway to the mandated Unity migration in 2027. By acting now, Strathmore secures a low-risk, high-value solution that delivers immediate efficiencies while preparing the Town for the future.

WHAT IS REQUIRED?

A subscription to Cityworks Online Canada, including onboarding, configuration, secure Canadian hosting, maintenance, and support—ensuring compliance, continuity, and reliable access while reducing IT burden and infrastructure costs.

WHY IS IT REQUIRED?

It is required to reduce the significant time IT and Asset Management staff spend on planning, testing, and executing updates. Moving now ensures continuity, simplifies the mandated Unity transition in 2027, and delivers a reliable, cost-effective solution.

Business Case Summary

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	If this project is not implemented, IT and Asset Management staff will continue to lose significant time managing updates. Each update requires planning, coordination, execution, testing, and troubleshooting, diverting resources away from higher-value strategic work. This increases the risk of system instability and reduces efficiency across the organization. In addition, delaying migration will create pressure as the July 2027 deadline for Unity approaches. A rushed, last-minute transition would increase the likelihood of errors, extended downtime, and higher costs. By acting now, the Town avoids these risks and ensures a smooth, low-impact path to the mandated Unity platform.
PILLARS OF SUSTAINABILITY - ECONOMIC	Cityworks Online Canada supports economic development by strengthening the Town's ability to maintain and expand core infrastructure—such as roads, utilities, and public spaces—reliably and efficiently.
PILLARS OF SUSTAINABILITY - FINANCIAL	Migrating to Cityworks Online Canada reduces IT overhead, eliminates costly updates, and fits within the existing budget. The renegotiated contract delivers slight savings, ensuring long-term financial stability and value.
PILLARS OF SUSTAINABILITY - SOCIAL	Cityworks Online Canada ensures uninterrupted delivery of essential services like water, parks, and roads. Reliable systems reduce downtime, improve response, and help maintain safe, livable neighborhoods that support community wellness.
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	Hosting in Canadian data centers lowers the Town's carbon footprint compared to on-premise servers. Integration with ArcGIS also supports better tracking of stormwater, green infrastructure, and climate resiliency initiatives.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Financial Sustainability Council Activity:2.1 - Predictable and appropriate tax increases Administrative Priority: Administrative Activity:

Operating Budget Details				
	2026 Budget	2027 Budget	2028 Budget	2029 Budget
12-05 - Geographic Information Systems				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	16,000	16,000	16,000	16,000
Total Expenses	16,000	16,000	16,000	16,000
Net 12-05 - Geographic Information Systems	(16,000)	(16,000)	(16,000)	(16,000)
Net Business Case Operating	(16,000)	(16,000)	(16,000)	(16,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/6/2025
DIRECTOR	Kara Rusk	10/29/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5588 - GIS -360 Video Data Capture
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE SCOPE	Acquisition of 360° video capture system—including software, camera, and GPS—for documenting and reviewing municipal infrastructure using street-level imagery.
BUSINESS CASE JUSTIFICATION	This initiative represents an important step in innovation for the Town of Strathmore. By investing in modern tools today, we are laying the foundation for tomorrow's cost savings. The acquisition of a 360° camera, GPS tools, and Nodelogy's Site Viewer software is the first step in enabling the Town to use artificial intelligence for automated condition assessments in the future. Without this technology, the Town will not have the imagery or datasets required to leverage AI effectively, quickly, or at scale when those tools become available. The immediate value of this investment is the creation of a Google Street View–style tool embedded into ArcGIS Enterprise at a relatively low cost of approximately \$7,000. Staff will be able to capture, store, and analyze consistent street-level and sidewalk imagery across Strathmore, ensuring higher-quality, up-to-date information that can be used for asset management, infrastructure inspections, public works, permitting, and enforcement. At the same time, the benefits extend beyond today's needs. This project dovetails with other Town initiatives, such as wayfinding and condition assessments for roads, sidewalks, pathways, and facilities. Currently, condition assessment projects cost the Town between \$10,000 and \$40,000 when completed by contractors. By investing in this technology today and positioning ourselves to leverage AI in the near future, the Town has the potential to eliminate these contractor costs altogether. By capturing imagery once and reusing it across multiple programs, the Town reduces duplication of effort, improves data consistency, and enhances long-term planning. Ultimately, this project is a strategic investment in innovation. It provides a low-cost, high-impact tool that improves operations today while preparing Strathmore to embrace AI-driven solutions in the future. By taking this first step, the Town positions itself to achieve significant cost savings, improved efficiency, and smarter infrastructure management over time.
WHAT IS REQUIRED?	We are requesting approval to purchase a 360° video capture system—including software, camera, and GPS—to help staff document and review infrastructure across Strathmore using street-level imagery.
WHY IS IT REQUIRED?	Right now, we do not have a centralized way to visually inspect or review conditions on roads, sidewalks, and other assets. This tool helps us capture that information in-house and prepares us to use AI for future condition assessments.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Without these tools, the Town will remain dependent on outdated or inconsistent data, increasing risks of design errors, higher costs, and delays, while losing the ability to adopt AI-driven condition assessments in the future.

Business Case Summary

PILLARS OF SUSTAINABILITY - ECONOMIC	This initiative supports sustainable economic growth by reducing duplication, improving efficiency, and enabling innovative approaches—positioning Strathmore as a forward-looking community attractive to residents and businesses.		
PILLARS OF SUSTAINABILITY - FINANCIAL	By investing in low-cost, high-impact tools today, the Town reduces long-term costs, builds capacity for AI-driven efficiencies, and strengthens financial sustainability through smarter asset management.		
PILLARS OF SUSTAINABILITY - SOCIAL	The project enhances transparency, safety, and service delivery by providing up-to-date imagery for inspections, planning, and enforcement—improving quality of life and supporting community wellness.		
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	Capturing consistent imagery helps track and manage infrastructure impacts on the environment, supports climate resiliency, and ensures better stewardship of roads, sidewalks, and green spaces.		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Financial Sustainability	
	Council Activity:	2.1 - Predictable and appropriate tax increases	
	Administrative Priority:		
	Administrative Activity:		

Operating Budget Details				
	2026 Budget	2027 Budget	2028 Budget	2029 Budget
12-05 - Geographic Information Systems				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	8,000	6,000	6,000	6,000
Total Expenses	8,000	6,000	6,000	6,000
Net 12-05 - Geographic Information Systems	(8,000)	(6,000)	(6,000)	(6,000)
Net Business Case Operating	(8,000)	(6,000)	(6,000)	(6,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/6/2025
DIRECTOR	Kara Rusk	10/29/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5590 - Questica Cloud Migration (On-premises Product Line Discontinued)
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Growth Requirement - new or enhanced service levels		
BUSINESS CASE SCOPE	Questica Cloud Migration (On-premises Product Line Discontinued).		
	2-12-05-251-00		

	2026 \$17,000		
	2027 \$5,000		
	2028 \$5,000		
	2029 \$5,000		
BUSINESS CASE JUSTIFICATION	Questica confirmed that our current on-premises version will no longer receive releases or updates for on-premises customers going forward. The Questica Cloud version will provide long time roadmap to the Town's budget software.		
	From an impact standpoint, it is similar to continue driving a car model that was discontinued. The vehicle itself remains drivable for more years, but over time it becomes increasingly difficult to find replacement parts and manage maintenance. This proposal is to move to a new model (cloud version) that is the fully supported by the manufacturer.		
WHAT IS REQUIRED?	Budget to migrate Questica to the cloud.		
WHY IS IT REQUIRED?	Meet migration roadmap for Questica after on-premises product line is no longer supported with hot fixes (updates) and new releases.		
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Remain on old/existing version. Final on-premise version of Questica Budget. There will be no further releases for on-premise customers moving forward.		
PILLARS OF SUSTAINABILITY - ECONOMIC	N/A		
PILLARS OF SUSTAINABILITY - FINANCIAL	This initiative aligns with our strategic goals of improving operational efficiency, reducing legal and financial risk, and enhancing workflow through automation and intelligent technologies.		
PILLARS OF SUSTAINABILITY - SOCIAL	N/A		
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	N/A		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability		
	Council Activity: 2.1 - Predictable and appropriate tax increases		
	Administrative Priority:		
	Administrative Activity:		

Operating Budget Details				
	2026 Budget	2027 Budget	2028 Budget	2029 Budget

Business Case Summary

12-03 - Information Technology

Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	5,000	5,000	5,000	5,000
2-298-00 - CONTRACTED SERVICES	11,000	-	-	-
Total Expenses	16,000	5,000	5,000	5,000
Net 12-03 - Information Technology	(16,000)	(5,000)	(5,000)	(5,000)
Net Business Case Operating	(16,000)	(5,000)	(5,000)	(5,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/19/2025
DIRECTOR	Kara Rusk	8/20/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5618 - RCMP Watch Clerks - Annual Hour Increase
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	21 - Policing

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	RCMP Watch Clerks are administrative staff members who work the same shifts as constables on a particular RCMP watch. They perform a variety of administrative duties instead of the RCMP constables, therefore allowing RCMP members to be more visible on the roads and in the community. Increasing the annual hours worked by the watch clerks would better align the clerks to a specific RCMP shift (A, B, C, and D) and, at the same time, contribute to the retention of the watch clerks. The Town has experienced departures of several watch clerk staff, who have left for other opportunities. The average time for an employee in this position is approximately 1.5 to 2 years. By increasing the annual hours for these staff, a more competitive pay compensation will result and may reduce the likelihood of staff seeking employment. Equally important, more competitive pay could help attract new talent, as competitive compensation is a key factor in attracting top performers.
BUSINESS CASE JUSTIFICATION	This change would see the annual hours for a watch clerk increase to 2,080 hours or 40 hours/week, as opposed to 1,820 hours or 35 hours /week.
WHAT IS REQUIRED?	This change would result in an increase to the watch clerks' wages budget of \$42,000, for four (4) watch clerks.
WHY IS IT REQUIRED?	To maintain and better align the watch clerks, therefore, providing greater support to the RCMP members. Furthermore, by increasing staff hours it will create a better level of compensation to help retain staff or to better attract top candidates.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	The departure of a watch clerk has a significant impact on the operations of the RCMP detachment. RCMP members will be without administrative support, but there is also significant training associated for the watch clerks. In addition, the average t
PILLARS OF SUSTAINABILITY - ECONOMIC	N/A
PILLARS OF SUSTAINABILITY - FINANCIAL	While this change would increase the budget, there would be an offsetting portion that would be invoiced back to the regional partners (Rocky View and Wheatland County) as per the cost-sharing agreement.
PILLARS OF SUSTAINABILITY - SOCIAL	N/A
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	N/A

Business Case Summary

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority: Community Wellness
Council Activity:
Administrative Priority:
Administrative Activity:

Operating Budget Details				
	2026 Budget	2027 Budget	2028 Budget	2029 Budget
21-01 - Police Services				
Revenues				
1-960-00 - COST RECOVERY - OTHER GOVERNMENTS	21,000	22,000	22,500	23,000
Total Revenues	21,000	22,000	22,500	23,000
Expenses				
2-112-00 - HOURLY WAGES	42,000	43,500	45,000	47,000
Total Expenses	42,000	43,500	45,000	47,000
Net 21-01 - Police Services	(21,000)	(21,500)	(22,500)	(24,000)
Net Business Case Operating	(21,000)	(21,500)	(22,500)	(24,000)

APPROVALS	NAME	DATE
AUTHOR	Mark Pretzlaff	8/15/2025
DIRECTOR	Mark Pretzlaff	8/15/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5645 - Utility Administration Fee
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Strategic Alignment
BUSINESS CASE SCOPE	Administration recommends that Council considers implementing a 20% Utility Administration Fee, charged from the municipal operating entity to the utility operating entity of the Town.
BUSINESS CASE JUSTIFICATION	This Utility Fee is similar to a dividend between entities (i.e. a transfer of surplus), from the Utility to the Municipal entities of the Town of Strathmore. As part of the Strategic Plan of the organization, Administration is recommending Council begin working towards a state of self sufficient municipal entity (i.e. taxes, grants, licenses and permits, and user fees) , to reduce the reliance on surpluses earned in the utility entity (i.e. utility fees and charges). Currently, utility surpluses pay for deficits in municipal operating. To bridge a portion of that gap, a utility administration fee is recognized as revenue in the municipal entity as a reimbursement of administrative salaries, wages and benefits of employees funded from municipal operations for the provision of services to utility operations. The fee is calculated at 20 per cent of total utility expenses before amortization and transfers to reserve. The fee is reflected in the Accumulated Surplus of the annual audited financial statements (i.e. Reserve balances). The utility entity of the Town are composed of the Cost Centers: 37-01 Storm, 41-01 Water, 42-01 Wastewater, 43-01 Solid Waste. The municipal entity of the Town is all other cost centers/functions - excluding developer offsite levy activity. Based on the 2025-2028 Approved Operating Budget, the Utility Administration Fee would have been calculated at \$2.275 Million for 2025.
WHAT IS REQUIRED?	Council's approval to implement a utility administration fee of 20% of all utility expenditures (excluding amortization of tangible capital assets and transfers to reserve) from the utility entity to the municipal entity.
WHY IS IT REQUIRED?	Administration is recommending Council begin working towards a state of self sufficient municipal entity (i.e. taxes, grants, and user fees) , to reduce the reliance on surpluses earned in the utility function.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	If not implemented, the municipal and utility entities of the organization will maintain the status quo, and, property tax increases may be required as an alternative to full self-sufficiency in the municipal entity.
PILLARS OF SUSTAINABILITY - ECONOMIC	N/A
PILLARS OF SUSTAINABILITY - FINANCIAL	The proposed administration fee will allow utility expenditures to continue to be self funded (i.e. utility rates pay for utility expenses), while easing the burden on the support required to the municipal entity .
PILLARS OF SUSTAINABILITY - SOCIAL	N/A

Business Case Summary

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL N/A

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

Council Priority: Financial Sustainability

Council Activity:

Administrative Priority:

Administrative Activity:

Operating Budget Details				
	2026 Budget	2027 Budget	2028 Budget	2029 Budget
10-02 - General - Other				
Revenues				
1-965-00 - Utility Administration Fee Revenue	2,275,000	2,275,000	2,275,000	2,275,000
Total Revenues	2,275,000	2,275,000	2,275,000	2,275,000
Net 10-02 - General - Other	2,275,000	2,275,000	2,275,000	2,275,000
37-01 - Storm Water & Drainage				
Expenses				
2-965-00 - Utility Administration Fee Expense	133,000	133,000	133,000	133,000
Total Expenses	133,000	133,000	133,000	133,000
Net 37-01 - Storm Water & Drainage	(133,000)	(133,000)	(133,000)	(133,000)
41-01 - Water Supply & Distribution				
Expenses				
2-965-00 - Utility Administration Fee Expense	924,000	924,000	924,000	924,000
Total Expenses	924,000	924,000	924,000	924,000
Net 41-01 - Water Supply & Distribution	(924,000)	(924,000)	(924,000)	(924,000)
42-01 - Wastewater Treatment & Disposal				
Expenses				
2-965-00 - Utility Administration Fee Expense	924,000	924,000	924,000	924,000
Total Expenses	924,000	924,000	924,000	924,000
Net 42-01 - Wastewater Treatment & Disposal	(924,000)	(924,000)	(924,000)	(924,000)
43-01 - Solid Waste				
Expenses				
2-965-00 - Utility Administration Fee Expense	294,000	294,000	294,000	294,000
Total Expenses	294,000	294,000	294,000	294,000
Net 43-01 - Solid Waste	(294,000)	(294,000)	(294,000)	(294,000)
Net Business Case Operating	-	-	-	-

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Riley Brolly	8/25/2025
DIRECTOR	Kara Rusk	10/29/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5649 - Priority Based Budgeting Consultant
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	12 - General

TYPE	Strategic Alignment
BUSINESS CASE SCOPE	Engage consultant to review readiness and provide guidance for a Priority Based Budget (PBB) Implementation. To include a review of the 2025 Service and Service Level Inventory and Programs, are these well defined and does the public understand them? Is there consistency between departments, and alignment with the overall Strategic Plan? Are there established measures for efficacy and alignment?
BUSINESS CASE JUSTIFICATION	Currently, our traditional or historical budgeting process has been incremental or line-item budgeting. This focusses on historical data and past performance as indicators and categorizes expenditures into specific line items. The objective is to refine our budgeting process to enhance our ability to pivot and adopt a methodology that demonstrates alignment between what we do as administration and what the community and Council have determined as their priorities. Priority Based Budgeting (PBB) is the most effective methodology to do that. PBB emphasizes value, impact, and alignment with organizational strategic goals, with a focus on service areas and outcomes, rather than individual line items. PBB focusses on aligning financial resources with the strategic priorities and outcomes that matter most to an organization or community. As opposed to allocating funds based on previous budgets with minimal adjustments, the method emphasizes evaluating programs or services based on the effectiveness and relevance to community goals. Key principles of PBB: 1. Strategic alignment 2. Evidence-Based decision making. 3. Transparency and accountability 4. Flexibility and adaptability Advantages of PBB methodology is that it fosters curiosity and questions past patterns of spending while supporting spending within the organizations means. It helps understand the cost of doing business and provides transparency of community priorities. It links the Strategic Plan to service priorities. It helps to clarify challenges and opportunities and supports evidence based decision making. There are challenges that come with a PBB implementation. It is a long term and continuous commitment. It is a complex project and requires organizational buy-in and extensive interdisciplinary collaboration. Training can be intensive, and there are additional resource requirements both for the implementation project and the ongoing process.
WHAT IS REQUIRED?	Components of an effective PBB 1. Evidence 2. Analysis 3. Engagement 4. Service inventory and prioritization 5. Decision making 6. Communication

Business Case Summary

WHY IS IT REQUIRED?	PBB encourages innovative discussions around service delivery and challenges historical spending patterns by directing funding towards higher-value services.		
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	If the PBB methodology is not implemented, we will continue to be stuck in a backward looking, reactive process that does not adequately align with the overall strategic plan and places in jeopardy the ability to respond effectively to the expected growth in the community. There is a risk that current services will not run efficiently and service levels may deteriorate due to lack of evaluation and appropriate allocation of financial resources. In addition to the reduced effectiveness of the services and programs, community confidence in transparency and appropriate stewardship of financial resources may be jeopardized.		
PILLARS OF SUSTAINABILITY - ECONOMIC	More efficient stewardship of financial resources will encourage commercial and industrial economic development and investment with a focus on sustainable growth.		
PILLARS OF SUSTAINABILITY - FINANCIAL	Allows organizations to respond to financial challenges or growth as lower priority programs can be reduced and financial resources can be reallocated to higher priority programs or to increase service levels in high priority programs.		
PILLARS OF SUSTAINABILITY - SOCIAL	Resources allocated to priorities enhances service excellence in areas that matter most to communities - increases quality of life.		
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL			
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Financial Sustainability	
	Council Activity:	6.2 - Efficient and Effective intra- and inter-community service provision	
	Administrative Priority:		
	Administrative Activity:		

Operating Budget Details				
	2026 Budget	2027 Budget	2028 Budget	2029 Budget
12-15 - Director of SAFS				
Expenses				
2-298-00 - CONTRACTED SERVICES	72,000	72,000	-	-
Total Expenses	72,000	72,000	-	-
Net 12-15 - Director of SAFS	(72,000)	(72,000)	-	-
Net Business Case Operating	(72,000)	(72,000)	-	-

APPROVALS	NAME	DATE
AUTHOR	Leana Ashbacher	9/25/2025
DIRECTOR	Kara Rusk	10/29/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5653 - FCSS Operational Review
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	12 - Director of CPS

TYPE

BUSINESS CASE SCOPE

An operational review is a comprehensive evaluation of an organization or department’s day-to-day activities to assess performance, identify inefficiencies, and ensure alignment with strategic goals. It may involve examining policies, procedures, controls, and resources to find areas for improvement in efficiency, profitability, risk management, and growth. A review can include everything from departmental communication and customer relations to asset management and financial operations.

An operational review of the Town's Family and Community Support Services (FCSS) department would involve a review of the programs and services offered to ensure the department is meeting its objectives and may identify gaps in service. This process may include a review of the FCSS Advisor Board and grant funding process (indirect funding), reviewing the programs and services offered by the department (direct funding), and identifying service delivery partners.

An operational review is a proactive approach to identify strengths and weaknesses for a department, to find opportunities for improvement and efficiencies, and to ensure alignment with the goals for the organization.

BUSINESS CASE JUSTIFICATION

WHAT IS REQUIRED?

While an operational review of a department can be conducted internally, an external consultant could provide an objective, third-party evaluation of the department's operations.

WHY IS IT REQUIRED?

An operational review is a proactive approach to identify strengths and weaknesses for a department, to find opportunities for improvement and efficiencies, and to ensure alignment with the goals for the organization.

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

The FCSS department will continue with its current offerings, delivering programs and services that are preventative in nature and focus on individual, family, and community-wide initiatives intended to enhance overall social wellbeing as well as providing funding to non-profit organizations that enhance the social well-being of individuals and families in Strathmore.

PILLARS OF SUSTAINABILITY - ECONOMIC

N/A

PILLARS OF SUSTAINABILITY - FINANCIAL

N/A

PILLARS OF SUSTAINABILITY - SOCIAL

N/A

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

N/A

Business Case Summary

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

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

Operating Budget Details				
	2026 Budget	2027 Budget	2028 Budget	2029 Budget
12-17 - Director of CPS				
Expenses				
2-298-00 - CONTRACTED SERVICES	50,000	-	-	-
Total Expenses	50,000	-	-	-
Net 12-17 - Director of CPS	(50,000)	-	-	-
Net Business Case Operating	(50,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Mark Pretzlaff	10/15/2025
DIRECTOR	Mark Pretzlaff	10/15/2025

ATIA, Sec. 20(2)(d)

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ATIA, Sec. 20(2)(d)

Town of Strathmore
2026-2035 Capital Business Case Summary Prioritized Order

<u>Business Case</u>	<u>Capital Prioritization Score</u>	<u>2026 Capital Funding</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>	<u>Total:</u>
AUTO- 5320 - Engine 2 Replacement Fire Truck - 23 - Fire	Prior Approval by Council	LGFF/CCBF	1,120,000	-	-	-	-	-	-	-	-	-	1,120,000
AUTO - 5347 - Wildflower Reservoir Storage Upgrade - 41 - Water	Prior Approval by Council	Water Offsite Levies	150,000	-	-	-	-	-	-	-	8,200,000	-	8,350,000
AUTO - 5329 - Aerial Fire Truck Replacement - 23 - Fire	Prior Approval by Council	Debt	-	1,250,000	1,400,000	-	-	-	-	-	-	-	2,650,000
AUTO - 5465 - Pathway Lifecycle - 72 - Recreation	Annual	LGFF/CCBF	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
AUTO - 5505 - IT - Evergreening - 12 - Administration	Annual	LGFF/CCBF	179,000	66,000	68,000	70,000	72,000	89,000	76,000	78,000	80,000	82,000	860,000
AUTO - 5466 - 42.1 - WWTP Lab Equipment - 42 - Wastewater	Annual	Waste Water Reserve	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000
AUTO - 5467 - 42.1 - Distribution & Collection Out-of-scope Maintenance - 42 - Wastewater	Annual	Waste Water Reserve	145,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	645,000
AUTO - 5470 - Road Asset Management Plan (RAMP) - 32 - Roads	Annual	LGFF/CCBF	-	365,000	380,000	400,000	420,000	445,000	465,000	490,000	515,000	530,000	4,010,000
AUTO - 5499 - Westlake Road Reconstruction - 32 - Roads (in lieu of RAMP)	Annual (RAMP)	LGFF/CCBF	300,000	-	-	-	-	-	-	-	-	-	300,000
AUTO - 5471 - Capital Projects Engineering - 32 - Roads	Annual	Asset Replacement Reserve	70,000	60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	530,000
AUTO - 5538 - Site Furniture - 72 - Recreation	Annual	Asset Replacement Reserve	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
AUTO - 5536 - Kinsmen Park Christmas Lights - 72 - Recreation	Annual	Asset Replacement Reserve	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
AUTO - 5660 - Traffic Calming - 32 - Roads	Annual	Asset Replacement Reserve	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
AUTO - 5594 - Network Switch Replacement (EoL) - 12 - Administration	Mandatory - Risk Impact	Asset Replacement Reserve	100,000	-	-	-	-	-	-	-	-	-	100,000
AUTO - 5610 - PCI-DSS 4.0 Assessment and Technical Reconfiguration - 12 - Administration	Mandatory - Legislative	Asset Replacement Reserve	40,000	96,000	-	-	-	-	-	-	-	-	136,000
AUTO - 5605 - Westridge Road Bridge Repairs (BF79655) - 32 - Roads	Mandatory - Risk Impact	Asset Replacement Reserve	30,000	-	-	-	-	-	-	-	-	-	30,000
AUTO - 5606 - West Pine Road Bridge Repairs (BF79656) - 32 - Roads	Mandatory - Risk Impact	Asset Replacement Reserve	30,000	-	-	-	-	-	-	-	-	-	30,000
AUTO - 5603 - TWP 244 Road Re-Construction - 32 - Roads	71.25	LGFF/CCBF	75,000	-	2,000,000	-	-	-	-	-	-	-	2,075,000
AUTO - 5557 - New Fire Hall Front End Engineering Design (FEED) Study - 23 - Fire	70	Fire Reserve	100,000	-	-	-	-	-	-	-	-	-	100,000
AUTO - 5502 - Family Centre Roofing Project - Phase 3 - 72 - Recreation	65	LGFF/CCBF	850,000	-	-	-	-	-	-	-	-	-	850,000
AUTO - 5337 - Central Trunk Sewer Upgrades - 42 - Wastewater	63.75	Multiple Funding	3,965,000	1,860,000	1,815,000	-	-	-	-	-	-	-	7,640,000
AUTO - 5319 - Bush Buggy Replacement Fire Truck - 23 - Fire	62.5	Fire Reserve	220,000	-	-	-	-	-	-	-	-	-	220,000
AUTO - 5642 - Snow Dump Expansion - 32 - Roads	62.5	LGFF/CCBF	160,000	-	-	-	-	-	-	-	-	-	160,000
AUTO - 5593 - Public Works Operations and Sport Centre Internet - 12 - Administration	61	LGFF/CCBF	10,000	-	-	-	-	-	-	-	-	-	10,000
AUTO - 5485 - Snow Boss - stand on plow - 72 - Recreation	60	LGFF/CCBF	20,000	-	-	-	-	-	-	-	-	-	20,000
AUTO - 5558 - New Modular Fire Training Center - 23 - Fire	60	LGFF/CCBF	195,000	-	-	-	-	-	-	-	-	-	195,000
AUTO - 5621 - Mechanic Shop - Carbon Monoxide Sensors - 31 - Common Services	60	Asset Replacement Reserve	12,000	-	-	-	-	-	-	-	-	-	12,000
AUTO - 5372 - Roads - PW 25 Chevrolet Silverado 1500 Replacement - 2026 - 32 - Roads	58.5	LGFF/CCBF	84,000	73,000	-	-	-	-	-	-	-	-	157,000
AUTO - 5468 - 42.1 - WWTP PLC/SCADA Upgrades - 42 - Wastewater	55.5	Multiple Funding	100,000	-	-	-	-	-	-	-	-	-	100,000
AUTO - 5612 - Power Meter Replacement and Breaker - 72 - Recreation	55	LGFF/CCBF	31,000	-	-	-	-	-	-	-	-	-	31,000
AUTO - 5614 - Aquatic Center Sprinkler Head Replacement - 72 - Recreation	55	Asset Replacement Reserve	80,000	-	-	-	-	-	-	-	-	-	80,000
AUTO - 5365 - Roads- EPW 57 John Deere 60 Series Excavator Replacement- 2025 - 32 - Roads	52.5	LGFF/CCBF	200,000	-	-	-	-	-	-	-	-	-	200,000
AUTO - 5556 - New Firehall Land Purchase - 23 - Fire	70		500,000	-	-	-	-	-	-	-	-	-	500,000
AUTO - 5339 - Wildflower Road - Phase 1 to 3 - 32 - Roads	56.25		2,300,000	-	-	7,700,000	-	5,500,000	-	-	-	-	15,500,000
AUTO - 5340 - Westcreek/Wildflower Arterial - 32 - Roads	56.25		1,000,000	3,000,000	6,000,000	-	-	-	-	-	-	-	10,000,000
AUTO - 5338 - George Freeman Trail Upgrades - 32 - Roads	53.75		4,700,000	-	-	-	4,200,000	-	-	-	-	-	8,900,000
AUTO - 5512 - Civic Centre - Roof Repairs & Building Condition Assessment - 72 - Recreation	52.5		67,000	-	-	-	-	-	-	-	-	-	67,000
AUTO - 5527 - Common Services - 31-01 - Westlake shop upgrades Phase 2 - 31 - Common Services	51		350,000	-	-	-	-	-	-	-	-	-	350,000
AUTO - 5371 - Roads- PW 69 Ford F-150 Replacement- 2025 - 32 - Roads	50.5		90,000	-	-	-	-	-	-	-	-	-	90,000
AUTO - 5401 - 72 - Parks - PK88 Ford F-150 Replacement - 2025 - 72 - Recreation	50.5		90,000	-	-	-	-	-	-	-	-	-	90,000
AUTO - 5601 - AV Equipment Modernization Civic Centre - 74 - Community Facilities & Functions	50.5		40,000	-	-	-	-	-	-	-	-	-	40,000
AUTO - 5463 - 42.1 - WWTP General Plant Upgrades - 42 - Wastewater	49		50,000	80,000	60,000	60,000	-	-	-	-	-	-	250,000
AUTO - 5519 - 42.1 - WWTP Centrifuge Overhaul - 42 - Wastewater	49		155,000	-	-	-	-	-	-	-	-	-	155,000
AUTO - 5520 - 42.1 - WWTP Effluent Pumphouse Rehabilitation - 42 - Wastewater	49		300,000	140,000	-	-	-	-	-	-	-	-	440,000
AUTO - 5387 - Parks - New Purchase- Wood Chipper and dump trailer Purchase- 2026 - 72 - Recreation	47		300,000	85,000	-	-	-	-	-	-	-	-	385,000
AUTO - 5572 - Municipal Enforcement- Patrol Car Replacement (2026) - 26 - Municipal Enforcement	43.5		110,000	-	-	-	-	-	-	-	-	-	110,000
AUTO - 5524 - Sea Can for stolen items - 26 - Municipal Enforcement	42.5		6,000	-	-	-	-	-	-	-	-	-	6,000

Town of Strathmore
2026-2035 Capital Business Case Summary Prioritized Order

	<u>Business Case</u>	<u>Capital Prioritization</u>	<u>2026 Capital Funding</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>	<u>Total:</u>
AUTO - 5578 - Curling Club -Main Breaker Modernization - 74 - Community Facilities & Functions	42.5			42,000	-	-	-	-	-	-	-	-	-	42,000
AUTO - 5356 - Sports Centre -Turf Replacement - 72 - Recreation	40			291,000	-	-	-	-	-	-	-	-	-	291,000
AUTO - 5560 - Family Centre Exterior Siding Replace - 72 - Recreation	40			400,000	-	-	-	-	-	-	-	-	-	400,000
AUTO - 5598 - Lambert Centre Roof - 74 - Community Facilities & Functions	40			90,000	-	-	-	-	-	-	-	-	-	90,000
AUTO - 5413 - 72 - Parks - Add new 1 ton with dump box - 2025 - 72 - Recreation	39.5			140,000	-	-	-	-	-	-	-	-	-	140,000
AUTO - 5602 - Wifi Expansion Family Centre - 72 - Recreation	39			13,000	-	-	-	-	-	-	-	-	-	13,000
AUTO - 5437 - 32- Roads - New - pick up truck half ton - 32 - Roads	38			82,000	-	-	-	-	-	-	-	-	-	82,000
AUTO - 5493 - Family Centre Dehumidifier - 72 - Recreation	36			42,000	-	-	-	-	-	-	-	-	-	42,000
AUTO - 5571 - Douglas Lighting Control Replacement - 72 - Recreation	32			89,000	-	-	-	-	-	-	-	-	-	89,000
AUTO - 5335 - Family Centre - Ice Plant Control Integration - 72 - Recreation	31			10,000	-	-	-	-	-	-	-	-	-	10,000
AUTO - 5643 - Sea cans for storage - 72 - Recreation	30.5			35,000	-	-	-	-	-	-	-	-	-	35,000
AUTO - 5342 - Sports Centre Sport Field Divider - 72 - Recreation	29			35,000	-	-	-	-	-	-	-	-	-	35,000
AUTO - 5616 - Crowther Memorial Junior High Score clock CIP - 71 - Community Development	23.5			7,000	-	-	-	-	-	-	-	-	-	7,000
AUTO - 5604 - IODS Management Vehicle - Midsize Truck - 32 - Roads	21			50,000	-	-	-	-	-	-	-	-	-	50,000
AUTO - 5341 - Sports Centre Batting Cage - 72 - Recreation	19			35,000	-	-	-	-	-	-	-	-	-	35,000
AUTO - 5619 - SMB - Remote Temperature Sensors - 31 - Common Services	19			8,000	-	-	-	-	-	-	-	-	-	8,000
AUTO - 5656 - Pass Card SMB Outdoor washrooms - 12 - Director of IODS	19			18,000										
AUTO- 5648 - Westmount Arena - 72 - Recreation	14			7,500,000	12,000,000	2,500,000								22,000,000
AUTO - 5321 - Squad Fire Truck Replacement - 23 - Fire				-	120,000	-	-	-	-	-	-	-	-	120,000
AUTO - 5323 - Auto Extrication Tool Replacement - 23 - Fire				-	-	225,000	-	-	-	-	-	-	-	225,000
AUTO - 5325 - Thermal Imaging Camera Replacement (Set of 6) - 23 - Fire				-	-	100,000	-	-	-	-	-	-	-	100,000
AUTO - 5326 - Rescue Airbag & Strut Replacement (Fire) - 23 - Fire				-	-	50,000	-	-	-	-	-	-	-	50,000
AUTO - 5327 - Extractor & Dryer Replacement (Fire) - 23 - Fire				-	-	-	50,000	-	-	-	-	-	-	50,000
AUTO - 5328 - CPR Lucas Device Replacement - 23 - Fire				-	-	-	60,000	-	-	-	-	-	-	60,000
AUTO - 5330 - Rescue Trailer Replacement - 23 - Fire				-	-	-	-	60,000	-	-	-	-	-	60,000
AUTO - 5331 - Rescue Boat Replacement - 23 - Fire				-	-	-	-	-	35,000	-	-	-	-	35,000
AUTO - 5332 - SCBA Compressor Replacement - 23 - Fire				-	-	-	-	-	400,000	-	-	-	-	400,000
AUTO - 5333 - SCBA Replacement - 23 - Fire				-	-	-	-	-	-	400,000	-	-	-	400,000
AUTO - 5334 - Tender 1 Fire Truck Replacement - 23 - Fire				-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
AUTO - 5336 - Third Street Cast Iron Replacement - 41 - Water				-	-	-	-	-	1,100,000	-	-	-	-	1,100,000
AUTO - 5343 - Parks - EPK 71 - Mower Replacement - 2028 - 72 - Recreation				-	-	77,000	-	-	-	-	-	-	-	77,000
AUTO - 5344 - 72 - Parks - Mower Replacement / Snow Plow - Unit EPK 74 - 2030 - 72 - Recreation				-	-	-	-	77,000	-	-	-	-	-	77,000
AUTO - 5345 - 72 - Parks - Unit EPK 80 - Mower / Snow Plow Replacement - 2030 - 72 - Recreation				-	-	-	-	77,000	-	-	-	-	-	77,000
AUTO - 5346 - Wildflower Distribution Main Upgrade - 41 - Water				-	-	-	-	-	-	2,500,000	-	-	-	2,500,000
AUTO - 5348 - Westdale Street Utility Replacement - 41 - Water				-	-	-	1,200,000	-	-	-	-	-	-	1,200,000
AUTO - 5349 - Fifth Avenue Utility Replacement - 41 - Water				-	-	-	-	-	-	1,955,000	-	-	-	1,955,000
AUTO - 5350 - Sixth Avenue Utility Replacement - 41 - Water				-	-	-	-	-	-	-	1,400,000	-	-	1,400,000
AUTO - 5351 - Second Street Utility Replacement & Downtown Beautification - 41 - Water				-	-	-	-	578,000	-	-	-	-	-	578,000
AUTO - 5352 - Fourth Street Utility Upgrades - 41 - Water				-	860,000	-	-	-	-	-	-	-	-	860,000
AUTO - 5353 - Wheeler Street Waterline Upgrade - 41 - Water				-	-	310,000	-	-	-	-	-	-	-	310,000
AUTO - 5354 - New Bulk Water Depot - 41 - Water				-	500,000	-	-	-	-	-	-	-	-	500,000
AUTO - 5355 - Bow Tertiary Outfall Pump Upgrade - 42 - Wastewater				-	-	-	-	-	-	-	-	513,000	-	513,000
AUTO - 5357 - Storm Pond 7, Phase 1 to 3 - 37 - Stormwater				-	-	-	-	1,625,000	-	-	985,000	-	-	2,610,000
AUTO - 5358 - Storm Pond 4B Expansion - 37 - Stormwater				-	-	-	-	-	-	-	410,000	-	-	410,000
AUTO - 5359 - Storm Pond 1 Outfall Control Structure - 37 - Stormwater				-	-	-	-	-	-	-	-	2,100,000	-	2,100,000
AUTO - 5360 - EPW 61 772 motor grader replacement 2029 - 32 - Roads				-	-	-	775,000	-	-	-	-	-	-	775,000
AUTO - 5361 - Roads- EPW 49 John Deere 624 Wheel Loader Replacement- 2027 - 32 - Roads				-	524,000	-	-	-	-	-	-	-	-	524,000
AUTO - 5362 - Roads- EPW 62 John Deere 644 Wheel Loader Replacement- 2033 - 32 - Roads				-	-	-	-	-	-	-	-	597,000	-	597,000
AUTO - 5363 - Roads- EPW 047 Bobcat S300 Replacement 2026 - 32 - Roads				-	133,000	-	-	-	-	-	-	-	-	133,000
AUTO - 5364 - Roads- EPW 075 John Deere 333 Compact Track Loader Replacement 2033 - 32 - Roads				-	-	-	-	-	-	-	168,000	-	-	168,000

Town of Strathmore
2026-2035 Capital Business Case Summary Prioritized Order

Business Case	Capital Prioritization		2026 Capital Funding	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total:
	Score													
AUTO - 5367 - Roads- PW 74 International 7300 Plow Truck Replacement- 2028 - 32 - Roads				-	-	502,000	-	-	-	-	-	-	-	502,000
AUTO - 5368 - Roads- OP 004 International HV Single Axle Hook/Plow Truck Replacement- 2030 - 32 - Roads				-	-	-	-	350,000	-	-	-	-	-	350,000
AUTO - 5370 - Roads- (awaiting delivery) 2023 International HX Plow Truck Replacement- 2033 - 32 - Roads				-	-	-	-	-	-	-	572,000	-	-	572,000
AUTO - 5373 - Roads- PW 50 Ford F-150 Replacement- 2027 - 32 - Roads				-	82,000	-	-	-	-	-	-	-	-	82,000
AUTO - 5374 - Roads- PW 71 Ford F-150 Replacement- 2028 - 32 - Roads				-	-	76,000	-	-	-	-	-	-	-	76,000
AUTO - 5375 - Roads- PW 64 Chevrolet Silverado 1500 Replacement- 2029 - 32 - Roads				-	-	-	85,000	-	-	-	-	-	-	85,000
AUTO - 5376 - Roads- PW 67 Chevrolet Silverado 1500 Replacement- 2030 - 32 - Roads				-	-	-	-	79,000	-	-	-	-	-	79,000
AUTO - 5377 - Roads- PW 72 Chevrolet Silverado 1500 Replacement- 2031 - 32 - Roads				-	-	-	-	-	89,000	-	-	-	-	89,000
AUTO - 5378 - Roads- PW 76 Ford F-150 Replacement- 2032 - 32 - Roads				-	-	-	-	-	-	82,000	-	-	-	82,000
AUTO - 5379 - Roads- PW 77 Ford F-150 Replacement- 2033 - 32 - Roads				-	-	-	-	-	-	-	93,000	-	-	93,000
AUTO - 5380 - Roads- PW 006 Chevrolet Silverado 3500 Dump Box Replacement- 2027 - 32 - Roads				-	130,000	-	-	-	-	-	-	-	-	130,000
AUTO - 5381 - Roads- PW 78 Ford F-550 Dump Box Replacement- 2032 - 32 - Roads				-	-	-	-	-	-	146,000	-	-	-	146,000
AUTO - 5382 - Roads- OP 012 Hydrovac Trailer Replacement- 2032 - 32 - Roads				-	-	-	-	-	-	160,000	-	-	-	160,000
AUTO - 5383 - Roads- EPW 76 Marathon Crack Sealer Replacement- 2032 - 32 - Roads				-	-	-	-	-	-	90,000	-	-	-	90,000
AUTO - 5384 - Roads- EPW 66 Hot Box Trailer Replacement- 2026 - 32 - Roads				-	96,000	-	-	-	-	-	-	-	-	96,000
AUTO - 5385 - Roads- OP- 13 Big Tex Tilt Deck Trailer Replacement- 2030 - 32 - Roads				-	-	-	-	20,000	-	-	-	-	-	20,000
AUTO - 5386 - Roads- New Purchase- Asphalt Recycler Purchase- 2026 - 32 - Roads				-	160,000	-	-	-	-	-	-	-	-	160,000
AUTO - 5388 - Roads- EPW 59 Variable Message Sign Board Replacement- 2031 - 32 - Roads				-	-	-	-	-	30,000	-	-	-	-	30,000
AUTO - 5389 - Roads- EPW 60 Variable Message Sign Board Replacement- 2031 - 32 - Roads				-	-	-	-	-	30,000	-	-	-	-	30,000
AUTO - 5391 - Facilities- OP 008 Ram Promaster Replacement- 2028 - 32 - Roads				-	-	123,000	-	-	-	-	-	-	-	123,000
AUTO - 5392 - Roads- PW 75 Ford f-350 Service Truck Replacement- 2026 - 32 - Roads				-	160,000	-	-	-	-	-	-	-	-	160,000
AUTO - 5393 - Roads- OP 001 Elgin Street Sweeper Replacement- 2031 - 32 - Roads				-	-	-	-	-	417,000	-	-	-	-	417,000
AUTO - 5395 - 72 - Parks - PK90 - GMC 2500 Replacement - 2027 - 72 - Recreation				-	-	68,000	-	-	-	-	-	-	-	68,000
AUTO - 5396 - 72 - Parks - OP 003 - Ford F150 Replacement - 2028 - 72 - Recreation				-	-	68,000	-	-	-	-	-	-	-	68,000
AUTO - 5397 - Sports Centre - Motor & Lifts for Basketball Hoops & Curtains - 72 - Recreation				-	-	-	-	-	-	-	-	12,000	-	12,000
AUTO - 5398 - 72 - Parks - OP 011 - Ford F150 - Replacement - 2029 - 72 - Recreation				-	-	-	68,000	-	-	-	-	-	-	68,000
AUTO - 5399 - 72 - Parks - PK 89 GMC 3500 1 Ton Dump Box Replacement - 2030 - 72 - Recreation				-	-	-	-	120,000	-	-	-	-	-	120,000
AUTO - 5403 - 72 - Parks - Wide Area Mower Replacement - 2033 - 72 - Recreation				-	-	-	-	-	-	-	116,000	-	-	116,000
AUTO - 5404 - 72 - Parks - John Deere Zero Turn Mower Replacement - 2032 - 72 - Recreation				-	-	-	-	-	-	18,000	-	-	-	18,000
AUTO - 5405 - 72 - Parks - EPK 77 - Kubota UTV - Replacement - 2025 - 72 - Recreation				-	-	-	-	-	-	-	-	-	-	-
AUTO - 5406 - Parks - OP 002 - Kubota Tractor Replacement - 2028 - 72 - Recreation				-	-	100,000	-	-	-	-	-	-	-	100,000
AUTO - 5407 - 72 - Parks - OP 006 - MT7 Trackless - Replacement - 2030 - 72 - Recreation				-	-	-	-	180,000	-	-	-	-	-	180,000
AUTO - 5408 - 72 - Parks - OP 014 - MT7 Trackless - Replacement - 2034 - 72 - Recreation				-	-	-	-	-	-	-	-	180,000	-	180,000
AUTO - 5409 - 72 - Parks - New 1/2 ton pick up truck - 2030 - 72 - Recreation				-	-	-	-	68,000	-	-	-	-	-	68,000
AUTO - 5410 - 72 - Parks - New 1/2 ton pick up truck - 2031 - 72 - Recreation				-	-	-	-	-	68,000	-	-	-	-	68,000
AUTO - 5411 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2032 - 72 - Recreation				-	-	-	-	-	-	68,000	-	-	-	68,000
AUTO - 5412 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2033 - 72 - Recreation				-	-	-	-	-	-	-	68,000	-	-	68,000
AUTO - 5414 - Sport Centre - Fitness Facility - 72 - Recreation				-	179,000	-	-	-	-	-	-	-	-	179,000
AUTO - 5416 - 72 - Parks - New washrooms/change rooms for Splash Park - 72 - Recreation				-	-	-	-	300,000	-	-	-	-	-	300,000
AUTO - 5418 - 42.1 - WWTP HVAC Lifecycle Replacements - 42 - Wastewater				-	90,000	-	120,000	-	-	-	-	100,000	-	310,000
AUTO - 5419 - 42.1 - WWTP VFD Lifecycle Replacements - 42 - Wastewater				-	-	150,000	-	-	150,000	-	-	300,000	-	600,000
AUTO - 5420 - 42.1 - WWTP MCC Lifecycle Replacements - 42 - Wastewater				-	-	-	-	-	-	-	-	150,000	300,000	450,000
AUTO - 5421 - 42.1 - WWTP Lagoon Refurbishment - 42 - Wastewater				-	80,000	400,000	400,000	200,000	-	-	-	-	-	1,080,000
AUTO - 5422 - 42.1 - WWTP Alum Tank Replacement - 42 - Wastewater				-	-	-	-	100,000	-	-	-	-	-	100,000
AUTO - 5423 - 42.1 - WWTP Primary & Secondary Treatment - 42 - Wastewater				-	-	-	100,000	300,000	350,000	200,000	-	-	-	950,000
AUTO - 5424 - 42.1 - Lift Station Lifecycle Replacements - 42 - Wastewater				-	-	-	-	60,000	160,000	160,000	150,000	150,000	-	680,000
AUTO - 5425 - 42.1 - WWTP Centrifuge Lifecycle Replacements - 42 - Wastewater				-	-	-	-	-	-	360,000	-	-	-	360,000
AUTO - 5426 - 42.1 - WWTP Blower System Replacement - 42 - Wastewater				-	-	-	-	-	-	-	200,000	-	-	200,000
AUTO - 5427 - 42.1 - WWTP Headworks Replacement - 42 - Wastewater				-	-	-	-	-	-	-	-	100,000	100,000	200,000
AUTO - 5428 - WWTP Control Building Upgrades - 42 - Wastewater				-	-	-	-	-	-	-	-	-	60,000	60,000

Town of Strathmore
2026-2035 Capital Business Case Summary Prioritized Order

Business Case	Capital Prioritization Score	2026 Capital Funding	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total:
AUTO - 5429 - 42.1 - WWTP UV Lifecycle Replacements - 42 - Wastewater			-	-	-	-	-	-	-	350,000	-	-	350,000
AUTO - 5430 - 41.1 - Wildflower Reservoir Instrument Replacements - 41 - Water			-	-	-	-	-	-	-	-	-	60,000	60,000
AUTO - 5431 - 72 - Parks - Replacement Lambert Park washrooms - 72 - Recreation			-	-	-	-	150,000	-	-	-	-	-	150,000
AUTO - 5432 - 72 - Parks - Playground replacement - Green Meadows - 72 - Recreation			-	-	90,000	-	-	-	-	-	-	-	90,000
AUTO - 5433 - 72 - Parks - Playground replacement - Terry Ray Clark Park - 72 - Recreation			-	90,000	-	-	-	-	-	-	-	-	90,000
AUTO - 5439 - Aquatic Center Audio System / Capital - 72 - Recreation			-	23,000	-	-	-	-	-	-	-	-	23,000
AUTO - 5440 - Aquatic Center Waterslide Stairs / Capital - 72 - Recreation			-	15,000	-	-	-	-	-	-	-	-	15,000
AUTO - 5441 - Aquatic Center Flooring / Capital - 72 - Recreation			-	43,000	-	-	-	-	-	-	-	-	43,000
AUTO - 5443 - Aquatic Center Heat Exchangers / Capital - 72 - Recreation			-	10,000	-	-	-	-	-	-	-	-	10,000
AUTO - 5444 - Aquatic Center Heat Exchanger Lap Pool / Capital - 72 - Recreation			-	-	-	-	-	-	-	-	17,000	-	17,000
AUTO - 5445 - Aquatic Center UV Film Windows / Capital - 72 - Recreation			-	16,000	-	-	-	-	-	-	-	-	16,000
AUTO - 5446 - Aquatic Center Fencing Under Waterslide / Capital - 72 - Recreation			-	7,000	-	-	-	-	-	-	-	-	7,000
AUTO - 5447 - Aquatic Center Diving Board / Capital - 72 - Recreation			-	-	-	8,000	-	-	-	-	-	-	8,000
AUTO - 5448 - Aquatic Center Re-Tile Spa / Hot Tub / Capital - 72 - Recreation			-	-	-	-	-	-	-	-	100,000	-	100,000
AUTO - 5449 - Aquatic Center Re-Tile Kiddy Pool / Capital - 72 - Recreation			-	-	-	-	-	-	-	-	125,000	-	125,000
AUTO - 5450 - Aquatic Center Diving Blocks / Capital - 72 - Recreation			-	-	-	-	-	35,000	-	-	-	-	35,000
AUTO - 5451 - Aquatic Center Front Desk Reception, Replacement / Capital - 72 - Recreation			-	-	-	25,000	-	-	-	-	-	-	25,000
AUTO - 5452 - Aquatic Center Replace Tiles All Changerooms & Pool Deck Area / Capital - 72 - Recreation			-	-	-	-	-	-	-	-	650,000	-	650,000
AUTO - 5453 - Aquatic Center Baffles / Capital - 72 - Recreation			-	125,000	-	-	-	-	-	-	-	-	125,000
AUTO - 5454 - Aquatic Center Replace Sand Filters / Capital - 72 - Recreation			-	35,000	-	-	-	-	-	-	-	-	35,000
AUTO - 5455 - Aquatic Center Replace Filters Hot Tub & Kiddy Pool / Capital - 72 - Recreation			-	-	27,000	-	-	-	-	-	-	-	27,000
AUTO - 5456 - Aquatic Center Replace Lockers / Capital - 72 - Recreation			-	140,000	-	-	-	-	-	-	-	-	140,000
AUTO - 5457 - Aquatic Center Chairlift / Capital - 72 - Recreation			-	10,000	-	-	-	-	-	-	-	-	10,000
AUTO - 5458 - Aquatic Center Domestic Hot Water Tanks / Capital - 72 - Recreation			-	15,000	-	-	-	-	-	-	-	-	15,000
AUTO - 5459 - Aquatic Center Lap Pool Circ Pump - 72 - Recreation			-	26,000	-	-	-	-	-	-	-	-	26,000
AUTO - 5464 - Fleet - 9 GPS units for Equipment (new) - 31 - Common Services			-	-	-	-	-	-	-	-	-	-	-
AUTO - 5469 - Water Reservoir Upgrades - 41 - Water			-	-	-	-	-	-	-	-	-	-	-
AUTO - 5474 - Sports Centre - Sound System - 72 - Recreation			-	-	-	-	-	-	-	-	-	-	-
AUTO - 5489 - Family Centre Rooftop Unit - 72 - Recreation			-	90,000	-	-	-	-	-	-	-	-	90,000
AUTO - 5492 - Family Centre Makeup Air Unit - 72 - Recreation			-	40,000	-	-	-	-	-	-	-	-	40,000
AUTO - 5494 - Family Centre Desuperheater - 72 - Recreation			-	100,000	-	-	-	-	-	-	-	-	100,000
AUTO - 5498 - Second Street Road Reconstruction - 32 - Roads			-	-	175,000	-	-	-	-	-	-	-	175,000
AUTO - 5500 - Parklane Drive Reconstruction - 32 - Roads			-	-	300,000	-	-	-	-	-	-	-	300,000
AUTO - 5514 - Aquatic Center Mechanical Room Repairs / Capital Project - 72 - Recreation			-	30,000	-	-	-	-	-	-	-	-	30,000
AUTO - 5521 - Maplewood Drive Boulevard Landscaping - 72 - Recreation			-	-	-	-	-	-	-	-	-	-	-
AUTO - 5522 - 42.1 - WWTP Polymer Make-Up System - 42 - Wastewater			-	150,000	-	-	-	-	-	-	-	-	150,000
AUTO - 5555 - New Firehall Headquarters - 23 - Fire			-	18,000,000	-	-	-	-	-	-	-	-	18,000,000
AUTO - 5561 - Fire Department - Hazmat Trailer Replacement (2028) - 23 - Fire			-	-	35,000	-	-	-	-	-	-	-	35,000
AUTO - 5562 - Fire Department - Rescue Tool Replacement (2033) - 23 - Fire			-	-	-	-	-	-	-	375,000	-	-	375,000
AUTO - 5563 - Fire Department - Car 1 Replacement (2028) - 23 - Fire			-	-	80,000	-	-	-	-	-	-	-	80,000
AUTO - 5564 - Fire Department - Radio Replacement (2034) - 23 - Fire			-	-	-	-	-	-	-	-	400,000	-	400,000
AUTO - 5565 - Fire Department - CAD Replacement (2034) - 23 - Fire			-	-	-	-	-	-	-	-	75,000	-	75,000
AUTO - 5566 - Fire Department - Fire Hose Replacement (2034) - 23 - Fire			-	-	-	-	-	-	-	-	120,000	-	120,000
AUTO - 5567 - Fire Department - Nozzle Replacement (2030) - 23 - Fire			-	-	-	-	60,000	-	-	-	-	-	60,000
AUTO - 5569 - Roof Access Ladder - Lambert Centre - 74 - Community Facilities & Functions			-	23,000	-	-	-	-	-	-	-	-	23,000
AUTO - 5573 - Municipal Enforcement Patrol Car Replacement (2027) - 26 - Municipal Enforcement			-	110,000	-	-	-	-	-	-	-	-	110,000
AUTO - 5617 - WWTP Generator Replacement - 42 - Wastewater			-	150,000	-	-	-	-	-	-	-	-	150,000
Grand Total			27,666,000	42,002,000	17,744,000	11,686,000	9,661,000	9,463,000	7,245,000	7,020,000	15,049,000	1,697,000	

<u>Business Case</u>	<u>Capital Prioritization Score</u>	<u>2026 Capital Funding</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>	<u>Total:</u>
		2026 Funded:	8,721,000										
		2026 Unfunded:	18,945,000										
		Total:	27,666,000	42,002,000	17,744,000	11,686,000	9,661,000	9,463,000	7,245,000	7,020,000	15,049,000	1,697,000	

Town of Strathmore
2026-2035 Capital Business Case Summary Numerical Order

<u>Business Case</u>	<u>Capital Prioritization</u>	<u>2026 Capital Funding</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>	<u>Total:</u>
AUTO - 5319 - Bush Buggy Replacement Fire Truck - 23 - Fire	Score 62.5	Fire Reserve	220,000	-	-	-	-	-	-	-	-	-	220,000
AUTO- 5320 - Engine 2 Replacement Fire Truck - 23 - Fire	Prior Approval by Council	LGFF/CGBF	1,120,000	-	-	-	-	-	-	-	-	-	1,120,000
AUTO - 5329 - Aerial Fire Truck Replacement - 23 - Fire	Prior Approval by Council	Debt	-	1,250,000	1,400,000	-	-	-	-	-	-	-	2,650,000
AUTO - 5337 - Central Trunk Sewer Upgrades - 42 - Wastewater	63.75	Multiple Funding	3,965,000	1,860,000	1,815,000	-	-	-	-	-	-	-	7,640,000
AUTO - 5347 - Wildflower Reservoir Storage Upgrade - 41 - Water	Prior Approval by Council	Water Offsite Levies	150,000	-	-	-	-	-	-	-	8,200,000	-	8,350,000
AUTO - 5365 - Roads- EPW 57 John Deere 60 Series Excavator Replacement- 2025 - 32 - Roads	52.5	LGFF/CGBF	200,000	-	-	-	-	-	-	-	-	-	200,000
AUTO - 5372 - Roads - PW 25 Chevrolet Silverado 1500 Replacement - 2026 - 32 - Roads	58.5	LGFF/CGBF	84,000	73,000	-	-	-	-	-	-	-	-	157,000
AUTO - 5465 - Pathway Lifecycle - 72 - Recreation	Annual	LGFF/CGBF	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	2,500,000
AUTO - 5466 - 42.1 - WWTP Lab Equipment - 42 - Wastewater	Annual	Waste Water Reserve	10,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	190,000
AUTO - 5467 - 42.1 - Distribution & Collection Out-of-scope Maintenance - 42 - Wastewater	Annual	Waste Water Reserve	145,000	100,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	645,000
AUTO - 5468 - 42.1 - WWTP PLC/SCADA Upgrades - 42 - Wastewater	55.5	Multiple Funding	100,000	-	-	-	-	-	-	-	-	-	100,000
AUTO - 5470 - Road Asset Management Plan (RAMP) - 32 - Roads	Annual	LGFF/CGBF	-	365,000	380,000	400,000	420,000	445,000	465,000	490,000	515,000	530,000	4,010,000
AUTO - 5471 - Capital Projects Engineering - 32 - Roads	Annual	Asset Replacement Reserve	70,000	60,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	530,000
AUTO - 5485 - Snow Boss - stand on plow - 72 - Recreation	60	LGFF/CGBF	20,000	-	-	-	-	-	-	-	-	-	20,000
AUTO - 5499 - Westlake Road Reconstruction - 32 - Roads (in lieu of RAMP)	Annual (RAMP)	LGFF/CGBF	300,000	-	-	-	-	-	-	-	-	-	300,000
AUTO - 5502 - Family Centre Roofing Project - Phase 3 - 72 - Recreation	65	LGFF/CGBF	850,000	-	-	-	-	-	-	-	-	-	850,000
AUTO - 5505 - IT - Evergreening - 12 - Administration	Annual	LGFF/CGBF	179,000	66,000	68,000	70,000	72,000	89,000	76,000	78,000	80,000	82,000	860,000
AUTO - 5536 - Kinsmen Park Christmas Lights - 72 - Recreation	Annual	Asset Replacement Reserve	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	200,000
AUTO - 5538 - Site Furniture - 72 - Recreation	Annual	Asset Replacement Reserve	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	250,000
AUTO - 5557 - New Fire Hall Front End Engineering Design (FEED) Study - 23 - Fire	70	Fire Reserve	100,000	-	-	-	-	-	-	-	-	-	100,000
AUTO - 5558 - New Modular Fire Training Center - 23 - Fire	60	LGFF/CGBF	195,000	-	-	-	-	-	-	-	-	-	195,000
AUTO - 5593 - Public Works Operations and Sport Centre Internet - 12 - Administration	61	LGFF/CGBF	10,000	-	-	-	-	-	-	-	-	-	10,000
AUTO - 5594 - Network Switch Replacement (EoL) - 12 - Administration	Mandatory - Risk Impact	Asset Replacement Reserve	100,000	-	-	-	-	-	-	-	-	-	100,000
AUTO - 5603 - TWP 244 Road Re-Construction - 32 - Roads	71.25	LGFF/CGBF	75,000	-	2,000,000	-	-	-	-	-	-	-	2,075,000
AUTO - 5605 - Westridge Road Bridge Repairs (BF79655) - 32 - Roads	Mandatory - Risk Impact	Asset Replacement Reserve	30,000	-	-	-	-	-	-	-	-	-	30,000
AUTO - 5606 - West Pine Road Bridge Repairs (BF79656) - 32 - Roads	Mandatory - Risk Impact	Asset Replacement Reserve	30,000	-	-	-	-	-	-	-	-	-	30,000
AUTO - 5610 - ATIA Sec. 29													
AUTO - 5612 - Power Meter Replacement and Breaker - 72 - Recreation	55	LGFF/CGBF	31,000	-	-	-	-	-	-	-	-	-	31,000
AUTO - 5614 - Aquatic Center Sprinkler Head Replacement - 72 - Recreation	55	Asset Replacement Reserve	80,000	-	-	-	-	-	-	-	-	-	80,000
AUTO - 5621 - Mechanic Shop - Carbon Monoxide Sensors - 31 - Common Services	60	Asset Replacement Reserve	12,000	-	-	-	-	-	-	-	-	-	12,000
AUTO - 5642 - Snow Dump Expansion - 60 - Roads	62.5	LGFF/CGBF	160,000	-	-	-	-	-	-	-	-	-	160,000
AUTO - 5660 - Traffic Calming - 32 - Roads	Annual	Asset Replacement Reserve	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	150,000	1,500,000
AUTO - 5556 - New Firehall Land Purchase - 23 - Fire	70		500,000	-	-	-	-	-	-	-	-	-	500,000
AUTO - 5339 - Wildflower Road - Phase 2 to 3 - 32 - Roads	56.25		2,300,000	-	-	7,700,000	-	5,500,000	-	-	-	-	15,500,000
AUTO - 5340 - Westcreek/Wildflower Arterial - 32 - Roads	56.25		1,000,000	3,000,000	6,000,000	-	-	-	-	-	-	-	10,000,000
AUTO - 5338 - George Freeman Trail Upgrades - 32 - Roads	53.75		4,700,000	-	-	-	4,200,000	-	-	-	-	-	8,900,000
AUTO - 5512 - Civic Centre - Roof Repairs & Building Condition Assessment - 72 - Recreation	52.5		67,000	-	-	-	-	-	-	-	-	-	67,000
AUTO - 5527 - Common Services - 31-01 - Westlake shop upgrades Phase 2 - 31 - Common Services	51		350,000	-	-	-	-	-	-	-	-	-	350,000
AUTO - 5371 - Roads- PW 69 Ford F-150 Replacement- 2025 - 32 - Roads	50.5		90,000	-	-	-	-	-	-	-	-	-	90,000
AUTO - 5401 - 72 - Parks - PK88 Ford F-150 Replacement - 2025 - 72 - Recreation	50.5		90,000	-	-	-	-	-	-	-	-	-	90,000
AUTO - 5601 - AV Equipment Modernization Civic Centre - 74 - Community Facilities & Functions	50.5		40,000	-	-	-	-	-	-	-	-	-	40,000
AUTO - 5463 - 42.1 - WWTP General Plant Upgrades - 42 - Wastewater	49		50,000	80,000	60,000	60,000	-	-	-	-	-	-	250,000
AUTO - 5519 - 42.1 - WWTP Centrifuge Overhaul - 42 - Wastewater	49		155,000	-	-	-	-	-	-	-	-	-	155,000
AUTO - 5520 - 42.1 - WWTP Effluent Pumphouse Rehabilitation - 42 - Wastewater	49		300,000	140,000	-	-	-	-	-	-	-	-	440,000
AUTO - 5387 - Parks - New Purchase- Wood Chipper and dump trailer Purchase- 2026 - 72 - Recreation	47		300,000	85,000	-	-	-	-	-	-	-	-	385,000
AUTO - 5572 - Municipal Enforcement- Patrol Car Replacement (2026) - 26 - Municipal Enforcement	43.5		110,000	-	-	-	-	-	-	-	-	-	110,000
AUTO - 5524 - Sea Can for stolen items - 26 - Municipal Enforcement	42.5		6,000	-	-	-	-	-	-	-	-	-	6,000

Town of Strathmore
2026-2035 Capital Business Case Summary Numerical Order

<u>Business Case</u>	<u>Capital Prioritization</u>	<u>2026 Capital Funding</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>	<u>Total:</u>
AUTO - 5578 - Curling Club -Main Breaker Modernization - 74 - Community Facilities & Functions	42.5		42,000	-	-	-	-	-	-	-	-	-	42,000
AUTO - 5356 - Sports Centre -Turf Replacement - 72 - Recreation	40		291,000	-	-	-	-	-	-	-	-	-	291,000
AUTO - 5560 - Family Centre Exterior Siding Replace - 72 - Recreation	40		400,000	-	-	-	-	-	-	-	-	-	400,000
AUTO - 5598 - Lambert Centre Roof - 74 - Community Facilities & Functions	40		90,000	-	-	-	-	-	-	-	-	-	90,000
AUTO - 5413 - 72 - Parks - Add new 1 ton with dump box - 2025 - 72 - Recreation	39.5		140,000	-	-	-	-	-	-	-	-	-	140,000
AUTO - 5602 - Wifi Expansion Family Centre - 72 - Recreation	39		13,000	-	-	-	-	-	-	-	-	-	13,000
AUTO - 5437 - 32- Roads - New - pick up truck half ton - 32 - Roads	38		82,000	-	-	-	-	-	-	-	-	-	82,000
AUTO - 5493 - Family Centre Dehumidifier - 72 - Recreation	36		42,000	-	-	-	-	-	-	-	-	-	42,000
AUTO - 5571 - Douglas Lighting Control Replacement - 72 - Recreation	32		89,000	-	-	-	-	-	-	-	-	-	89,000
AUTO - 5335 - Family Centre - Ice Plant Control Integration - 72 - Recreation	31		10,000	-	-	-	-	-	-	-	-	-	10,000
AUTO - 5643 - Sea cans for storage - 72 - Recreation	30.5		35,000	-	-	-	-	-	-	-	-	-	35,000
AUTO - 5342 - Sports Centre Sport Field Divider - 72 - Recreation	29		35,000	-	-	-	-	-	-	-	-	-	35,000
AUTO - 5616 - Crowther Memorial Junior High Score clock CIP - 71 - Community Development	23.5		7,000	-	-	-	-	-	-	-	-	-	7,000
AUTO - 5604 - IODS Management Vehicle - Midsize Truck - 32 - Roads	21		50,000	-	-	-	-	-	-	-	-	-	50,000
AUTO - 5341 - Sports Centre Batting Cage - 72 - Recreation	19		35,000	-	-	-	-	-	-	-	-	-	35,000
AUTO - 5619 - SMB - Remote Temperature Sensors - 31 - Common Services	19		8,000	-	-	-	-	-	-	-	-	-	8,000
AUTO - 5656 - Pass Card SMB Outdoor washrooms - 12 - Director of IODS	19		18,000										
AUTO- 5648 - Westmount Arena - 72 - Recreation	14		7,500,000	12,000,000	2,500,000								22,000,000
AUTO - 5321 - Squad Fire Truck Replacement - 23 - Fire			-	120,000	-	-	-	-	-	-	-	-	120,000
AUTO - 5323 - Auto Extrication Tool Replacement - 23 - Fire			-	-	225,000	-	-	-	-	-	-	-	225,000
AUTO - 5325 - Thermal Imaging Camera Replacement (Set of 6) - 23 - Fire			-	-	100,000	-	-	-	-	-	-	-	100,000
AUTO - 5326 - Rescue Airbag & Strut Replacement (Fire) - 23 - Fire			-	-	50,000	-	-	-	-	-	-	-	50,000
AUTO - 5327 - Extractor & Dryer Replacement (Fire) - 23 - Fire			-	-	-	50,000	-	-	-	-	-	-	50,000
AUTO - 5328 - CPR Lucas Device Replacement - 23 - Fire			-	-	-	60,000	-	-	-	-	-	-	60,000
AUTO - 5330 - Rescue Trailer Replacement - 23 - Fire			-	-	-	-	60,000	-	-	-	-	-	60,000
AUTO - 5331 - Rescue Boat Replacement - 23 - Fire			-	-	-	-	-	35,000	-	-	-	-	35,000
AUTO - 5332 - SCBA Compressor Replacement - 23 - Fire			-	-	-	-	-	400,000	-	-	-	-	400,000
AUTO - 5333 - SCBA Replacement - 23 - Fire			-	-	-	-	-	-	400,000	-	-	-	400,000
AUTO - 5334 - Tender 1 Fire Truck Replacement - 23 - Fire			-	-	-	-	-	-	-	1,000,000	-	-	1,000,000
AUTO - 5336 - Third Street Cast Iron Replacement - 41 - Water			-	-	-	-	-	1,100,000	-	-	-	-	1,100,000
AUTO - 5343 - Parks - EPK 71 - Mower Replacement - 2028 - 72 - Recreation			-	-	77,000	-	-	-	-	-	-	-	77,000
AUTO - 5344 - 72 - Parks - Mower Replacement / Snow Plow - Unit EPK 74 - 2030 - 72 - Recreation			-	-	-	-	77,000	-	-	-	-	-	77,000
AUTO - 5345 - 72 - Parks - Unit EPK 80 - Mower / Snow Plow Replacement - 2030 - 72 - Recreation			-	-	-	-	77,000	-	-	-	-	-	77,000
AUTO - 5346 - Wildflower Distribution Main Upgrade - 41 - Water			-	-	-	-	-	-	2,500,000	-	-	-	2,500,000
AUTO - 5348 - Westdale Street Utility Replacement - 41 - Water			-	-	-	1,200,000	-	-	-	-	-	-	1,200,000
AUTO - 5349 - Fifth Avenue Utility Replacement - 41 - Water			-	-	-	-	-	-	1,955,000	-	-	-	1,955,000
AUTO - 5350 - Sixth Avenue Utility Replacement - 41 - Water			-	-	-	-	-	-	-	1,400,000	-	-	1,400,000
AUTO - 5351 - Second Street Utility Replacement & Downtown Beautification - 41 - Water			-	-	-	-	578,000	-	-	-	-	-	578,000
AUTO - 5352 - Fourth Street Utility Upgrades - 41 - Water			-	860,000	-	-	-	-	-	-	-	-	860,000
AUTO - 5353 - Wheeler Street Waterline Upgrade - 41 - Water			-	-	310,000	-	-	-	-	-	-	-	310,000
AUTO - 5354 - New Bulk Water Depot - 41 - Water			-	500,000	-	-	-	-	-	-	-	-	500,000
AUTO - 5355 - Bow Tertiary Outfall Pump Upgrade - 42 - Wastewater			-	-	-	-	-	-	-	-	513,000	-	513,000
AUTO - 5357 - Storm Pond 7, Phase 1 to 3 - 37 - Stormwater			-	-	-	-	1,625,000	-	-	985,000	-	-	2,610,000
AUTO - 5358 - Storm Pond 4B Expansion - 37 - Stormwater			-	-	-	-	-	-	-	410,000	-	-	410,000
AUTO - 5359 - Storm Pond 1 Outfall Control Structure - 37 - Stormwater			-	-	-	-	-	-	-	-	2,100,000	-	2,100,000
AUTO - 5360 - EPW 61 772 motor grader replacement 2029 - 32 - Roads			-	-	-	775,000	-	-	-	-	-	-	775,000
AUTO - 5361 - Roads- EPW 49 John Deere 624 Wheel Loader Replacement- 2027 - 32 - Roads			-	524,000	-	-	-	-	-	-	-	-	524,000
AUTO - 5362 - Roads- EPW 62 John Deere 644 Wheel Loader Replacement- 2033 - 32 - Roads			-	-	-	-	-	-	-	-	597,000	-	597,000
AUTO - 5363 - Roads- EPW 047 Bobcat S300 Replacement 2026 - 32 - Roads			-	133,000	-	-	-	-	-	-	-	-	133,000
AUTO - 5364 - Roads- EPW 075 John Deere 333 Compact Track Loader Replacement 2033 - 32 - Roads			-	-	-	-	-	-	-	168,000	-	-	168,000
AUTO - 5367 - Roads- PW 74 International 7300 Plow Truck Replacement- 2028 - 32 - Roads			-	-	502,000	-	-	-	-	-	-	-	502,000

Town of Strathmore
2026-2035 Capital Business Case Summary Numerical Order

<u>Business Case</u>	<u>Capital Prioritization</u> Score	<u>2026 Capital Funding</u>	<u>2026</u>	<u>2027</u>	<u>2028</u>	<u>2029</u>	<u>2030</u>	<u>2031</u>	<u>2032</u>	<u>2033</u>	<u>2034</u>	<u>2035</u>	<u>Total:</u>
AUTO - 5368 - Roads- OP 004 International HV Single Axle Hook/Plow Truck Replacement- 2030 - 32 - Roads			-	-	-	-	350,000	-	-	-	-	-	350,000
AUTO - 5370 - Roads- (awaiting delivery) 2023 International HX Plow Truck Replacement- 2033 - 32 - Roads			-	-	-	-	-	-	-	572,000	-	-	572,000
AUTO - 5373 - Roads- PW 50 Ford F-150 Replacement- 2027 - 32 - Roads			-	82,000	-	-	-	-	-	-	-	-	82,000
AUTO - 5374 - Roads- PW 71 Ford F-150 Replacement- 2028 - 32 - Roads			-	-	76,000	-	-	-	-	-	-	-	76,000
AUTO - 5375 - Roads- PW 64 Chevrolet Silverado 1500 Replacement- 2029 - 32 - Roads			-	-	-	85,000	-	-	-	-	-	-	85,000
AUTO - 5376 - Roads- PW 67 Chevrolet Silverado 1500 Replacement- 2030 - 32 - Roads			-	-	-	-	79,000	-	-	-	-	-	79,000
AUTO - 5377 - Roads- PW 72 Chevrolet Silverado 1500 Replacement- 2031 - 32 - Roads			-	-	-	-	-	89,000	-	-	-	-	89,000
AUTO - 5378 - Roads- PW 76 Ford F-150 Replacement- 2032 - 32 - Roads			-	-	-	-	-	-	82,000	-	-	-	82,000
AUTO - 5379 - Roads- PW 77 Ford F-150 Replacement- 2033 - 32 - Roads			-	-	-	-	-	-	-	93,000	-	-	93,000
AUTO - 5380 - Roads- PW 006 Chevrolet Silverado 3500 Dump Box Replacement- 2027 - 32 - Roads			-	130,000	-	-	-	-	-	-	-	-	130,000
AUTO - 5381 - Roads- PW 78 Ford F-550 Dump Box Replacement- 2032 - 32 - Roads			-	-	-	-	-	-	146,000	-	-	-	146,000
AUTO - 5382 - Roads- OP 012 Hydrovac Trailer Replacement- 2032 - 32 - Roads			-	-	-	-	-	-	160,000	-	-	-	160,000
AUTO - 5383 - Roads- EPW 76 Marathon Crack Sealer Replacement- 2032 - 32 - Roads			-	-	-	-	-	-	90,000	-	-	-	90,000
AUTO - 5384 - Roads- EPW 66 Hot Box Trailer Replacement- 2026 - 32 - Roads			-	96,000	-	-	-	-	-	-	-	-	96,000
AUTO - 5385 - Roads- OP- 13 Big Tex Tilt Deck Trailer Replacement- 2030 - 32 - Roads			-	-	-	-	20,000	-	-	-	-	-	20,000
AUTO - 5386 - Roads- New Purchase- Asphalt Recycler Purchase- 2026 - 32 - Roads			-	160,000	-	-	-	-	-	-	-	-	160,000
AUTO - 5388 - Roads- EPW 59 Variable Message Sign Board Replacement- 2031 - 32 - Roads			-	-	-	-	-	30,000	-	-	-	-	30,000
AUTO - 5389 - Roads- EPW 60 Variable Message Sign Board Replacement- 2031 - 32 - Roads			-	-	-	-	-	30,000	-	-	-	-	30,000
AUTO - 5391 - Facilities- OP 008 Ram Promaster Replacement- 2028 - 32 - Roads			-	-	123,000	-	-	-	-	-	-	-	123,000
AUTO - 5392 - Roads- PW 75 Ford f-350 Service Truck Replacement- 2026 - 32 - Roads			-	160,000	-	-	-	-	-	-	-	-	160,000
AUTO - 5393 - Roads- OP 001 Elgin Street Sweeper Replacement- 2031 - 32 - Roads			-	-	-	-	-	417,000	-	-	-	-	417,000
AUTO - 5395 - 72 - Parks - PK90 - GMC 2500 Replacement - 2027 - 72 - Recreation			-	-	68,000	-	-	-	-	-	-	-	68,000
AUTO - 5396 - 72 - Parks - OP 003 - Ford F150 Replacement - 2028 - 72 - Recreation			-	-	68,000	-	-	-	-	-	-	-	68,000
AUTO - 5397 - Sports Centre - Motor & Lifts for Basketball Hoops & Curtains - 72 - Recreation			-	-	-	-	-	-	-	-	12,000	-	12,000
AUTO - 5398 - 72 - Parks - OP 011 - Ford F150 - Replacement - 2029 - 72 - Recreation			-	-	-	68,000	-	-	-	-	-	-	68,000
AUTO - 5399 - 72 - Parks - PK 89 GMC 3500 1 Ton Dump Box Replacement - 2030 - 72 - Recreation			-	-	-	-	120,000	-	-	-	-	-	120,000
AUTO - 5403 - 72 - Parks - Wide Area Mower Replacement - 2033 - 72 - Recreation			-	-	-	-	-	-	-	116,000	-	-	116,000
AUTO - 5404 - 72 - Parks - John Deere Zero Turn Mower Replacement - 2032 - 72 - Recreation			-	-	-	-	-	-	18,000	-	-	-	18,000
AUTO - 5405 - 72 - Parks - EPK 77 - Kubota UTV - Replacement - 2025 - 72 - Recreation			-	-	-	-	-	-	-	-	-	-	-
AUTO - 5406 - Parks - OP 002 - Kubota Tractor Replacement - 2028 - 72 - Recreation			-	-	100,000	-	-	-	-	-	-	-	100,000
AUTO - 5407 - 72 - Parks - OP 006 - MT7 Trackless - Replacement - 2030 - 72 - Recreation			-	-	-	-	180,000	-	-	-	-	-	180,000
AUTO - 5408 - 72 - Parks - OP 014 - MT7 Trackless - Replacement - 2034 - 72 - Recreation			-	-	-	-	-	-	-	-	180,000	-	180,000
AUTO - 5409 - 72 - Parks - New 1/2 ton pick up truck - 2030 - 72 - Recreation			-	-	-	-	68,000	-	-	-	-	-	68,000
AUTO - 5410 - 72 - Parks - New 1/2 ton pick up truck - 2031 - 72 - Recreation			-	-	-	-	-	68,000	-	-	-	-	68,000
AUTO - 5411 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2032 - 72 - Recreation			-	-	-	-	-	-	68,000	-	-	-	68,000
AUTO - 5412 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2033 - 72 - Recreation			-	-	-	-	-	-	-	68,000	-	-	68,000
AUTO - 5414 - Sport Centre - Fitness Facility - 72 - Recreation			-	179,000	-	-	-	-	-	-	-	-	179,000
AUTO - 5416 - 72 - Parks - New washrooms/change rooms for Splash Park - 72 - Recreation			-	-	-	-	300,000	-	-	-	-	-	300,000
AUTO - 5418 - 42.1 - WWTP HVAC Lifecycle Replacements - 42 - Wastewater			-	90,000	-	120,000	-	-	-	-	100,000	-	310,000
AUTO - 5419 - 42.1 - WWTP VFD Lifecycle Replacements - 42 - Wastewater			-	-	150,000	-	-	150,000	-	-	300,000	-	600,000
AUTO - 5420 - 42.1 - WWTP MCC Lifecycle Replacements - 42 - Wastewater			-	-	-	-	-	-	-	-	150,000	300,000	450,000
AUTO - 5421 - 42.1 - WWTP Lagoon Refurbishment - 42 - Wastewater			-	80,000	400,000	400,000	200,000	-	-	-	-	-	1,080,000
AUTO - 5422 - 42.1 - WWTP Alum Tank Replacement - 42 - Wastewater			-	-	-	-	100,000	-	-	-	-	-	100,000
AUTO - 5423 - 42.1 - WWTP Primary & Secondary Treatment - 42 - Wastewater			-	-	-	100,000	300,000	350,000	200,000	-	-	-	950,000
AUTO - 5424 - 42.1 - Lift Station Lifecycle Replacements - 42 - Wastewater			-	-	-	-	60,000	160,000	160,000	150,000	150,000	-	680,000
AUTO - 5425 - 42.1 - WWTP Centrifuge Lifecycle Replacements - 42 - Wastewater			-	-	-	-	-	-	360,000	-	-	-	360,000
AUTO - 5426 - 42.1 - WWTP Blower System Replacement - 42 - Wastewater			-	-	-	-	-	-	-	200,000	-	-	200,000
AUTO - 5427 - 42.1 - WWTP Headworks Replacement - 42 - Wastewater			-	-	-	-	-	-	-	-	100,000	100,000	200,000
AUTO - 5428 - WWTP Control Building Upgrades - 42 - Wastewater			-	-	-	-	-	-	-	-	-	60,000	60,000
AUTO - 5429 - 42.1 - WWTP UV Lifecycle Replacements - 42 - Wastewater			-	-	-	-	-	-	-	350,000	-	-	350,000
AUTO - 5430 - 41.1 - Wildflower Reservoir Instrument Replacements - 41 - Water			-	-	-	-	-	-	-	-	-	60,000	60,000

Town of Strathmore
2026-2035 Capital Business Case Summary Numerical Order

Business Case	Capital Prioritization Score	2026 Capital Funding	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	Total:
AUTO - 5431 - 72 - Parks - Replacement Lambert Park washrooms - 72 - Recreation			-	-	-	-	150,000	-	-	-	-	-	150,000
AUTO - 5432 - 72 - Parks - Playground replacement - Green Meadows - 72 - Recreation			-	-	90,000	-	-	-	-	-	-	-	90,000
AUTO - 5433 - 72 - Parks - Playground replacement - Terry Ray Clark Park - 72 - Recreation			-	90,000	-	-	-	-	-	-	-	-	90,000
AUTO - 5439 - Aquatic Center Audio System / Capital - 72 - Recreation			-	23,000	-	-	-	-	-	-	-	-	23,000
AUTO - 5440 - Aquatic Center Waterslide Stairs / Capital - 72 - Recreation			-	15,000	-	-	-	-	-	-	-	-	15,000
AUTO - 5441 - Aquatic Center Flooring / Capital - 72 - Recreation			-	43,000	-	-	-	-	-	-	-	-	43,000
AUTO - 5443 - Aquatic Center Heat Exchangers / Capital - 72 - Recreation			-	10,000	-	-	-	-	-	-	-	-	10,000
AUTO - 5444 - Aquatic Center Heat Exchanger Lap Pool / Capital - 72 - Recreation			-	-	-	-	-	-	-	-	17,000	-	17,000
AUTO - 5445 - Aquatic Center UV Film Windows / Capital - 72 - Recreation			-	16,000	-	-	-	-	-	-	-	-	16,000
AUTO - 5446 - Aquatic Center Fencing Under Waterslide / Capital - 72 - Recreation			-	7,000	-	-	-	-	-	-	-	-	7,000
AUTO - 5447 - Aquatic Center Diving Board / Capital - 72 - Recreation			-	-	-	8,000	-	-	-	-	-	-	8,000
AUTO - 5448 - Aquatic Center Re-Tile Spa / Hot Tub / Capital - 72 - Recreation			-	-	-	-	-	-	-	-	100,000	-	100,000
AUTO - 5449 - Aquatic Center Re-Tile Kiddy Pool / Capital - 72 - Recreation			-	-	-	-	-	-	-	-	125,000	-	125,000
AUTO - 5450 - Aquatic Center Diving Blocks / Capital - 72 - Recreation			-	-	-	-	-	35,000	-	-	-	-	35,000
AUTO - 5451 - Aquatic Center Front Desk Reception, Replacement / Capital - 72 - Recreation			-	-	-	25,000	-	-	-	-	-	-	25,000
AUTO - 5452 - Aquatic Center Replace Tiles All Changerooms & Pool Deck Area / Capital - 72 - Recreation			-	-	-	-	-	-	-	-	650,000	-	650,000
AUTO - 5453 - Aquatic Center Baffles / Capital - 72 - Recreation			-	125,000	-	-	-	-	-	-	-	-	125,000
AUTO - 5454 - Aquatic Center Replace Sand Filters / Capital - 72 - Recreation			-	35,000	-	-	-	-	-	-	-	-	35,000
AUTO - 5455 - Aquatic Center Replace Filters Hot Tub & Kiddy Pool / Capital - 72 - Recreation			-	-	27,000	-	-	-	-	-	-	-	27,000
AUTO - 5456 - Aquatic Center Replace Lockers / Capital - 72 - Recreation			-	140,000	-	-	-	-	-	-	-	-	140,000
AUTO - 5457 - Aquatic Center Chairlift / Capital - 72 - Recreation			-	10,000	-	-	-	-	-	-	-	-	10,000
AUTO - 5458 - Aquatic Center Domestic Hot Water Tanks / Capital - 72 - Recreation			-	15,000	-	-	-	-	-	-	-	-	15,000
AUTO - 5459 - Aquatic Center Lap Pool Circ Pump - 72 - Recreation			-	26,000	-	-	-	-	-	-	-	-	26,000
AUTO - 5464 - Fleet - 9 GPS units for Equipment (new) - 31 - Common Services			-	-	-	-	-	-	-	-	-	-	-
AUTO - 5469 - Water Reservoir Upgrades - 41 - Water			-	-	-	-	-	-	-	-	-	-	-
AUTO - 5474 - Sports Centre - Sound System - 72 - Recreation			-	-	-	-	-	-	-	-	-	-	-
AUTO - 5489 - Family Centre Rooftop Unit - 72 - Recreation			-	90,000	-	-	-	-	-	-	-	-	90,000
AUTO - 5492 - Family Centre Makeup Air Unit - 72 - Recreation			-	40,000	-	-	-	-	-	-	-	-	40,000
AUTO - 5494 - Family Centre Desuperheater - 72 - Recreation			-	100,000	-	-	-	-	-	-	-	-	100,000
AUTO - 5498 - Second Street Road Reconstruction - 32 - Roads			-	-	175,000	-	-	-	-	-	-	-	175,000
AUTO - 5500 - Parklane Drive Reconstruction - 32 - Roads			-	-	300,000	-	-	-	-	-	-	-	300,000
AUTO - 5514 - Aquatic Center Mechanical Room Repairs / Capital Project - 72 - Recreation			-	30,000	-	-	-	-	-	-	-	-	30,000
AUTO - 5521 - Maplewood Drive Boulevard Landscaping - 72 - Recreation			-	-	-	-	-	-	-	-	-	-	-
AUTO - 5522 - 42.1 - WWTP Polymer Make-Up System - 42 - Wastewater			-	150,000	-	-	-	-	-	-	-	-	150,000
AUTO - 5555 - New Firehall Headquarters - 23 - Fire			-	18,000,000	-	-	-	-	-	-	-	-	18,000,000
AUTO - 5561 - Fire Department - Hazmat Trailer Replacement (2028) - 23 - Fire			-	-	35,000	-	-	-	-	-	-	-	35,000
AUTO - 5562 - Fire Department - Rescue Tool Replacement (2033) - 23 - Fire			-	-	-	-	-	-	-	375,000	-	-	375,000
AUTO - 5563 - Fire Department - Car 1 Replacement (2028) - 23 - Fire			-	-	80,000	-	-	-	-	-	-	-	80,000
AUTO - 5564 - Fire Department - Radio Replacement (2034) - 23 - Fire			-	-	-	-	-	-	-	-	400,000	-	400,000
AUTO - 5565 - Fire Department - CAD Replacement (2034) - 23 - Fire			-	-	-	-	-	-	-	-	75,000	-	75,000
AUTO - 5566 - Fire Department - Fire Hose Replacement (2034) - 23 - Fire			-	-	-	-	-	-	-	-	120,000	-	120,000
AUTO - 5567 - Fire Department - Nozzle Replacement (2030) - 23 - Fire			-	-	-	-	60,000	-	-	-	-	-	60,000
AUTO - 5569 - Roof Access Ladder - Lambert Centre - 74 - Community Facilities & Functions			-	23,000	-	-	-	-	-	-	-	-	23,000
AUTO - 5573 - Municipal Enforcement Patrol Car Replacement (2027) - 26 - Municipal Enforcement			-	110,000	-	-	-	-	-	-	-	-	110,000
AUTO - 5617 - WWTP Generator Replacement - 42 - Wastewater			-	150,000	-	-	-	-	-	-	-	-	150,000
Grand Total			27,666,000	42,002,000	17,744,000	11,686,000	9,661,000	9,463,000	7,245,000	7,020,000	15,049,000	1,697,000	
2026 Funded:			8,721,000										
2026 Unfunded:			18,945,000										
Total:			27,666,000	42,002,000	17,744,000	11,686,000	9,661,000	9,463,000	7,245,000	7,020,000	15,049,000	1,697,000	

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5319 - Bush Buggy Replacement Fire Truck
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	This business case proposes the purchase of a new, heavy-duty bush buggy to support the Town of Strathmore's wildfire operations and fulfill provincial obligations as one of six designated Wildland-Urban Interface (WUI) Response Teams. The estimated cost of the vehicle is \$ 220,000. The current truck has aged out and is showing significant wear and tear.
BUSINESS CASE JUSTIFICATION	Strathmore's current bush buggy no longer meets the operational demands of the department. It is underpowered for critical tasks, such as towing the Structure Protection Unit (SPU) trailer and navigating difficult terrain during extended wildland deployments. As the Town takes on a broader role in Alberta's wildfire response framework, upgrading to a more capable unit is necessary to support both local and provincial service expectations.
WHAT IS REQUIRED?	Capital funding is needed to acquire a bush buggy that can safely tow our SPU trailer, handle rugged terrain, and meet WUI and Alberta Forestry standards for provincial deployment and extended wildfire response.
WHY IS IT REQUIRED?	Our current unit lacks the towing capacity and durability needed for WUI response. To meet provincial expectations and ensure firefighter safety during long wildfire deployments, a heavier, compliant vehicle is essential.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Without an upgraded unit, deployment effectiveness, safety, and contract reliability are at risk. Equipment failure or inadequate capacity could limit wildfire response, endanger crews, and damage Strathmore's standing in provincial operations.
PILLARS OF SUSTAINABILITY - ECONOMIC	An upgraded bush buggy reduces maintenance costs and enhances long-term wildfire response efficiency. This supports regional resource sharing and contract deployment, enabling cost recovery opportunities through provincial wildfire partnerships
PILLARS OF SUSTAINABILITY - FINANCIAL	Investing in a new bush buggy now avoids costly emergency repairs or last-minute purchases. It ensures reliable multi-year service without disrupting budgets during peak wildfire season or requiring premium-priced urgent replacements.
PILLARS OF SUSTAINABILITY - SOCIAL	A new bush buggy strengthens community protection by ensuring fast, safe wildfire response. It improves firefighter safety, supports long deployments, boosts team morale, and reinforces public trust in our emergency services.
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	Upgrading to a capable bush buggy allows faster fire suppression, minimizing wildfire spread and environmental damage. It also reduces fuel use and emissions from overtaxed, outdated vehicles struggling to perform in demanding conditions.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Council Activity: Administrative Priority: Administrative Activity:

Business Case Summary

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
FIR-TBD - Bush Buggy						
3-12-00-600-00 - WIP	220,000	-	-	-	-	-
FIR-TBD - Bush Buggy	220,000	-	-	-	-	-
Expenses / Expenditure	220,000	-	-	-	-	-
Net Business Case Capital	(220,000)	-	-	-	-	-
APPROVALS	NAME	DATE				
AUTHOR	David Sturgeon	7/17/2025				
DIRECTOR	Mark Pretzlaff	8/22/2025				

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO- 5320 - Engine 2 Replacement Fire Truck
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE	Essential - legal, safety, or regulatory		
BUSINESS CASE SCOPE	Engine 2 Fire Truck Replacement		
BUSINESS CASE JUSTIFICATION	20 Year useful life as per UL,NFPA and policy 2301. Replacing the 20-year-old fire engine is essential for operational efficiency, safety, and compliance with NFPA 1901, UL and Fire Underwriters standards (FUS). Older engines face significant wear and tear, leading to reliability issues and higher maintenance costs. A modern engine ensures better performance, lower long-term costs, and adherence to current safety regulations, crucial for protecting the community and firefighters.		
WHAT IS REQUIRED?	New Fire Engine: Purchase a fire engine meeting NFPA 1901, UL and FUS standards. Provide training compliant with NFPA 1500 to ensure safe and effective operation. Maintenance Plan: Implement a schedule in line with NFPA 1911 to maximize efficiency.		
WHY IS IT REQUIRED?	Compliance: Ensures adherence to NFPA 1901, UL and FUS standards. Reliability: Modern engines reduce the risk of failure and improve response times. Safety: Enhanced safety features protect firefighters and the public, as per NFPA 1500.		
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Non-Compliance: Risks legal and financial penalties for not meeting NFPA,UL and FUS standards.		
PILLARS OF SUSTAINABILITY - ECONOMIC			
PILLARS OF SUSTAINABILITY - FINANCIAL			
PILLARS OF SUSTAINABILITY - SOCIAL			
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL			
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:		

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget

Expenses / Expenditure

Business Case Summary

FIR-TBD - Engine 2 Replacement Fire Truck							
3-12-00-600-00 - WIP	1,120,000	-	-	-	-	-	-
FIR-TBD - Engine 2 Replacement Fire Truck	1,120,000	-	-	-	-	-	-
Expenses / Expenditure	1,120,000	-	-	-	-	-	-
Net Business Case Capital	(1,120,000)	-	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	David Sturgeon	8/6/2023
DIRECTOR	Mark Pretzlaff	9/4/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5337 - Central Trunk Sewer Upgrades
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	42 - Wastewater

TYPE	Growth Requirement - new or enhanced service levels		
BUSINESS CASE SCOPE	Upgrade of the Central Trunk Sewer from the Waste Water Treatment Plant to Wheatland Trail. The project will be split into 3 phases.		
BUSINESS CASE JUSTIFICATION	The Town's Central Trunk Sewer collects sewage from approximately 80% of the current Town. Additional development in the North and West also connect to this trunk and its capacity is becoming limited. Upgrading of the trunk before development is requiring it will ensure that future development occurs when the market allows it and an opportunity is not missed due to insufficient servicing. Lakewood, Westcreek, Wildflower, and the Proposed Strathmore West will all contribute to this system, 2 of these developments are active, one has approvals to start in 2026, and the last is awaiting ASP approvals.		
WHAT IS REQUIRED?	Replacement & Upsizing of Sanitary Sewers		
WHY IS IT REQUIRED?	Maintain existing services while accommodating future growth		
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	May impact growth should the project not be completed prior to capacity being reached.		
PILLARS OF SUSTAINABILITY - ECONOMIC			
PILLARS OF SUSTAINABILITY - FINANCIAL			
PILLARS OF SUSTAINABILITY - SOCIAL			
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL			
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Intentional Community Development	
	Council Activity:	5.1 - Revitalized, resilient, and intentional and planned growth community	
	Administrative Priority:		
	Administrative Activity:		

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Central Trunk Sewer Upgrade - Phase 1						
3-12-00-600-00 - WIP	3,850,000	-	-	-	-	-
- Central Trunk Sewer Upgrade - Phase 1	3,850,000	-	-	-	-	-

Business Case Summary

- Central Trunk Sewer Upgrade - Phase 2						
3-12-00-600-00 - WIP	115,000	1,725,000	-	-	-	-
- Central Trunk Sewer Upgrade - Phase 2	115,000	1,725,000	-	-	-	-
- Central Trunk Sewer Upgrade - Phase 3						
3-12-00-600-00 - WIP	-	135,000	1,815,000	-	-	-
- Central Trunk Sewer Upgrade - Phase 3	-	135,000	1,815,000	-	-	-
Expenses / Expenditure	3,965,000	1,860,000	1,815,000	-	-	-
Net Business Case Capital	(3,965,000)	(1,860,000)	(1,815,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/15/2025
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5347 - Wildflower Reservoir Storage Upgrade
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	41 - Water

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE SCOPE	Increasing the storage capacity at Wildflower Reservoir will be required due to community growth. Additional storage can be added above ground at the current location.
BUSINESS CASE JUSTIFICATION	Increasing the storage capacity at Wildflower Reservoir will be required due to community growth. As the community grows it is imperative that sufficient storage is in place to accommodate multiple days of use as well as sufficient reserves for potential fire. Considering the Town has a single source of water (Calgary), the risk of not having sufficient storage is greater.

WHAT IS REQUIRED?

WHY IS IT REQUIRED?

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

PILLARS OF SUSTAINABILITY - ECONOMIC

PILLARS OF SUSTAINABILITY - FINANCIAL

PILLARS OF SUSTAINABILITY - SOCIAL

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Climate Resiliency Including Environmental Stewardship
	Council Activity:	4.1 - Climate Adaptation Preparation
	Administrative Priority:	
	Administrative Activity:	

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Wildflower Reservoir Storage Upgrade						
3-12-00-600-00 - WIP	150,000	-	-	-	-	-
- Wildflower Reservoir Storage Upgrade	150,000	-	-	-	-	-
Expenses / Expenditure	150,000	-	-	-	-	-
Net Business Case Capital	(150,000)	-	-	-	-	-

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/11/2023
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5365 - Roads- EPW 57 John Deere 60 Series Excavator Replacement- 2025
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement	
BUSINESS CASE SCOPE	Replace EPW 057 Replace with machine equivalent in size and power	
BUSINESS CASE JUSTIFICATION	As per our Fleet Asset Management Plan, in line with the 10-year Capital Replacement Strategy, this machine will be replaced to ensure uninterrupted roads services. Replacing equipment after 10 years will ensure adequate re-sale value, increase reliability and increase efficiency. EPW 057 will be 10 years old at the time of replacement. This excavator is used primarily in the Cemetery for digging graves. Additionally EPW 057 is also used in many essential situations such as flooding, snow removal in confined space areas, snow dump and burn pile maintenance, ditching, material handling and more. An excavator provides versatility in our tasks such as digging graves, moving logs, pushes snow, landscape digging, repairs and enhancements to playground surfaces. The pins and bushings are showing wear and tear and could result in failures during critical tasks. the tracks are worn which causes slippage while working the machine. This could result in slippage while doing critical tasks such as grave digging, and could result in damaging surrounding graves or falling into the hole.	
WHAT IS REQUIRED?	Replace the excavator with a backhoe	
WHY IS IT REQUIRED?	The excavator is 10 years old. The excavator is not efficient as it requires to be hauled on a trailer to the worksite which requires two Operators to load and unload. The backhoe can be driven on the road to the job site.	
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	The excavator is seeing wear and tear on the bushings and pins on the arm bucket which could result in failures during critical tasks such as grave digging.	
PILLARS OF SUSTAINABILITY - ECONOMIC		
PILLARS OF SUSTAINABILITY - FINANCIAL		
PILLARS OF SUSTAINABILITY - SOCIAL		
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL		
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:	

Business Case Summary

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Roads- EPW 57 John Deere 60 Series Excavator Replacement- 2025						
3-12-00-600-00 - WIP	200,000	-	-	-	-	-
- Roads- EPW 57 John Deere 60 Series Excavator Replacement- 2025	200,000	-	-	-	-	-
Expenses / Expenditure	200,000	-	-	-	-	-
Net Business Case Capital	(200,000)	-	-	-	-	-
APPROVALS	NAME	DATE				
AUTHOR	Donna McCallum	8/15/2025				
DIRECTOR	Jamie Dugdale	10/30/2025				

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5372 - Roads - PW 25 Chevrolet Silverado 1500 Replacement - 2026
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE SCOPE	Replace PW 25 Replace with equivalent 1/2 ton pickup truck.
BUSINESS CASE JUSTIFICATION	As per our fleet asset management plan, in line with the 10 year capital replacement strategy this vehicle will be replaced to ensure uninterrupted roads services. Replacing equipment after 10 years will ensure adequate re-sale value, increase reliability and increase efficiency. PW 25 will be 20 years old at the time of replacement. This truck has the electronic sign and the replacement will have this as well. this truck was no longer operable and was given to the fire department for training purposes.
WHAT IS REQUIRED?	Replace with an equivalent half ton - long box.
WHY IS IT REQUIRED?	This truck was no longer operable, and Operations has a shortage of trucks. The van had to be used to transport workers to and from sites in the 2025 season.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	less efficiency as one person has to transport staff in the van to and from sites.
PILLARS OF SUSTAINABILITY - ECONOMIC	
PILLARS OF SUSTAINABILITY - FINANCIAL	
PILLARS OF SUSTAINABILITY - SOCIAL	
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	
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:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- 728 - Roads - PW 25 Chevrolet Silverado 1500 Replacement - 2026						
3-12-00-600-00 - WIP	84,000	73,000	-	-	-	-
- 728 - Roads - PW 25 Chevrolet Silverado 1500 Replacement - 2026	84,000	73,000	-	-	-	-
Expenses / Expenditure	84,000	73,000	-	-	-	-

Business Case Summary

Net Business Case Capital	(84,000)	(73,000)	-	-	-	-
APPROVALS	NAME	DATE				
AUTHOR	Donna McCallum	8/15/2025				
DIRECTOR	Jamie Dugdale	10/30/2025				

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5465 - Pathway Lifecycle
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE SCOPE	
BUSINESS CASE JUSTIFICATION	Additional Pathways throughout Town or repairs of existing pathways is a regular expense that maintains and improves the pedestrian network in Strathmore. Larger projects will be identified separately, each years expenditures will be based on the needs at that time. Sidewalk replacement will be combined with this project going forward to allow for more efficient use of funds and a greater encapsulation of pedestrian network upgrades.
WHAT IS REQUIRED?	
WHY IS IT REQUIRED?	
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	
PILLARS OF SUSTAINABILITY - ECONOMIC	
PILLARS OF SUSTAINABILITY - FINANCIAL	
PILLARS OF SUSTAINABILITY - SOCIAL	
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Community Wellness Council Activity: Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Pathway & Sidewalk Lifecycle						
3-12-00-600-00 - WIP	250,000	250,000	250,000	250,000	250,000	250,000
- Pathway & Sidewalk Lifecycle	250,000	250,000	250,000	250,000	250,000	250,000
PAR_LI2301 - Pathway Lifecycle						
3-12-00-600-00 - WIP	-	-	-	-	-	-
PAR_LI2301 - Pathway Lifecycle	-	-	-	-	-	-
Expenses / Expenditure	250,000	250,000	250,000	250,000	250,000	250,000

Business Case Summary

Net Business Case Capital	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
APPROVALS	NAME	DATE				
AUTHOR	Ethan Wilson	8/15/2025				
DIRECTOR	Jamie Dugdale	10/30/2025				

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5466 - 42.1 - WWTP Lab Equipment
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	42 - Wastewater

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE SCOPE	Replacement of Lab Equipment at the WWTP to maintain accreditation and ensure proper operations
BUSINESS CASE JUSTIFICATION	the lab at the WWTP is capable of completing many in-house test to ensure that the plant is operating efficiently and within the approvals guidelines. Regular replacements/upgrades of equipment will ensure this consistency is maintained and will reduce the need for large purchases over time.

WHAT IS REQUIRED?

WHY IS IT REQUIRED?

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

PILLARS OF SUSTAINABILITY - ECONOMIC

PILLARS OF SUSTAINABILITY - FINANCIAL

PILLARS OF SUSTAINABILITY - SOCIAL

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

Council Priority:	Financial Sustainability
Council Activity:	2.1 - Predictable and appropriate tax increases
Administrative Priority:	
Administrative Activity:	

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
SAN_MA2302 - WWTP Lab Equipment						
3-12-00-600-00 - WIP	10,000	20,000	20,000	20,000	20,000	20,000
SAN_MA2302 - WWTP Lab Equipment	10,000	20,000	20,000	20,000	20,000	20,000
Expenses / Expenditure	10,000	20,000	20,000	20,000	20,000	20,000
Net Business Case Capital	(10,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/15/2025
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5467 - 42.1 - Distribution & Collection Out-of-scope Maintenance
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	42 - Wastewater

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE SCOPE	Lift Stations throughout Town (Sanitary & Storm) regularly require upgrades. Each year an assessment is done to ensure that the highest priority locations are addressed. In addition, manholes and valves require adjustments and replacements due to normal wear and tear, outside of the cycle of a full main replacement.
BUSINESS CASE JUSTIFICATION	Regular Maintenance ensures that operations continue without major interruptions and avoids backups or flooding to occur due to failed equipment.

WHAT IS REQUIRED?

WHY IS IT REQUIRED?

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

PILLARS OF SUSTAINABILITY - ECONOMIC

PILLARS OF SUSTAINABILITY - FINANCIAL

PILLARS OF SUSTAINABILITY - SOCIAL

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Climate Resiliency Including Environmental Stewardship
	Council Activity:	4.1 - Climate Adaptation Preparation
	Administrative Priority:	
	Administrative Activity:	

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
SAN_EN2301 - Distribution & Collection Out-of-scope Maintenance						
3-12-00-600-00 - WIP	145,000	100,000	50,000	50,000	50,000	50,000
SAN_EN2301 - Distribution & Collection Out-of-scope Maintenance	145,000	100,000	50,000	50,000	50,000	50,000
Expenses / Expenditure	145,000	100,000	50,000	50,000	50,000	50,000

Business Case Summary

Net Business Case Capital	(145,000)	(100,000)	(50,000)	(50,000)	(50,000)	(50,000)
APPROVALS	NAME	DATE				
AUTHOR	Ethan Wilson	8/15/2025				
DIRECTOR	Jamie Dugdale	10/30/2025				

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5468 - 42.1 - WWTP PLC/SCADA Upgrades
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	42 - Wastewater

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE SCOPE	Updates to the Project Logic Controller and Supervisory Control and Data Acquisition systems will allow the WWTP to run more efficiently and be controlled remotely. This includes updated internet service, improved wiring and hardware, as well additional items within the plant being monitored.
	Year 4 of 4
BUSINESS CASE JUSTIFICATION	The current PLC/SCADA system is obsolete and can no longer be serviced. Replacing the components to current technology will ensure operations continue efficiently and effectively.

WHAT IS REQUIRED?

WHY IS IT REQUIRED?

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

PILLARS OF SUSTAINABILITY - ECONOMIC

PILLARS OF SUSTAINABILITY - FINANCIAL

PILLARS OF SUSTAINABILITY - SOCIAL

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

Council Priority:	Financial Sustainability
Council Activity:	2.1 - Predictable and appropriate tax increases
Administrative Priority:	
Administrative Activity:	

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- WWTP PLC/SCADA Upgrades						
3-12-00-600-00 - WIP	100,000	-	-	-	-	-
- WWTP PLC/SCADA Upgrades	100,000	-	-	-	-	-
Expenses / Expenditure	100,000	-	-	-	-	-

Business Case Summary

Net Business Case Capital	(100,000)	-	-	-	-	-
APPROVALS	NAME	DATE				
AUTHOR	Ethan Wilson	8/15/2025				
DIRECTOR	Jamie Dugdale	10/30/2025				

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5471 - Capital Projects Engineering
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE SCOPE	Design of various capital projects to allow for more accurate budgeting and scope confirmation prior to final design and construction.
BUSINESS CASE JUSTIFICATION	To reduce the risk in budgeting and construction, preliminary design of projects prior to their final design and construction will allow for some unknown items to be identified and also allow for projects to be properly budgeted by third parties based on more accurate information. This project is reducing as capital projects start to be phased over multiple years with engineering occurring one year and construction the subsequent year.

WHAT IS REQUIRED?

WHY IS IT REQUIRED?

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

PILLARS OF SUSTAINABILITY - ECONOMIC

PILLARS OF SUSTAINABILITY - FINANCIAL

PILLARS OF SUSTAINABILITY - SOCIAL

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

Council Priority:	Financial Sustainability
Council Activity:	2.1 - Predictable and appropriate tax increases
Administrative Priority:	
Administrative Activity:	

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Capital Projects Engineering						
3-12-00-600-00 - WIP	70,000	60,000	50,000	50,000	50,000	50,000
- Capital Projects Engineering	70,000	60,000	50,000	50,000	50,000	50,000
Expenses / Expenditure	70,000	60,000	50,000	50,000	50,000	50,000
Net Business Case Capital	(70,000)	(60,000)	(50,000)	(50,000)	(50,000)	(50,000)

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/13/2025
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5485 - Snow Boss - stand on plow
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	The parks department plays a critical role in maintaining safe and accessible outdoor recreation year-round. However the current machinery being used for snow removal on our storm ponds poses huge safety risks to the operators. To address this issue and ensure the safety of employees I'm proposing the acquisition of a stand on plow better designed for clearing the storm ponds. Operating enclosed equipment on storm ponds can pose safety risks to the operators due to the possibility of breaking through the ice. Being in an enclosed unit greatly reduces the chance of being able to quickly get out of the machine to safety. Safety regulations state that equipment used on ice surfaces should be open cab with no ROPS(roll over protection system), this gives the operator an unobstructed escape route in case of emergency. All of our current equipment is enclosed making them a safety hazard and unsuitable for the task of pond clearing. The snow tends to drift and collect onto the ponds making some sections fairly deep, making the task labor intensive and time consuming to use walk behind snow blowers, the ponds accumulate too much snow and are too large to efficiently clear using walk behind units. This unit could also be utilized to clear many of the narrow cut throughs and sidewalks throughout town where our current equipment does not fit, and needs to be manually removed. This will decrease the risk of possible MSD injuries thorough winter months. In conclusion storm ponds should not be cleared using our current enclosed units due to the safety risks associated with working on ice surfaces. By utilizing special equipment like stand on plow units we can help to ensure a more safe and effective maintenance practices.
BUSINESS CASE JUSTIFICATION	Safety risks using current machinery on storm ponds during the winter months.
WHAT IS REQUIRED?	Snow Boss - Stand on plow unit
WHY IS IT REQUIRED?	Clearing storm ponds for recreational activities during the winter months Snow removal in areas where crews have to manually remove snow, narrow cut throughs and sidewalks
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Operator breaking through the ice and not being able to quickly escape equipment could lead to serious injury or death.
PILLARS OF SUSTAINABILITY - ECONOMIC	
PILLARS OF SUSTAINABILITY - FINANCIAL	

Business Case Summary

PILLARS OF SUSTAINABILITY - SOCIAL Recreational opportunities for residents, safe walking pathways during winter

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

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

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- snow boss - stand on plow						
3-12-00-600-00 - WIP	20,000	-	-	-	-	-
- snow boss - stand on plow	20,000	-	-	-	-	-
Expenses / Expenditure	20,000	-	-	-	-	-
Net Business Case Capital	(20,000)	-	-	-	-	-
APPROVALS	NAME		DATE			
AUTHOR	Donna McCallum		8/15/2025			
DIRECTOR	Jamie Dugdale		10/30/2025			

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5499 - Westlake Road Reconstruction
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE SCOPE	Repaving of Westlake Road from Westchester Road to Wheatland Trail
BUSINESS CASE JUSTIFICATION	This road is an area of constant repair but due to its condition and the available budget for the annual RAMP program it does not get addressed. It is suggested that the RAMP program be suspended for 1 year and budget normally allocated be provided for this project. This road is adjacent high traffic corridors and in desperate need of repair.
WHAT IS REQUIRED?	Remove and replace asphalt pavement
WHY IS IT REQUIRED?	Poor Conditions
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Continued repairs which are temporary at best.
PILLARS OF SUSTAINABILITY - ECONOMIC	
PILLARS OF SUSTAINABILITY - FINANCIAL	
PILLARS OF SUSTAINABILITY - SOCIAL	
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Council Activity: Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Westlake Road Reconstruction						
3-12-00-600-00 - WIP	300,000	-	-	-	-	-
- Westlake Road Reconstruction	300,000	-	-	-	-	-
Expenses / Expenditure	300,000	-	-	-	-	-
Net Business Case Capital	(300,000)	-	-	-	-	-

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/13/2025
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5502 - Family Centre Roofing Project - Phase 3
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE SCOPE	In 2019, the Town contracted Williams Engineering to conduct a Building Condition and Life Cycle Assessment on the Family Centre Arena. As a result of this assessment, the Town learned the roof has surpassed its life expectancy and was in very poor condition, with numerous leaks causing water damage. In 2022, the 1st phase of the roof replacement project was completed. This portion of the project focused on replacement of the main overhead insulated metal roof. In addition we have added Front Entry Metal Roof Replacement as it is also leaking. In 2024, the 2nd phase of the project had been approved, which focuses on repairs to the south-facing parapet. This phase of the project ensured the south-facing parapet was tied in correctly with the newly replaced metal roof, creating adequate waterproofing between the south-facing parapet and roof. The scope of this project (phase 3) proposed to be completed in 2025, is to replace the north-facing parapet, and a small section of SBS roof which has also been identified as being in “poor” condition (as identified in the Building Condition and Life Cycle Assessment). The SBS portion of the roof has a life expectancy of 25 years, it’s currently 35 years old. In addition, it’s also experiencing leaks and needs to be replaced. Since the roof was not fixed or replaced in 2025 there has been a significant increase in leaks. Currently the roof leaks into the commercial kitchen that is used on a regular basis. Staff currently are not replacing ceiling tiles, as each heavy rain fall there are leaks. There are also leaks in the lobby in three different locations.
BUSINESS CASE JUSTIFICATION	The current condition of the SBS portion of roof is in poor condition, as per the 2019 Building Condition Assessment. In order to ensure the roof is adequately waterproofed, the north-facing parapet needs to be properly tied to the new roof replaced in 2022. This is the third and final phase of the Family Centre roofing project. If this project isn't completed, continued leaks and further water damage will continue to affect the building, ultimately affecting its longevity.
WHAT IS REQUIRED?	Repairs to the north-facing parapet, and replacement of the SBS portion of roof at the Family Centre.
WHY IS IT REQUIRED?	To ensure adequate waterproofing to the roof in order to protect the asset from leaks and water damage.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Continued leaks and water damage.
PILLARS OF SUSTAINABILITY - ECONOMIC	Planning for regular R.M.R in our facilities, will help keep costs down long term by maintaining regular upkeep.
PILLARS OF SUSTAINABILITY - FINANCIAL	Planning for regular R.M.R in our facilities, will help keep costs down long term by ensuring regular upkeep.

Business Case Summary

PILLARS OF SUSTAINABILITY - SOCIAL	Maintaining our facilities to ensure they're operating well ensures the community has recreational spaces to gather.	
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	Completing this project will not only ensure the facility is adequately waterproofed, but will also prevent heat loss creating a more energy efficient building.	
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Community Wellness
	Council Activity:	5.1 - Revitalized, resilient, and intentional and planned growth community
	Administrative Priority:	
	Administrative Activity:	

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Family Centre Roofing Project - Phase 3						
3-12-00-600-00 - WIP	850,000	-	-	-	-	-
- Family Centre Roofing Project - Phase 3	850,000	-	-	-	-	-
Expenses / Expenditure	850,000	-	-	-	-	-
Net Business Case Capital	(850,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Marcie Brinton	8/19/2024
DIRECTOR	Mark Pretzlaff	8/19/2024

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5505 - 2025 CF - IT - IT Evergreening (2024-2034)-CF
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	Annual end-of-life equipment restoration and modernization for maintaining current municipal service level. Consolidate multiple services and data silos into single shared services for long term cost efficiency. Convert high maintenance on-perms services to cloud for lowering local technical dependencies over time. The additional laptops (~50) and Wi-Fi access point (AP) replacements (17 units) have been included as a new line item within the existing annual 2026 IT Evergreening Program (5505). This approach increases the overall program size but ensures the benefits of maintaining reliable business technology are tracked consistently within program, rather than individually.
BUSINESS CASE JUSTIFICATION	• What is the request? Preventative replacement for Town’s key IT infrastructures using the generally accepted 5-year lifecycle estimation. Core Networking is 5 or 7-year. This is for physical asset replacement under capital investment. • Why is the request required? Proactively ensuring the high availability of key on-premises IT infrastructures. The requirement will decrease over time if the cloud migration strategy is adopted. • What are the implications if the request is not approved? Higher than usual IT failure rate. Some business-critical areas availability such as ERP maybe impacted. In 2022 Q3 to 2023 Q2, our core physical IT infrastructure Service Level Targets recorded approx. 99.5% uptime (less than 1-day unplanned outage). Without preventative replacement, it may impact the Town with lower uptime target 99%, 98%, or lower (3, 7 days or more days unplanned outage). If we have budget constraints, the additional downtime could be migrated by manual business process (i.e: forms, alternative process) under the comprehensive Business Continuity planning of each business departments. Notes: In layman terms, replacing old apple to new apple that have better value/ROI. The old apple is end-of-life/expired.
WHAT IS REQUIRED?	
WHY IS IT REQUIRED?	
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	
PILLARS OF SUSTAINABILITY - ECONOMIC	
PILLARS OF SUSTAINABILITY - FINANCIAL	

Business Case Summary

PILLARS OF SUSTAINABILITY - SOCIAL

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

Council Priority:	Financial Sustainability
Council Activity:	2.1 - Predictable and appropriate tax increases
Administrative Priority:	
Administrative Activity:	

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- ME - Body Cameras						
3-12-00-600-00 - WIP	30,000	-	-	-	-	15,000
- ME - Body Cameras	30,000	-	-	-	-	15,000
INF_MA2401 - Backup System						
3-12-00-600-00 - WIP	-	-	20,000	-	-	-
INF_MA2401 - Backup System	-	-	20,000	-	-	-
INF_MA2401 - Branch Office Network Switch - 20 (various locations)						
3-12-00-600-00 - WIP	20,000	20,000	20,000	20,000	-	20,000
INF_MA2401 - Branch Office Network Switch - 20 (various locations)	20,000	20,000	20,000	20,000	-	20,000
INF_MA2401 - Building Cable Plant - Aquatic Centre						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Building Cable Plant - Aquatic Centre	-	-	-	-	-	-
INF_MA2401 - Building Cable Plant - SMB						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Building Cable Plant - SMB	-	-	-	-	-	-
INF_MA2401 - Civic Centre - AV and Projector (3/5 YRS)						
3-12-00-600-00 - WIP	-	5,000	-	-	5,000	5,000
INF_MA2401 - Civic Centre - AV and Projector (3/5 YRS)	-	5,000	-	-	5,000	5,000
INF_MA2401 - Corporate Wireless Network (WIFI)						
3-12-00-600-00 - WIP	8,000	-	-	-	-	-
INF_MA2401 - Corporate Wireless Network (WIFI)	8,000	-	-	-	-	-
INF_MA2401 - Council Adjustment						
3-12-00-600-00 - WIP	(142,000)	(38,000)	(41,000)	(34,000)	23,000	(10,000)
INF_MA2401 - Council Adjustment	(142,000)	(38,000)	(41,000)	(34,000)	23,000	(10,000)

Business Case Summary

INF_MA2401 - Council Chambers - Council Meeting Audio Visual (2/5 YRS)						
3-12-00-600-00 - WIP	-	25,000	-	-	-	-
INF_MA2401 - Council Chambers - Council Meeting Audio Visual (2/5 YRS)	-	25,000	-	-	-	-
INF_MA2401 - Cybersecurity - Computer (End Point) Protection						
3-12-00-600-00 - WIP	-	20,000	-	-	-	-
INF_MA2401 - Cybersecurity - Computer (End Point) Protection	-	20,000	-	-	-	-
INF_MA2401 - Cybersecurity - Email Spam Filter						
3-12-00-600-00 - WIP	-	-	-	-	20,000	-
INF_MA2401 - Cybersecurity - Email Spam Filter	-	-	-	-	20,000	-
INF_MA2401 - Data Center Network Switch - 10 (SMB Rm 216)						
3-12-00-600-00 - WIP	80,000	-	-	-	-	-
INF_MA2401 - Data Center Network Switch - 10 (SMB Rm 216)	80,000	-	-	-	-	-
INF_MA2401 - Desk Phone						
3-12-00-600-00 - WIP	1,000	1,000	1,000	1,000	1,000	1,000
INF_MA2401 - Desk Phone	1,000	1,000	1,000	1,000	1,000	1,000
INF_MA2401 - Desktop (4/5)						
3-12-00-600-00 - WIP	77,000	2,000	2,000	2,000	2,000	2,000
INF_MA2401 - Desktop (4/5)	77,000	2,000	2,000	2,000	2,000	2,000
INF_MA2401 - Firewall - Data Centre - 2						
3-12-00-600-00 - WIP	-	-	30,000	-	-	-
INF_MA2401 - Firewall - Data Centre - 2	-	-	30,000	-	-	-
INF_MA2401 - Laptop (4/5 YRS)						
3-12-00-600-00 - WIP	79,000	10,000	10,000	10,000	10,000	10,000
INF_MA2401 - Laptop (4/5 YRS)	79,000	10,000	10,000	10,000	10,000	10,000
INF_MA2401 - Main Data Center Switch (Backplane)						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Main Data Center Switch (Backplane)	-	-	-	-	-	-
INF_MA2401 - Microsoft Exchange Email Server						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Microsoft Exchange Email Server	-	-	-	-	-	-
INF_MA2401 - Mobile Phone (iPhone)						
3-12-00-600-00 - WIP	3,000	3,000	3,000	3,000	3,000	3,000
INF_MA2401 - Mobile Phone (iPhone)	3,000	3,000	3,000	3,000	3,000	3,000
INF_MA2401 - Monitors (4/5 YRS)						
3-12-00-600-00 - WIP	8,000	8,000	8,000	8,000	8,000	8,000
INF_MA2401 - Monitors (4/5 YRS)	8,000	8,000	8,000	8,000	8,000	8,000

Business Case Summary

INF_MA2401 - Network - Point to Multi Point Wireless Extension (PtP)						
3-12-00-600-00 - WIP	5,000	5,000	5,000	5,000	-	5,000
INF_MA2401 - Network - Point to Multi Point Wireless Extension (PtP)						
INF_MA2401 - Network Storage	5,000	5,000	5,000	5,000	-	5,000
INF_MA2401 - Network Storage						
3-12-00-600-00 - WIP	10,000	-	-	-	-	30,000
INF_MA2401 - Network Storage						
INF_MA2401 - Office - Various Business Applications - Life cycling	10,000	-	-	-	-	30,000
INF_MA2401 - Office - Various Business Applications - Life cycling						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Office - Various Business Applications - Life cycling						
INF_MA2401 - Office - Various Printers in Finance	-	-	-	-	-	-
INF_MA2401 - Office - Various Printers in Finance						
3-12-00-600-00 - WIP	-	5,000	-	-	-	-
INF_MA2401 - Office - Various Printers in Finance						
INF_MA2401 - Office - Various Printers in Finance	-	5,000	-	-	-	-
INF_MA2401 - Telecom - Avaya Telephone System - FCSS						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - Avaya Telephone System - FCSS						
INF_MA2401 - Telecom - Avaya Telephone System - FCSS	-	-	-	-	-	-
INF_MA2401 - Telecom - Avaya Telephone System - SMB						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - Avaya Telephone System - SMB						
INF_MA2401 - Telecom - Avaya Telephone System - SMB	-	-	-	-	-	-
INF_MA2401 - Telecom - Barracuda Phone System - SFD						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - Barracuda Phone System - SFD						
INF_MA2401 - Telecom - Barracuda Phone System - SFD	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Deskphone Headset						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Deskphone Headset						
INF_MA2401 - Telecom - MS Teams Deskphone Headset	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Phone - Aquatic Centre						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Phone - Aquatic Centre						
INF_MA2401 - Telecom - MS Teams Phone - Aquatic Centre	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Phone - Arena						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Phone - Arena						
INF_MA2401 - Telecom - MS Teams Phone - Arena	-	-	-	-	-	-
INF_MA2401 - Virtual Private Network (VPN)						
3-12-00-600-00 - WIP	-	-	5,000	-	-	-
INF_MA2401 - Virtual Private Network (VPN)						
INF_MA2401 - Virtual Private Network (VPN)	-	-	5,000	-	-	-

Business Case Summary

INF_MA2401 - Virtualization Platform						
3-12-00-600-00 - WIP	-	-	-	50,000	-	-
INF_MA2401 - Virtualization Platform	-	-	-	50,000	-	-
Expenses / Expenditure	179,000	66,000	63,000	65,000	72,000	89,000
Net Business Case Capital	(179,000)	(66,000)	(63,000)	(65,000)	(72,000)	(89,000)
APPROVALS	NAME		DATE			
AUTHOR	Ray Chan		8/21/2023			
DIRECTOR	Kara Rusk		10/29/2025			

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5536 - Kinsmen Park Christmas Lights
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	new and replacement Christmas lights for Kinsmen Park and downtown
BUSINESS CASE JUSTIFICATION	Every year the parks department decorates Kinsmen Park, 2nd Ave, 3rd Ave and lakeside Boulevard with Christmas lights and displays. Over time these displays become worn and the lights stop working. These funds are used to purchase new and replacement decorations and lights. Not having replacements and new displays will result in less lights and decorations for the Christmas season.

WHAT IS REQUIRED?

WHY IS IT REQUIRED?

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

PILLARS OF SUSTAINABILITY - ECONOMIC

PILLARS OF SUSTAINABILITY - FINANCIAL

PILLARS OF SUSTAINABILITY - SOCIAL

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

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

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
PAR_MA2301 - Kinsmen Park Christmas Lights						
3-12-00-600-00 - WIP	20,000	20,000	20,000	20,000	20,000	20,000
PAR_MA2301 - Kinsmen Park Christmas Lights	20,000	20,000	20,000	20,000	20,000	20,000
Expenses / Expenditure	20,000	20,000	20,000	20,000	20,000	20,000
Net Business Case Capital	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	9/6/2023
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5538 - Site Furniture
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	This is for replacement and new requests for benches, picnic tables, tables, and garbage cans.
BUSINESS CASE JUSTIFICATION	Parks maintains and installs all site furniture within the Parks system and in various locations on Town property. This budget is for new and replacement benches, picnic tables, tables, memorial benches and garbage cans . This includes the concrete base for the site furniture.

WHAT IS REQUIRED?

WHY IS IT REQUIRED?

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

PILLARS OF SUSTAINABILITY - ECONOMIC

PILLARS OF SUSTAINABILITY - FINANCIAL

PILLARS OF SUSTAINABILITY - SOCIAL

PILLARS OF SUSTAINABILITY - ENVIRONMENTAL

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:

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

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
PAR_LI0006 - Site furniture						
3-12-00-600-00 - WIP	25,000	25,000	25,000	25,000	25,000	25,000
PAR_LI0006 - Site furniture	25,000	25,000	25,000	25,000	25,000	25,000
Expenses / Expenditure	25,000	25,000	25,000	25,000	25,000	25,000
Net Business Case Capital	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(25,000)

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	9/6/2023
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5557 - New Fire Hall Front End Engineering Design (FEED) Study
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	This business case seeks approval for \$100,000 to initiate a Front-End Engineering Design (FEED) study for the proposed new fire hall in Strathmore. The FEED study will provide detailed design parameters, scope definition, engineering layouts, and refined cost estimates. It will establish the foundational planning necessary for successful execution of the \$18 million capital project to construct a modern fire hall that meets the growing needs of the community.
BUSINESS CASE JUSTIFICATION	A FEED study is a critical step in the planning and design of major infrastructure projects. It ensures that the Town of Strathmore receives accurate cost forecasting, space planning, and architectural and engineering design aligned with operational requirements. By clearly defining the scope and minimizing uncertainties before construction begins, the FEED study helps mitigate risk, avoid costly changes during the build phase, and strengthen future grant or funding applications.
WHAT IS REQUIRED?	Approval of \$100,000 from capital reserves to engage consultants for a FEED study. This includes site assessments, design planning, engineering review, and stakeholder input to guide the fire hall's design and cost-effective development.
WHY IS IT REQUIRED?	The FEED study is essential to turn the fire hall concept into a build-ready project. It provides accurate specs and cost estimates, ensures regulatory compliance, and supports a design that meets operational and public safety needs for decades.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Without a FEED study, the Town risks delays, budget overruns, and poor design decisions. Lack of planning could hinder funding efforts, compromise compliance, and delay replacing the outdated station, impacting emergency service delivery.
PILLARS OF SUSTAINABILITY - ECONOMIC	By investing in proper design planning through a FEED study, the Town can avoid inefficiencies and costly changes during construction, thereby supporting long-term economic sustainability through sound capital management
PILLARS OF SUSTAINABILITY - FINANCIAL	The study supports responsible financial planning by ensuring accurate cost estimates and future-proof designs. It positions the Town to better manage the significant capital investment in the fire hall and attract potential funding partners
PILLARS OF SUSTAINABILITY - SOCIAL	A well-designed fire hall supports community safety, firefighter well-being, and emergency readiness. The FEED study ensures the facility will meet modern service needs while also providing community assurance of preparedness.
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	The FEED study incorporates environmental design principles early in the planning process, enabling energy-efficient systems, green infrastructure, and alignment with the Town's environmental goals for sustainable buildings.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Community Wellness

Business Case Summary

Council Activity: 1.3 - Community Wellbeing Investment

Administrative Priority:

Administrative Activity:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- New Firehall FEED Study						
3-12-00-600-00 - WIP	100,000	-	-	-	-	-
- New Firehall FEED Study	100,000	-	-	-	-	-
Expenses / Expenditure	100,000	-	-	-	-	-
Net Business Case Capital	(100,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	David Sturgeon	7/17/2025
DIRECTOR	Mark Pretzlaff	8/22/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5558 - New Modular Fire Training Center
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE SCOPE	The Fire Department proposes to purchase a modular fire training center valued at \$195,000 to be installed on municipal land. This center will provide a controlled, NFPA-aligned training environment that enables firefighters to meet Occupational Health and Safety (OHS) regulations and required certification standards. The modular design includes live fire simulation components, search and rescue areas, ladder operations, and confined space training elements. It supports annual skills maintenance for all members and is scalable to accommodate future training needs. The center will reduce reliance on external facilities located more than two hours away, thereby lowering operational costs and increasing the frequency and quality of in-house training. This facility ensures compliance with firefighter competency legislation and supports safe, effective emergency service delivery as the community grows.

Business Case Summary

BUSINESS CASE JUSTIFICATION

The Strathmore Fire Department is committed to meeting the safety, training, and operational readiness standards set out in Alberta's Occupational Health and Safety (OHS) Code. A key component of this is ensuring that firefighters receive adequate hands-on training before engaging in live operations or using unfamiliar equipment. Currently, our department must travel over two hours to access certified live-fire training facilities. This not only results in operational downtime but also carries ongoing costs for travel, accommodation, meals, and facility rentals.

The proposed modular fire training Centre—designed to meet National Fire Protection Association (NFPA) standards—would provide our department with in-town access to realistic, scenario-based training. This includes live fire suppression, search and rescue, ladder operations, confined space entry, and ventilation practice. With a local facility, our firefighters would benefit from more frequent and consistent training, while remaining available for emergency response within the community.

In terms of fiscal impact, the Centre is projected to save approximately \$46,313 annually by eliminating the need for long-distance travel and external facility fees. Over time, these savings would help offset the capital investment in the project.

In addition to cost savings and improved readiness, we are currently in discussions with the Southern Alberta Institute of Technology (SAIT) to become the host department for their NFPA 1001 Level I and II Firefighter Program. If finalized, this partnership would generate additional revenue, further offsetting the cost of the training Centre and establishing Strathmore as a regional training hub. This collaboration would not only bring students and resources into our community but also strengthen our role in advancing firefighter education and safety standards in the province.

Establishing a permanent training structure in Strathmore would also boost recruitment and retention, demonstrating our long-term commitment to firefighter safety and professional development. The facility could be made available for use by neighboring departments, fostering regional collaboration and potentially generating additional cost-recovery opportunities.

In summary, the proposed modular fire training Centre represents a strategic investment in community safety, operational efficiency, and regional leadership in fire training. It enhances preparedness, reduces costs, and opens the door to long-term revenue through educational partnerships—making it a vital asset for the Town of Strathmore.

WHAT IS REQUIRED?

Approval of \$195,000 in capital funds to purchase and install a modular fire training center that meets NFPA and OHS requirements. The unit must support multiple training scenarios and be operational year-round to meet firefighter competency mandates

WHY IS IT REQUIRED?

The Town lacks a dedicated training site, requiring long-distance travel for essential skills development. A local center enables regular, cost-effective training that supports compliance, firefighter readiness, and operational efficiency.

WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?

Without this facility, Strathmore Fire will rely on costly off-site training, risking delayed certification, increased injury risk, and OHS non-compliance. It limits readiness, strains resources, and hinders recruitment and retention.

Business Case Summary

PILLARS OF SUSTAINABILITY - ECONOMIC	A local training center eliminates ongoing rental and travel costs and supports long-term cost control. It enables shared use with regional partners and enhances the Town's capacity to deliver training affordably and efficiently.
PILLARS OF SUSTAINABILITY - FINANCIAL	This capital investment reduces recurring training expenses and supports stable budgeting. It ensures firefighter development is delivered within operational limits while increasing financial control over mandated training requirements.
PILLARS OF SUSTAINABILITY - SOCIAL	Improved access to training boosts firefighter safety, morale, and preparedness. Reducing travel supports work-life balance, strengthens team dynamics, and demonstrates the Town's investment in firefighter wellbeing and professionalism.
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	A local site cuts emissions and fuel use by minimizing travel for training. It supports the Town's climate goals and reduces the environmental impact of meeting regulatory and operational training requirements.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Community Wellness Council Activity:1.3 - Community Wellbeing Investment Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- New Modular Fire Training Center						
3-12-00-600-00 - WIP	195,000	-	-	-	-	-
- New Modular Fire Training Center	195,000	-	-	-	-	-
Expenses / Expenditure	195,000	-	-	-	-	-
Net Business Case Capital	(195,000)	-	-	-	-	-
APPROVALS	NAME	DATE				
AUTHOR	David Sturgeon	7/17/2025				
DIRECTOR	Mark Pretzlaff	8/22/2025				

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5593 - Public Works Operations and Sport Centre Internet (WID Tower Decommissioning \$6000 annual reduction long term)
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE SCOPE	Convert Public Works Operations and Sport Centre to landline Internet. Decommissioning of WID Wireless connection currently serving Public Works Operations, Sports Centre, Firehall, Aquatic, and Family Centre.
BUSINESS CASE JUSTIFICATION	Several of the remote sites still rely on the WID (Western Irrigation District) communications tower for connectivity due to the inflexible design of the current legacy wireless system, and current lack of landline connection to the sites. These locations cannot yet be shifted to modern Telus/Rogers lines without upgraded Wireless Application Protocol (WAPs) capable of managing traffic through new network paths. The planned evergreen replacing these of these WAPs allows the Town to decommission its dependence on the WID tower, resulting in a recurring savings of approximately \$6,000 annually, however Operations and Sports Centre will require a landline connection installed first which will require the cost of a new firewall at each site, firehall is already planned and other facilities already do.
WHAT IS REQUIRED?	2026 \$10,000 2026 \$0 2028 \$0 2029 \$0
WHY IS IT REQUIRED?	Cost savings and improved network connectivity. High cost crew to deal with issues, history of outages over the years, old end of life equipment in place, and the only current connection to several facilities, land line connection would be superior.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	We would need to continue to rely on it for internet and Operations, Sports Centre, and currently Firehall. We will need to look at purchasing new wireless hardware and hire a crew to mount it to provide more stable connection, at likely higher cost
PILLARS OF SUSTAINABILITY - ECONOMIC	It will remove revenue from WID, but will free the Town from relying on a tower with an unknown remaining life expectancy and improve capabilities at our facilities, allowing better customer service for things like summer markets at Sports Centre
PILLARS OF SUSTAINABILITY - FINANCIAL	Eliminates an ongoing lease cost and provides more reliable services to vital facilities. Replace our expensive wireless hardware replacement cost with manageable firewall at each site.
PILLARS OF SUSTAINABILITY - SOCIAL	Providing more stable internet service to vital Town facilities that serve our residents.
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	Current equipment is end of life, rather than replacing it short term and still moving this direction in future, better to just make it happen now and invest in new hardware once so as to not needlessly send almost new hardware to waste.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Financial Sustainability Council Activity: 2.1 - Predictable and appropriate tax increases

Business Case Summary

Administrative Priority:

Administrative Activity:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
INF_MA2401 - Corporate Wireless Network (WIFI)						
3-12-00-600-00 - WIP	10,000	-	-	-	-	-
INF_MA2401 - Corporate Wireless Network (WIFI)	10,000	-	-	-	-	-
Expenses / Expenditure	10,000	-	-	-	-	-
Net Business Case Capital	(10,000)	-	-	-	-	-
APPROVALS		NAME		DATE		
AUTHOR		Ray Chan		8/6/2025		
DIRECTOR		Kara Rusk		10/30/2025		

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5594 - Network Switch Replacement (EoL)
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Essential - legal, safety, or regulatory		
BUSINESS CASE SCOPE	This business case proposes the phased replacement of all 23 network switches currently deployed across Town of Strathmore facilities. The switches — which form the backbone of Town Hall and all remote site networks — are over eight years old as of 2025 and have reached their end-of-life (EOL) period. This creates operational risks related to performance, cybersecurity, hardware failure, and vendor support. A proactive replacement strategy will ensure stable connectivity, uninterrupted delivery of municipal services, and alignment with modern infrastructure standards.		
BUSINESS CASE JUSTIFICATION	1. Network Infrastructure at End of Support 2. No Security Updates or Warranty After 2025 3. Risk of Major Service Interruptions 4. Cost Predictability Through Phased Replacement 5. Vendor Flexibility and Capability Matching 6. Strategic Alignment with Town Goals		
WHAT IS REQUIRED?	Component	Quantity	Total (CAD)
	Core and Edge Network Switches	23	\$100,000 (est.)
WHY IS IT REQUIRED?	No security updates or warranty after 2025		
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Network will continue to operate with increased risk of major service interruptions.		
	No security updates or warranty after end of 2025.		
PILLARS OF SUSTAINABILITY - ECONOMIC			
PILLARS OF SUSTAINABILITY - FINANCIAL	While this is a significant cost to replace, the cost of not replacing it and having a service disruption would be far greater.		
PILLARS OF SUSTAINABILITY - SOCIAL			
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL			
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Financial Sustainability	
	Council Activity:	2.1 - Predictable and appropriate tax increases	
	Administrative Priority:		
	Administrative Activity:		

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						

Business Case Summary

INF_MA2401 - Data Center Network Switch - 10 (SMB Rm 216)							
3-12-00-600-00 - WIP	100,000	-	-	-	-	-	-
INF_MA2401 - Data Center Network Switch - 10 (SMB Rm 216)	100,000	-	-	-	-	-	-
Expenses / Expenditure	100,000	-	-	-	-	-	-
Net Business Case Capital	(100,000)	-	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/6/2025
DIRECTOR	Kara Rusk	8/20/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5603 - TWP 244 Road Re-Construction
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement				
BUSINESS CASE SCOPE	TWP 244 is the Northern Boundary road for the majority of Strathmore. Although conveying traffic for many Town and County residents, the primary use is now as access to Lakewood and portions of Hillview. This road is in dire need of repair, potential need for re-alignment, and intersection upgrades, all to accommodate the current and future planned traffic volumes.				
BUSINESS CASE JUSTIFICATION	A design of the roadway will occur for the section from Highway 817 to Wildflower Road (Rge Rd 253) in 2026 and allow for proper planning and budgeting in 2028 (current estimate \$2,000,000) Alberta Transportation has flagged the intersection of Highway 817 and TWP 244 as an intersection of concern. As development continues to occur, improvements to this intersection will be necessary, possibly before any future phases of development are approved to proceed. Having a plan in place will help justify future plans, collect appropriate levies, and show our partners at the Province that this area of concern is being addressed.				
WHAT IS REQUIRED?	Engineering Design will occur in 2026 with Construction planned for 2028 or as development requires.				
WHY IS IT REQUIRED?	Failing roadway, increased traffic volumes, and external agency concerns.				
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Should this project not start, future development may be delayed.				
PILLARS OF SUSTAINABILITY - ECONOMIC					
PILLARS OF SUSTAINABILITY - FINANCIAL					
PILLARS OF SUSTAINABILITY - SOCIAL					
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL					
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Intentional Community Development			
	Council Activity:	3.1 - Connective Community			
	Administrative Priority:				
	Administrative Activity:				

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						

Business Case Summary

- TWP 244 Road Re-Construction						
3-12-00-600-00 - WIP	75,000	-	2,000,000	-	-	-
- TWP 244 Road Re-Construction	75,000	-	2,000,000	-	-	-
Expenses / Expenditure	75,000	-	2,000,000	-	-	-
Net Business Case Capital	(75,000)	-	(2,000,000)	-	-	-
APPROVALS	NAME		DATE			
AUTHOR	Ethan Wilson		8/13/2025			
DIRECTOR	Jamie Dugdale		10/30/2025			

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5605 - Westridge Road Bridge Repairs (BF79655)
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement		
BUSINESS CASE SCOPE	Repairs to the bridge substructure following the most recent report.		
BUSINESS CASE JUSTIFICATION	As this bridge has wood piles it is susceptible to rot, repairs noted will prevent this from happening and extend the expected lifespan to approximately 2035.		
WHAT IS REQUIRED?	Substructure repairs to maintain the bridges capacity and extend its lifespan		
WHY IS IT REQUIRED?	structural inspections note the need for these repairs		
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	If not repaired, replacement of the bridge will be required in the next 2-5 years.		
PILLARS OF SUSTAINABILITY - ECONOMIC			
PILLARS OF SUSTAINABILITY - FINANCIAL			
PILLARS OF SUSTAINABILITY - SOCIAL			
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL			
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Financial Sustainability	
	Council Activity:	2.1 - Predictable and appropriate tax increases	
	Administrative Priority:		
	Administrative Activity:		

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Westridge Road Bridge Repairs (BF79655)						
3-12-00-600-00 - WIP	30,000	-	-	-	-	-
- Westridge Road Bridge Repairs (BF79655)	30,000	-	-	-	-	-
Expenses / Expenditure	30,000	-	-	-	-	-
Net Business Case Capital	(30,000)	-	-	-	-	-

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/13/2025
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5606 - West Pine Road Bridge Repairs (BF79656)
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement		
BUSINESS CASE SCOPE	Repairs to the bridge substructure following the most recent report.		
BUSINESS CASE JUSTIFICATION	As this bridge has wood piles it is susceptible to rot, repairs noted will prevent this from happening and extend the expected lifespan to approximately 2035.		
WHAT IS REQUIRED?	Substructure repairs to maintain the bridges capacity and extend its lifespan		
WHY IS IT REQUIRED?	structural inspections note the need for these repairs		
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	If not repaired, replacement of the bridge will be required in the next 2-5 years.		
PILLARS OF SUSTAINABILITY - ECONOMIC			
PILLARS OF SUSTAINABILITY - FINANCIAL			
PILLARS OF SUSTAINABILITY - SOCIAL			
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL			
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Financial Sustainability	
	Council Activity:	2.1 - Predictable and appropriate tax increases	
	Administrative Priority:		
	Administrative Activity:		

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- West Pine Road Bridge Repairs (BF79656)						
3-12-00-600-00 - WIP	30,000	-	-	-	-	-
- West Pine Road Bridge Repairs (BF79656)	30,000	-	-	-	-	-
Expenses / Expenditure	30,000	-	-	-	-	-
Net Business Case Capital	(30,000)	-	-	-	-	-

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/13/2025
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

ATIA Sec. 29

Business Case Summary

ATIA Sec. 29

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5612 - Power Meter Replacement and Breaker
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement		
BUSINESS CASE SCOPE	Current Power Meter is obsolete and needs to be replaced, this includes wiring and modifications. Once replaced breaker needs to go through testing as per required standards, and a SCS Arc-Flash Study needs to be completed to understand what occurs should their be a short circuit.		
BUSINESS CASE JUSTIFICATION	It is a safety issue having an obsolete Power Meter, as we cannot conduct the necessary testing as required by the NETA standards and manufacturers recommendations.		
WHAT IS REQUIRED?	Replacement of obsolete power meter (removal and installation) Testing of main breaker as per NETA standards and manufacturer's recommendations. SCS Arc-Flash Study for protection device evaluation to ensure all is working correctly if tripped.		
WHY IS IT REQUIRED?	Power Meter is obsolete, and breaker testing cannot be completed as required.		
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Main Breaker cannot be tested as per NETA standards and manufacturers recommendations, which is a safety hazard.		
PILLARS OF SUSTAINABILITY - ECONOMIC	This would be a planned fix, so planned with a closure to not impact rentals, drop-in's extra.		
PILLARS OF SUSTAINABILITY - FINANCIAL	To have a planned fix instead of the breaker tripping due to improper testing and causing a fire, injury or worse which would result in closure of the pool.		
PILLARS OF SUSTAINABILITY - SOCIAL	Safety of the public and staff.		
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL			
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Financial Sustainability	
	Council Activity:		
	Administrative Priority:		
	Administrative Activity:		

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						

Business Case Summary

- Power Meter Replacement and Breaker						
3-12-00-600-00 - WIP	31,000	-	-	-	-	-
- Power Meter Replacement and Breaker	31,000	-	-	-	-	-
Expenses / Expenditure	31,000	-	-	-	-	-
Net Business Case Capital	(31,000)	-	-	-	-	-
APPROVALS	NAME	DATE				
AUTHOR	Natasha Barron	8/15/2025				
DIRECTOR	Mark Pretzlaff	9/4/2025				

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5614 - Aquatic Center Sprinkler Head Replacement
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement	
BUSINESS CASE SCOPE	Sprinkler heads around the lap pool need to be replaced. Scaffolding will need to be set up to complete project.	
BUSINESS CASE JUSTIFICATION	Fire Sprinklers. These are a critical and necessary component of our Fire Suppression System. The sprinkler heads around the lap pool are showing signs of corrosion. This was noted in our Automatic Sprinkler Annual Inspection. This can negatively impact the effectiveness and ability of the heads to discharge water in the case of a fire. This is something that needs to be addressed in order for us to ensure our Fire Protection System will work properly in the case of a fire. Scaffolding In order to replace the fire sprinkler heads around the Lap Pool, scaffolding will need to be set up. This is the only option for doing this as lifts are not able to be used on the pool deck , and are unable to be placed inside the basin. The sprinkler heads are located at roof height, and are located intermittently within that entire area. Without scaffolding we will not be able to replace the fire sprinkler heads that need to be replaced as indicated in our Automatic Sprinkler Annual Inspection.	
WHAT IS REQUIRED?	Facility will need to be closed for approx. 4 weeks. Drain Lap Pool, this goes inline with our annual shutdown. Sprinkler heads will need to be replaced. Scaffolding will need to be set up and taken down. Plan a fire watch.	
WHY IS IT REQUIRED?	Sprinkler heads are critical and necessary component of our fire suppression system. We also require the fire protection system will work properly in the case of a fire.	
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	Safety concerns for the staff and public. Property damages.	
PILLARS OF SUSTAINABILITY - ECONOMIC	This would be a planned, during annual shutdown.	
PILLARS OF SUSTAINABILITY - FINANCIAL	Planned repair instead of sudden expense.	
PILLARS OF SUSTAINABILITY - SOCIAL	Safety of the public and staff.	
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Community Wellness
	Council Activity:	1.3 - Community Wellbeing Investment

Business Case Summary

Administrative Priority:

Administrative Activity:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Aquatic Centre Sprinkler Head Replacement						
3-12-00-600-00 - WIP	80,000	-	-	-	-	-
- Aquatic Centre Sprinkler Head Replacement	80,000	-	-	-	-	-
Expenses / Expenditure	80,000	-	-	-	-	-
Net Business Case Capital	(80,000)	-	-	-	-	-
APPROVALS	NAME	DATE				
AUTHOR	Natasha Barron	8/15/2025				
DIRECTOR	Mark Pretzlaff	9/4/2025				

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5621 - Mechanic Shop - Carbon Monoxide Sensors
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	31 - Common Services

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	Installation of a hand/off/auto starter to operate the make up air and exhaust system with interlock functionality.
BUSINESS CASE JUSTIFICATION	Due to the frequency of vehicles running inside the mechanic shop there is a high risk of carbon monoxide buildup. The carbon monoxide sensors will work in conjunction with the existing make up air and exhaust fans. If CO is detected the make up air and exhaust fans will be activated. There are currently the home style CO detectors in the building. These are not sufficient as the are less sensitive to lower CO concentrations. There has been one CO event in the shop since installing the home style detectors.
WHAT IS REQUIRED?	Two stand alone CET carbon monoxide sensors
WHY IS IT REQUIRED?	The sensors detect elevated CO levels and trigger the ventilation system allowing for timely evacuation and intervention. This will provide additional protection to the mechanic and those who are in the building.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	A lost time incident or death.
PILLARS OF SUSTAINABILITY - ECONOMIC	
PILLARS OF SUSTAINABILITY - FINANCIAL	
PILLARS OF SUSTAINABILITY - SOCIAL	
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Community Wellness Council Activity:1.3 - Community Wellbeing Investment Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Carbon Monoxide Sensors - Mechanic Shop						
3-12-00-600-00 - WIP	12,000	-	-	-	-	-
- Carbon Monoxide Sensors - Mechanic Shop	12,000	-	-	-	-	-
Expenses / Expenditure	12,000	-	-	-	-	-
Net Business Case Capital	(12,000)	-	-	-	-	-

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/17/2025
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5642 - Snow Dump Expansion
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	Maintain Service Levels
BUSINESS CASE SCOPE	Expansion of the snow dump - deeper or larger
BUSINESS CASE JUSTIFICATION	The snow dump is too small. In the 2025 snow season we did one full removal of the priority routes plus 1 road not on the route and the snow dump was full. This was a lower than average snow season. If we have an exceptional snow year that requires several removals, the current snow dump will not have the capacity to meet the service level.
WHAT IS REQUIRED?	A larger or deeper snow dump
WHY IS IT REQUIRED?	to ensure we can do several removals a year if necessary.
WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	That we will have to dump snow outside of the snow dump and have a release into Eagle Lake. which is a reportable event to Alberta Environment as it is a fish bearing lake.
PILLARS OF SUSTAINABILITY - ECONOMIC	
PILLARS OF SUSTAINABILITY - FINANCIAL	
PILLARS OF SUSTAINABILITY - SOCIAL	
PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Climate Resiliency Including Environmental Stewardship Council Activity: 4.2 - Local Environment Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						
- Snow Dump Expansion						
3-12-00-600-00 - WIP	160,000	-	-	-	-	-
- Snow Dump Expansion	160,000	-	-	-	-	-
Expenses / Expenditure	160,000	-	-	-	-	-
Net Business Case Capital	(160,000)	-	-	-	-	-

Business Case Summary

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/21/2025
DIRECTOR	Jamie Dugdale	10/30/2025

Business Case Summary

YEAR:	2026
BUSINESS CASE NAME:	AUTO - 5660 - Traffic Calming
BUSINESS CASE REQUEST TYPE:	2026 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE

BUSINESS CASE SCOPE	The prior Council requested a General Traffic Calming budget amount for consideration in the 2026 Budget. It is not tied to a specific problem area, but, is requested to give funds to Administration to address as needed in the 2026-2035 Capital Budget, on an ongoing annual basis. Projects would include curb extensions, intersection redesign, and similar.
BUSINESS CASE JUSTIFICATION	The previous Council requested this Business Case as an option to include in the budget, due to concerns of some citizens in the community (related to high speeds and pedestrian interaction).

WHAT IS REQUIRED?	The prior Council requested a General Traffic Calming budget amount for consideration in the 2026 Budget. It is not tied to a specific problem area, but, is requested to give funds to Administration to address as needed in the 2026-2035 Capital Budget, on an ongoing annual basis. Projects would include curb extensions, intersection redesign, and similar.
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WHY IS IT REQUIRED?	The previous Council requested this Business Case as an option to include in the budget, due to concerns of some citizens in the community (related to high speeds and pedestrian interaction).
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WHAT ARE THE IMPLICATIONS IF NOT IMPLEMENTED?	If not implemented, Administration will not have funds available to address traffic calming concerns, without a specific budget amendment (which could cause delays in addressing).
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PILLARS OF SUSTAINABILITY - ECONOMIC	N/A
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PILLARS OF SUSTAINABILITY - FINANCIAL	N/A
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PILLARS OF SUSTAINABILITY - SOCIAL	This business case is driven from concerns in the community regarding traffic safety.
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PILLARS OF SUSTAINABILITY - ENVIRONMENTAL	N/A
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STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Community Wellness
	Council Activity: 3.1 - Connective Community
	Administrative Priority:
	Administrative Activity:

Project Budget Details						
GL Account	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget
Expenses / Expenditure						

Business Case Summary

- Traffic Calming						
3-12-00-600-00 - WIP	150,000	150,000	150,000	150,000	150,000	150,000
- Traffic Calming	150,000	150,000	150,000	150,000	150,000	150,000
Expenses / Expenditure	150,000	150,000	150,000	150,000	150,000	150,000
Net Business Case Capital	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
APPROVALS	NAME		DATE			
AUTHOR	Ethan Wilson		10/30/2025			
DIRECTOR	Jamie Dugdale		10/30/2025			

Town of Strathmore
2026 Proposed Capital

<u>Funding Source by Project</u>	<u>Amount</u>
Debt	
AUTO - 5337 - Central Trunk Sewer Upgrades - 42 - Wastewater	2,322,000 1)
Total: Debt	2,322,000
Asset Replacement Reserve	
AUTO - 5471 - Capital Projects Engineering - 32 - Roads	70,000
AUTO - 5538 - Site Furniture - 72 - Recreation	25,000
AUTO - 5536 - Kinsmen Park Christmas Lights - 72 - Recreation	20,000
AUTO - 5594 - Network Switch Replacement (EoL) - 12 - Administration	100,000
AUTO - 5610 - ATIA Sec. 29	
AUTO - 5621 - Mechanic Shop - Carbon Monoxide Sensors - 31 - Common Services	12,000
AUTO - 5605 - Westridge Road Bridge Repairs (BF79655) - 32 - Roads	30,000
AUTO - 5606 - West Pine Road Bridge Repairs (BF79656) - 32 - Roads	30,000
AUTO - 5614 - Aquatic Center Sprinkler Head Replacement - 72 - Recreation	80,000
AUTO - 5660 - Traffic Calming - 32 - Roads	150,000
Total: Asset Replacement Reserve	557,000
Fire Reserve	
AUTO - 5557 - New Fire Hall Front End Engineering Design (FEED) Study - 23 - Fire	100,000
AUTO - 5319 - Bush Buggy Replacement Fire Truck - 23 - Fire	220,000
Total: Fire Reserve	320,000
Waste Water Reserve	
AUTO - 5337 - Central Trunk Sewer Upgrades - 42 - Wastewater	793,000 1)
AUTO - 5468 - 42.1 - WWTP PLC/SCADA Upgrades - 42 - Wastewater	70,000 2)
AUTO - 5466 - 42.1 - WWTP Lab Equipment - 42 - Wastewater	10,000
AUTO - 5467 - 42.1 - Distribution & Collection Out-of-scope Maintenance - 42 - Wastewater	145,000
Total: Waste Water Reserve	1,018,000
Water OSL	
AUTO - 5347 - Wildflower Reservoir Storage Upgrade - 41 - Water	150,000
Total: Water OSL	150,000
Waste Water OSL	
AUTO - 5337 - Central Trunk Sewer Upgrades - 42 - Wastewater	850,000 1)
Total: Waste Water OSL	850,000
LGFF/CCBF Grants	
AUTO- 5320 - Engine 2 Replacement Fire Truck - 23 - Fire	1,120,000
AUTO - 5465 - Pathway Lifecycle - 72 - Recreation	250,000
AUTO - 5505 - IT - Evergreening - 12 - Administration	179,000
AUTO - 5499 - Westlake Road Reconstruction - 32 - Roads (in lieu of RAMP)	300,000
AUTO - 5603 - TWP 244 Road Re-Construction - 32 - Roads	75,000
AUTO - 5502 - Family Centre Roofing Project - Phase 3 - 72 - Recreation	850,000
AUTO - 5642 - Snow Dump Expansion - 32 - Roads	160,000
AUTO - 5593 - Public Works Operations and Sport Centre Internet - 12 - Administration	10,000
AUTO - 5485 - Snow Boss - stand on plow - 72 - Recreation	20,000
AUTO - 5558 - New Modular Fire Training Center - 23 - Fire	195,000
AUTO - 5372 - Roads - PW 25 Chevrolet Silverado 1500 Replacement - 2026 - 32 - Roads	84,000
AUTO - 5612 - Power Meter Replacement and Breaker - 72 - Recreation	31,000
AUTO - 5365 - Roads- EPW 57 John Deere 60 Series Excavator Replacement- 2025 - 32 - Roads	200,000
Total: LGFF/CCBF Grants	3,474,000
AMWWP Grant	
AUTO - 5468 - 42.1 - WWTP PLC/SCADA Upgrades - 42 - Wastewater	30,000 2)
Total: AMWWP Grant	30,000
Total Funding:	8,721,000

Notes

- 1) Total Funding: \$3,965,000
2) Total Funding: \$100,000

2026 BUDGET INFORMATION REQUEST

Requested by:	Click or tap here to enter text.
Origin of Request:	Click or tap here to enter text.
Date of Request:	Click or tap to enter a date.
Question:	Click or tap here to enter text.

Please email request to kara.rusk@strathmore.ca and karoline.power@strathmore.ca

For completion by Strathmore Administration

Number: BIR -2026		
Author: Click or tap here to enter text.		
Department: Click or tap here to enter text.		
Date Response Due: Click or tap to enter a date.		
	Date	Initials
Director Approval (if not author) Once reviewed, input electronic initials and date	Click or tap to enter a date.	Click or tap here to enter text.
Director of SAFS Approval:	Click or tap to enter a date.	Click or tap here to enter text.
CAO Approval:	Click or tap to enter a date.	Click or tap here to enter text.

Confidential ☐ Yes ☐ No
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Response (one page maximum): Click or tap here to enter text.



Proposed 2026 Budget

November 6, 2025

Council Presentation for the 2026
Proposed Operating and Capital Budget





Kevin Scoble

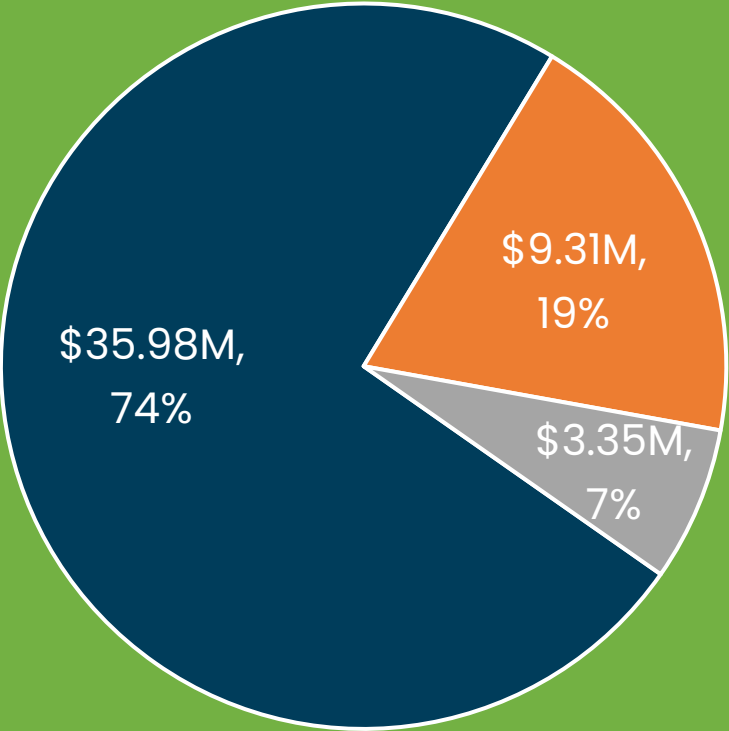
Chief Administrative Officer (CAO)

CAO's opening remarks

- The 2026 Proposed Budget provides predictable and prudent tax rates and user fees that reduce overall Town debt;
- Is fiscally responsible and strategic;
- Proposed municipal property tax increase of 2.8%, and an 13% overall tax increase (based on an estimated 20% increase in the Provincial Education Requisition)
- Supported by 1.8% growth in the tax base of the community compared to 2025

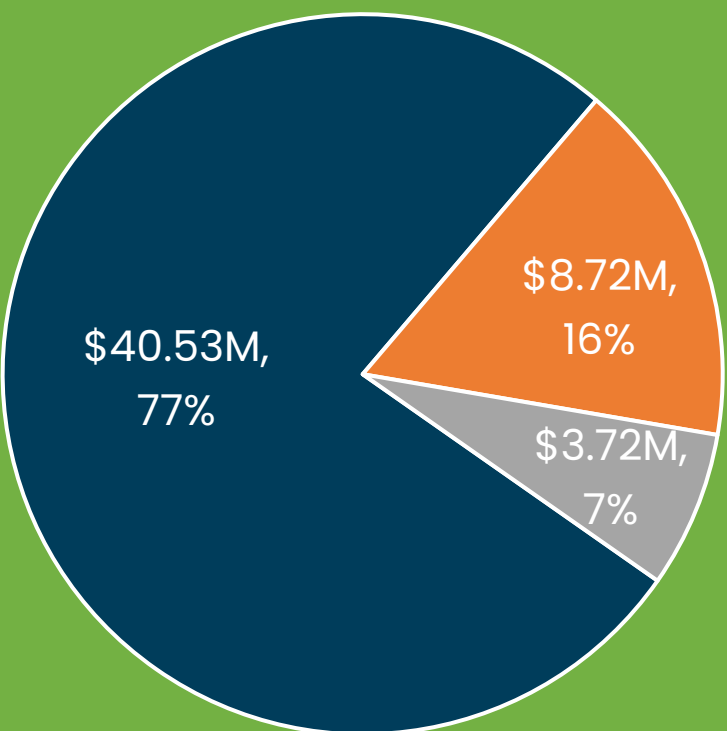
Proposed 2026 Budget: Operating Budget Highlights

2025 Budget



Operating Capital Reserve Funds

2026 Proposed Budget



Operating Capital Reserve Funds



Leana Ashbacher

Senior Manager of Financial Services

Financial and Budget Overview

- The key focus is on maintaining current service levels
- Ensuring stable and predictable municipal tax rates;
- Implemented non-reoccurring transfer to reserves;
- Municipal tax increase (which the municipality controls) is 2.8%.
- Overall total tax increase proposed at 13%; which includes an estimated 20% increase to the provincial education requisition.
- 1% municipal tax increase equates to approximately \$180,000;

Budget Considerations: 2026 Proposed Budget – Revenue

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	17,549,400	872,700	5.23%	18,071,300	18,613,400	19,171,900
Total 02) User fees and sales of goods	14,877,200	14,512,327	15,787,200	12,211,141	16,240,100	452,900	2.87%	16,529,200	16,832,000	17,201,700
Total 03) Licences and permits	513,100	589,286	521,600	1,118,332	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	2,383,928	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	949,427	1,831,800	11,000	0.60%	1,432,200	1,305,100	1,295,800
Total 06) Government grants - capital	-	3,190,119	-	-	-	-	0.00%	-	-	-
Total 07) Other grants - capital	-	-	-	-	-	-	0.00%	-	-	-
Total 08) Investment & interest income	405,300	687,307	460,300	399,539	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	201,322	211,000	500	0.24%	211,500	212,000	213,000
Total 10) Other revenue	544,400	908,342	443,500	934,168	900,200	456,700	102.98%	855,900	855,300	809,500
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	295,460	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	36,478,282	44,246,100	2,915,200	-207.05%	44,357,000	45,460,500	46,418,900

Budget Considerations: 2026 Proposed Budget – Expenses

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
Expenses										
Total 01) Salaries, Wages, and Benefits	13,958,000	14,465,795	14,829,200	11,505,002	15,433,100	603,900	4.07%	16,242,600	16,854,600	17,299,900
Total 02) Contracted and General Services	12,648,200	11,451,233	13,689,400	9,082,362	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	1,131,814	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	2,238,474	3,569,200	40,600	1.15%	3,555,400	3,636,700	3,713,000
Total 05) Bank Charges and Short Term Interest	66,000	96,387	90,000	88,416	90,000	-	0.00%	90,000	90,000	90,000
Total 06) Other Expenditures	-	(124)	-	320	-	-	0.00%	-	-	-
Total 08) Transfers to Individuals and Organisations	519,500	538,596	689,600	479,969	609,400	(80,200)	-11.63%	649,700	660,300	676,500
Total 09) Transfers to Local Boards and Agencies	478,200	469,630	491,300	94,494	495,800	4,500	0.92%	512,700	530,100	548,200
Total 10) Interest on Long-term Debt	444,700	382,904	362,500	240,453	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
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	2,151,247	3,077,600	543,500	21.45%	356,400	2,883,400	(1,278,500)
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	342,373	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	30,245,698	44,246,100	2,915,200	-207.05%	44,357,000	45,460,500	46,418,900
Surplus(Deficit)	-	5,228,130	-	6,232,584	-	-	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)	6,232,584	(6,708,000)	(502,200)	8.09%	(6,708,000)	(6,708,000)	(6,708,000)

Proposed 2026 Budget: **Operating Budget Highlights**

Revenue:

Property Tax Revenue

- 2025 – \$16.7M
- 2026 – \$17.5M – 5.2% Increase

Utility Revenue

- 2025 – \$13.5M
- 2026 – \$13.5M – negligible increase

Proposed 2026 Budget: **Operating Budget Highlights**

Revenue:

Franchise Fees Revenue (Fortis Electricity & ATCO Gas)

- 2025 – \$3.2M
- 2026 – \$3.3M – 5.7% Increase

User Fees (Excluding Utility and Franchise Fees)

- 2025 – \$2.3M
- 2026 – \$2.7M – 17% increase

Proposed 2026 Budget: **Operating Budget Highlights**

Expenses:

Wages & Benefits

- 2025 – \$14.8M
- 2026 – \$15.4M – 4% increase

Contracted Services

- 2025 – \$13.7M
- 2026 – \$13.8 – 1% increase

Proposed 2026 Budget: **Operating Budget Highlights**

Expenses:

Interest on Long-Term Debt and Principal Payments

- 2025 – \$2.6M
- 2026 – \$2.2M – 15% decrease

Utility Administration Fee

- 2026 – \$2.3Mil (new)

Proposed 2026 Budget: **Operating Budget Highlights**

Expenses:

RCMP Contract

- 2025 – \$2.9M (14.5 Members)
- 2026 – \$3.0M (14.0 members)

Transfer to Operating Reserve

- 2025 – \$0.8M
- 2026 – \$0.6M – (includes \$160k RMR and \$100k Financial Stabilization contribution)

Proposed 2026 Budget: Utility Surpluses

Town of Strathmore Utility Entity - Storm, Water, Wastewater, Solid Waste	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	12,801,400	12,151,286	13,649,300	10,063,638	13,716,900	67,600	0.50%	14,004,200	14,296,700	14,595,400
Total 05) Government grants - operating	-	84,546	-	1,286	-	-	0.00%	-	-	-
Total 06) Government grants - capital	-	592,485	-	-	-	-	0.00%	-	-	-
Total 08) Investment & interest income	-	-	-	-	-	-	0.00%	-	-	-
Total 09) Penalties and cost of taxes	25,000	2,791	25,500	23,171	26,000	500	1.96%	26,500	27,000	28,000
Total 10) Other revenue	77,500	70,425	74,500	198,919	428,500	354,000	475.17%	390,600	442,800	405,200
Total 11) Developer Levies	-	726,847	-	748,026	-	-	0.00%	-	-	-
Total 12) Transfer from reserves - operating	-	-	283,700	-	225,000	(58,700)	-20.69%	96,000	180,000	-
Total 13) Transfer from reserves - capital	130,000	816,505	60,000	-	112,000	52,000	86.67%	70,000	75,000	80,000
Total 15) Internal Transfers Revenue	544,000	289,694	545,000	253,587	289,700	(255,300)	-46.84%	289,700	289,700	289,700
Total 17) Contributed tangible capital assets	-	-	-	-	-	-	0.00%	-	-	-
Total Revenues	13,577,900	14,734,580	14,638,000	11,288,626	14,798,100	160,100	-201.09%	14,877,000	15,311,200	15,398,300
Expenses										
Total 01) Salaries, Wages, and Benefits	696,800	546,448	695,000	435,298	728,500	33,500	4.82%	763,300	784,300	804,900
Total 02) Contracted and General Services	4,888,700	4,904,478	5,337,400	4,402,864	5,850,800	513,400	9.62%	5,788,800	6,069,800	5,914,600
Total 03) Materials, Goods and Supplies	42,500	35,731	43,500	30,160	54,000	10,500	24.14%	59,500	65,000	70,500
Total 04) Utilities	1,846,700	1,721,179	1,902,000	1,283,692	2,004,600	102,600	5.39%	1,972,600	2,011,700	2,049,100
Total 10) Interest on Long-term Debt	158,700	139,622	125,600	75,584	384,100	258,500	205.81%	411,400	386,200	358,400
Total 11) Long-term Debt Payments	1,043,100	1,049,794	1,069,900	932,830	882,400	(187,500)	-17.53%	803,400	696,400	1,364,900
Total 12) Transfers to reserves - operating	-	-	104,000	104,000	114,000	10,000	9.62%	120,000	119,000	144,000
Total 13) Transfer to reserves - capital	1,635,100	1,562,222	2,096,400	1,268,507	2,213,200	116,800	5.57%	2,447,300	2,683,000	3,353,300
Total 14) Utility Administration Fee Expense	-	-	-	-	2,275,000	2,275,000	100.00%	2,275,000	2,275,000	2,275,000
Total 16) Loss on disposal of assets	-	-	-	-	-	-	0.00%	-	-	-
Total Expense Before Amortization	10,311,600	9,959,474	11,373,800	8,532,935	14,506,600	3,132,800	-227.54%	14,641,300	15,090,400	16,334,700
Surplus(Deficit)	3,266,300	4,775,105	3,264,200	2,755,691	291,500	(2,972,700)	-91.07%	235,700	220,800	(936,400)
Less Amortization	(2,178,900)	(2,249,514)	(2,244,200)	-	(2,300,400)	(56,200)		(2,300,400)	(2,300,400)	(2,300,400)
NET CONSOLIDATED	1,087,400	2,525,591	1,020,000	2,755,691	(2,008,900)	(3,028,900)	-296.95%	(2,064,700)	(2,079,600)	(3,236,800)

Proposed 2026 Budget: **Transfer to Financial Reserves**

TRANSFER OF FINANCIAL RESERVES						
	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget
Operating	\$ 210,000	\$ 812,800	\$ 638,200	\$721,800	\$361,700	\$349,000
Capital	\$2,444,900	\$ 2,534,100	\$3,077,600	\$356,400	\$2,833,400	(\$1,278,500)
Total	\$2,654,900	\$3,346,900	\$ 3,715,800	\$ 1,078,200	\$3,245,100	(\$929,500)

Proposed 2026 Budget: **Transfer to Financial Reserves**



Debt Limits

DEBT LIMITS (Audited Financial Statements)		
	2023	2024
Debt Limits	\$ 54,341,795	\$ 59,061,146
Debt (Principal o/s)	\$ 16,137,124	\$ 13,942,176
% of Debt Limit (provincial)	30%	24%

Proposed 2026 Budget: **Annual Debt Payments**

ANNUAL DEBT PRINCIPAL & INTEREST PAYMENTS					
	2025	2026	2027	2028	2029
Debt Principal	\$ 2,221,800	\$ 1,567,300	\$ 3,655,100	\$ 1,098,000	\$ 5,291,400
Debt Interest	\$ 362,500	\$ 590,300	\$ 597,900	\$ 494,800	\$ 422,700
Total	\$2,584,300	\$2,157,600	\$4,253,000	\$1,592,800	\$5,714,100

Budget Considerations: Annual Tax Increase

	2025	2026
Municipal	4.5%	2.8%
Education	21.0%	20.0%
Total	8.0%	13.0%

	2025	2026
Municipal	\$16,676,700	\$ 17,549,400
Increase		\$ 872,700

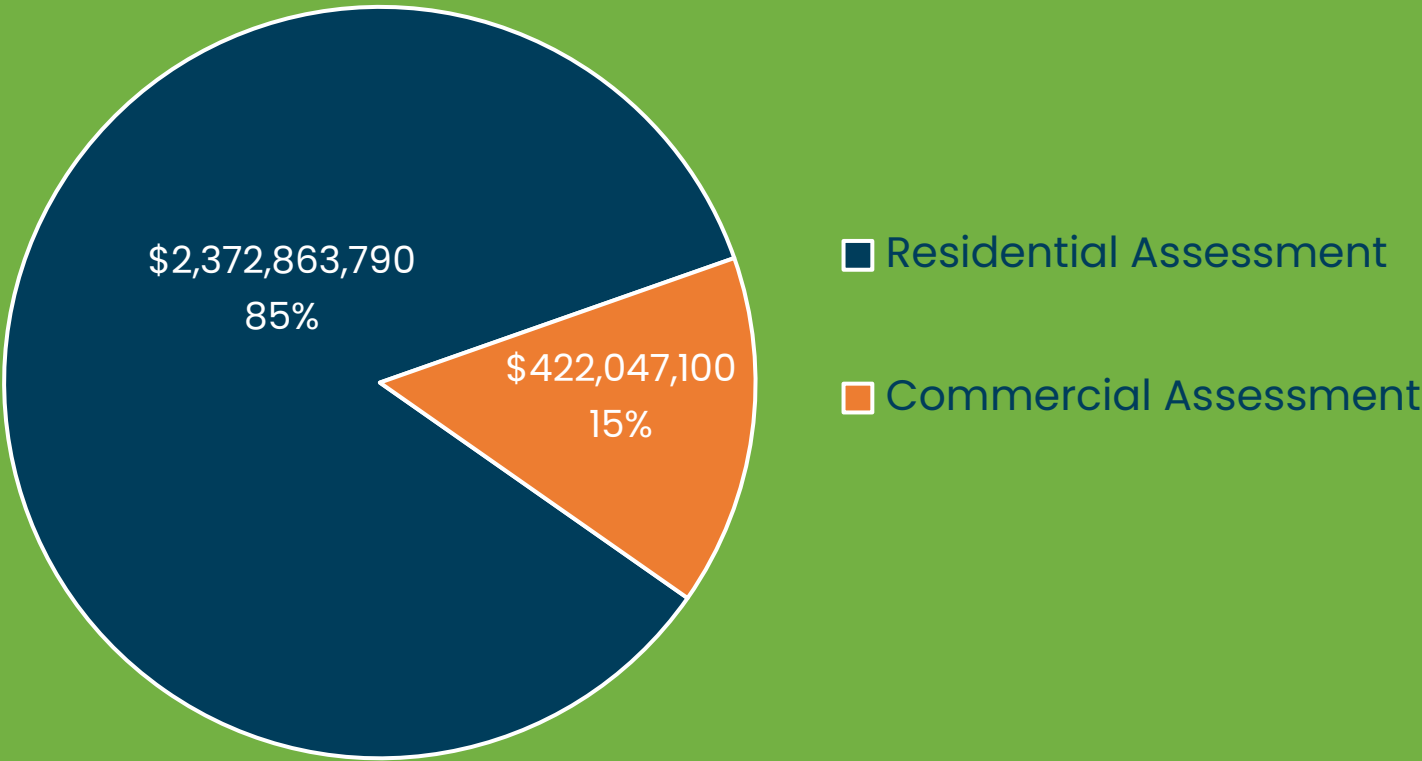
Budget Considerations: Tax Composition

	2021	2022	2023	2024	2025
Residential	80.2%	80.7%	79.5%	79.5%	79.0%
Non-Residential	19.8%	19.3%	20.5%	20.5%	21.0%

Property Tax Ratio	2021	2022	2023	2024	2025
Strathmore	1.2	1.2	1.3	1.5	1.5
Alberta Town Average	1.7	1.6	1.6	1.5	1.5

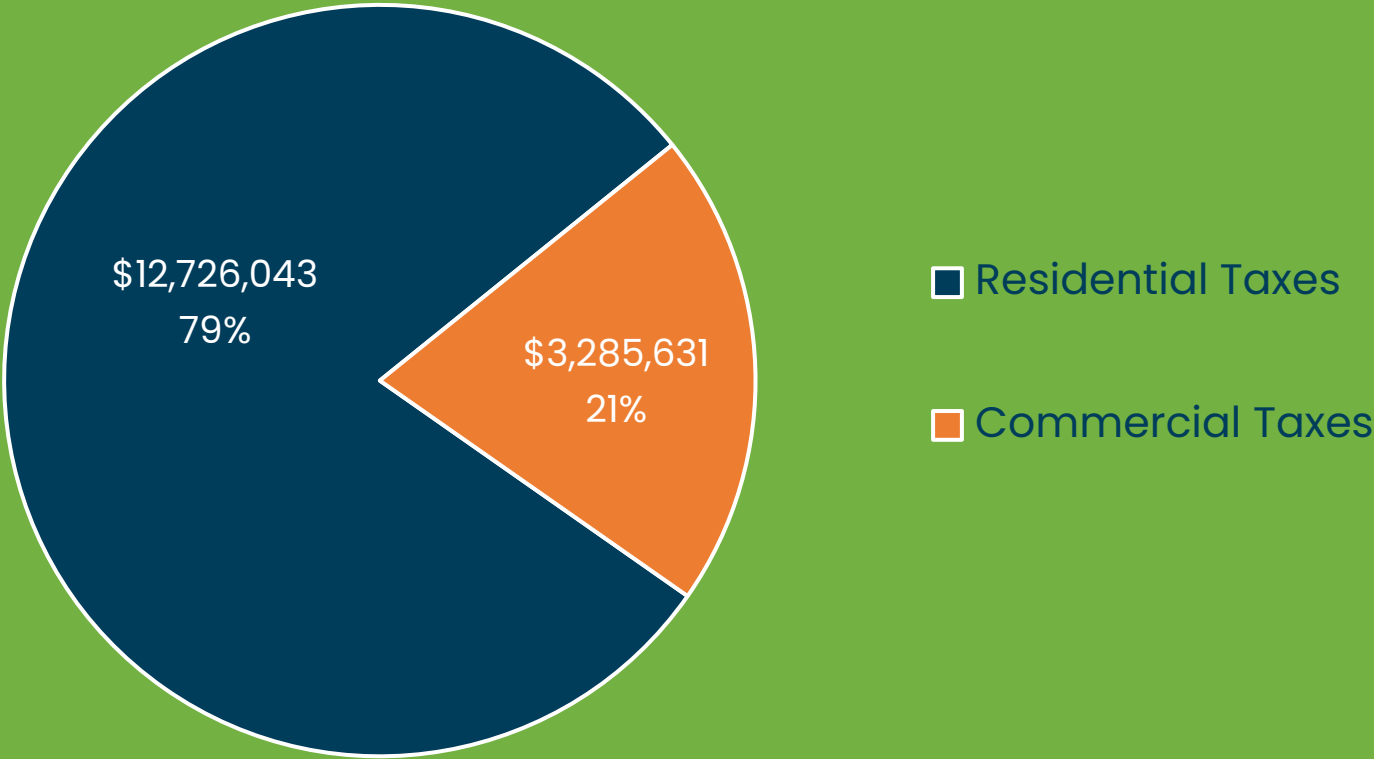
Budget Considerations: **Assessment Comparison**

2025 Property Assessment



Budget Considerations: **Assessment Comparison**

2025 Tax Ratio



Budget Considerations: **Average Residential Tax**

Single Family Home	2024	2025	2026	2026 % change	2026 \$ change
Average Home Assessment	\$ 420,000	\$442,000	\$541,000	22%	\$ 99,000
Municipal Tax	\$ 2,593	\$ 2,923	\$ 2,976	6.4%	\$ 53
Total Estimated Taxes *	\$ 3,538	\$ 4,041	\$ 4,851	5.0%	\$ 810

* Estimate based on 20.0% increase in Provincial Education Requisition and 5% increase in the Wheatland Housing Requisition

Budget Considerations: **Non-Residential Tax**

	2024	2025	2026	2026% change	2026 \$ change
Commercial Assessment	\$1,000,000	\$1,000,000	\$1,000,000	0.0%	–
Municipal Tax	\$ 8,781	\$ 8,486	\$ 8,231	1.6%	\$ (255)
Total Estimated Taxes *	\$ 12,283	\$ 12,268	\$ 11,960	(2.0%)	\$ (255)

* Estimate based on 20% increase in Provincial Education Requisition and 5% increase in the Wheatland Housing Requisition

Budget Considerations: Utilities

Utility Rates		2025	2026	% Change
Water	Residential (per cm ³)	\$ 3.07	\$3.15	2.6%
	Commercial (per cm ³)	\$ 3.07	\$3.15	2.6%
Wastewater	Residential (per cm ³)	\$ 2.38	\$2.44	2.5%
	Commercial (per cm ³)	\$ 2.38	\$2.44	2.5%
Stormwater	Residential (flat rate)	\$ 9.47	\$9.71	2.5%
	Commercial (flat rate)	\$ 9.47	\$9.71	2.5%
Solid Waste	Residential (flat rate)	\$ 26.00	\$20.50	(21.0%)

Budget Considerations: **Utility Infrastructure Levies – Reserve Funds**

	2025	2026	2026 Change
Storm Water Infrastructure Fund Charge Monthly	\$ 0.97	\$ 0.50	(48.5%)
Wastewater Infrastructure Fund Charge Monthly	\$ 3.74	\$ 3.90	4.3%
Water Infrastructure Fund Charge Monthly	\$ 4.61	\$ 6.20	34.5%
Solid Waste Infrastructure Fund Charge Monthly	\$ 0.00	\$ 0.00	0%
Total	\$ 9.32	\$10.60	13.7%



2026 Proposed Budget Operating and Capital Expenses

Executive Office



Kevin Scoble

Chief Administrative Officer (CAO)

The Chief Administrative Officer (CAO) oversees the overall administration of the Town's departments and provides leadership and direction to the Senior Leadership Team.

The CAO is responsible for enacting Council policies and directives, providing input and advice to Council on policy related issues, and assisting Council in setting corporate goals.

In addition to providing leadership and direction to Senior Leadership, the CAO also guides the organization's Human Resources and Economic Sustainability and Investment Attraction teams.

Executive Office – Operating Business Cases

Business Case Initiative	Budget Impact	Tax Impact
Staffing position change	\$ 6,500	0.01%

Executive Office – Operating Expenses

	2025 Budget	2026 Proposed Budget	2025–2026 Net Change
Revenue	\$ 1,075,400	\$ 0	\$ (1,075,400)
Expenses	\$ 2,580,300	\$ 1,638,400	\$ (941,900)
Net Change	\$ (1,504,900)	\$ (1,638,400)	\$ (133,500)



Kara Rusk

Director of Strategic, Administrative
and Financial Services (SAFS)

Strategic, Administrative and Financial Services (SAFS)

Strathmore's Strategic, Administrative, and Financial Services (SAFS) team is responsible for reporting the Town's financial position, managing its risk, supporting the legislative function of the Town, administering its information and communication technology, maintaining a strong brand image, and communicating with our community and stakeholders including residents and ratepayers, local business owners, potential investors, community groups, government agencies, funding bodies, and present and future staff.

The SAFS team consists of five departments :

- 1) Financial Services
- 2) Legislative Services
- 3) Communications & Marketing
- 4) Risk Management
- 5) Information Technology

SAFS – 2026 Proposed Budget Highlights

Proposed Operating Budget Highlights

- Increase in corporate expenses for legal
- Shift of GIS function to separate cost centre (previously part of Information Technology)
- Revenue decreases from 2025 to 2026 due to 2025 Reserve funding for 2025 Municipal election.

SAFS – Operating Business Cases

Business Case Initiative	Budget Impact	Tax Impact
Staffing position change	\$ 0	0.0%
Utility Administration Fee	\$ 0	0.0%
Priority Based Budgeting Consultant	\$ 72,000	0.4%
Business Continuity Consulting/HRVA	\$ 25,000	0.1%
AGIS -360 Video Data Capture	\$ 8,000	0.1%
Cityworks Canada Online Cloud Migration	\$ 16,000	0.1%
Questica Cloud Migration	\$ 16,000	0.1%
Funds for Communications & Marketing Recommendations and Strategic Communications Support	\$ 45,000	0.2%

SAFS – Operating Expenses

	2025 Budget	2026 Proposed Budget	2025–2026 Net Change
Revenue	\$ 249,000	\$ 71,100	\$ (177,900)
Expenses	\$ 4,541,400	\$ 4,602,600	\$ 61,200
Net Change	\$ (4,292,400)	\$ (4,531,500)	\$ (239,100)

SAFS – 2025 Proposed Budget Highlights

Proposed Capital Budget Highlights

- Focused on maintaining services and planning for the modernization of our technological systems
 - Internet Services for Town Facilities
 - Evergreening of our existing IT technology and Network Switch Replacements
 - Upgrading to IT technology with legislative requirements

SAFS – Capital Business Cases

Business Case Initiative		Budget Impact	
IT Evergreening		\$179,000	
Network Switch Replacement		\$100,000	
ATIA Sec. 29		ATIA Sec. 29	
Public Works Operations and Sport Centre Internet		\$ 10,000	



Mark Pretzlaff

Director of Community
& Protective Services

Community & Protective Services (CAPS)

Strathmore's Community and Protective Services (CAPS) team provides programs and services that help create a healthy, active community. This team manages recreation activities and facilities, fire and emergency services, bylaw enforcement, and Strathmore's social services.

The CAPS team consists of four departments:

- 1) FCSS (Family, Community, and Support Services)
- 2) Municipal Enforcement
- 3) Recreation and Culture
- 4) Strathmore Fire Department

It also works as the Town's liaison to the RCMP.

COMMUNITY & PROTECTIVE SERVICES – Budget Highlights

Proposed Operating Budget Highlights:

- Operations are consistent with the objectives of the Strategic Plan by focusing on the maintenance, protection, and improvement of services that support optimum lifestyles.
- Maintenance of facilities and existing service levels and programs that are expected by the community, including preventative programs that enhance social well-being.
- Small increase in facility rental rates, comparable with other communities.
- WUI grant continuation
- Social Prescribing – FCSS

COMMUNITY & PROTECTIVE SERVICES – Operating Business Cases

Fire & Policing Business Case Initiative	Budget Impact	Tax Impact
ATIA Sec. 20(1)	ATIA Sec. 20(1)	ATIA Sec. 20(1)

FCSS, Recreation & Culture Business Case Initiative	Budget Impact	Tax Impact
Casual Staffing – Sports Centre Programming	(\$ 46,900)	(0.3%)
FCSS Operational Review	\$ 50,000	0.3%

COMMUNITY & PROTECTIVE SERVICES – Operating Expenses

	2025 Budget	2026 Proposed Budget	2025–2026 Net Change
Revenue	\$ 3,838,000	\$ 4,568,300	\$ 730,300
Expenses	\$ 14,179,500	\$ 15,253,900	\$ 1,074,400
Net Change	\$ (10,341,500)	\$ (10,685,600)	\$ (344,100)

COMMUNITY & PROTECTIVE SERVICES – Budget Highlights

Proposed Capital Budget Highlights:

- With a focus on the maintenance, protection, and improvement of services that support optimum lifestyles:
 - Final payment for Fire Truck Engine Replacement
 - Modular Fire Training Centre and Bush Buggy Replacement to enhance community protection
 - Front End Study for potential new Fire Hall
 - Phase 3 of Family Centre Roofing Project;

CPS – Capital Business Cases

Business Case Initiative	Budget Impact
Engine 2 Replacement Fire Truck	\$ 1,120,000
New Fire Hall – Front End Engineering Design	\$ 100,000
Bush Buggy Replacement – Fire	\$ 220,000
Modular Fire Training Centre	\$ 195,000
Family Centre Roofing Project Phase 3	\$ 850,000
Power Meter Replacement and Breaker	\$ 31,000
Aquatic Centre Sprinkler Head Replacement	\$ 80,000



Jamie Dugdale

Director of Infrastructure, Operations
and Development Services (IODS)

Infrastructure, Operations and Development Services (IODS)

Strathmore's Infrastructure, Operations, and Development Services (IODS) team plans and maintains the Town of Strathmore's infrastructure assets, ensuring essential services are available when needed by the community.

The department delivers municipal services to provide a high quality of life for residents and businesses, focusing on the environment, sustainability, and fiscal responsibility.

The IODS team consists of five departments :

- 1) Infrastructure
- 2) Operations
- 3) Parks
- 4) Development Services
- 5) Asset Management

IODS – 2026 Proposed Budget Highlights

Proposed Operating Budget Highlights

- Request for additional FTE: Public Works Operator, to maintain existing service levels
- Increases in contractual agreements (Water Treatment, Solid Waste) are tied to Consumer Price Index (CPI)
- Some increases in materials expenses due to inflation
- Gravel – same as 2025, but there is a business case for Council's consideration to increase to pre-2025 levels

IODS– Operating Business Cases

Business Case Initiative	Budget Impact	Tax Impact
Public Works Staffing Request – Operator	\$ 21,000	0.5%

IODS – Operating Expenses

	2025 Budget	2026 Proposed Budget	2025–2026 Net Change
Revenue	\$ 15,352,500	\$ 15,728,900	\$ 376,400
Expenses	\$ 18,041,800	\$ 21,232,400	\$ 3,190,600
Net Change	\$ (2,689,300)	\$ (5,503,500)	\$ (2,814,200)

IODS – 2026 Proposed Budget Highlights

Proposed Capital Budget Highlights

- Finalization of work on Water Reservoir Upgrades (Wildflower) and decommissioning of the Brentwood Reservoir
- Central Trunk Sewer Upgrades
- Some key fleet replacements including an Excavator replacement and aging work truck in Roads
- Expansion of Snow Dump site anticipated to accommodate future growth

IODS – Capital Business Cases

Business Case Initiative	Budget Impact
Water Reservoir Upgrades	\$ 150,000
Pathways Lifecycle	\$ 250,000
WWTP Lab Equipment	\$ 10,000
Distribution & Collection maintenance	\$ 145,000
Westlake Road Reconstruction (in lieu of RAMP)	\$ 300,000
Capital Projects Engineering (Roads)	\$ 70,000
Traffic Calming	\$ 150,000
Westridge Road Bridge Repairs (BF79655)	\$ 30,000
West Pine Road Bridge Repairs (BF79656)	\$ 30,000
TWP 244 Road Re-Construction	\$ 75,000
Central Trunk Sewer Upgrades	\$ 3,965,000
WWTP PLC/SCADA Upgrades	\$ 100,000

IODS – Capital Business Cases

Business Case Initiative	Budget Impact
Site Furniture	\$ 25,000
Kinsmen Park Christmas Lights	\$ 20,000
Snow Dump Expansion	\$ 160,000
Stand on Plow	\$ 20,000
Mechanic Shop CO Detectors	\$ 12,000
PW 25 Chevrolet Silverado 1500 Replacement	\$ 84,000
EPW 57 John Deere 60 Series Excavator Replacement	\$ 200,000



That concludes Administration's presentation
of the **Proposed 2026 Budget**

Questions



Request for Decision

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: September 18, 2025

Meeting Date: November 5, 2025

SUBJECT: FortisAlberta - Electric Distribution System Franchise Fees

RECOMMENDATION: THAT Council direct Administration to respond to Fortis Alberta that there will be no rate change for electrical franchise fees in 2026.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The franchise fee provides stable and predictable revenue to the community on an annual basis. Electricity Franchise Fees are used to supplement the Town's Operating Budget, which enables the Town to maintain existing programs and services to residents.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The Franchise Agreement provides stable power services and electrical distribution infrastructure to meet current and future development needs.

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

A franchise fee is a fee charged by the municipality in exchange for the granting of the right to provide the utility service in the municipality and for the ability to place distribution facilities on municipally-owned lands. The municipality is responsible for establishing the level of the franchise fee through the franchise agreement.

Utility providers charge back the franchise fee costs to their customers: residents, businesses, agencies and others who use electricity and gas.

ORGANIZATIONAL:

Staff time was used to prepare this report, and will be used to liaison with the Strathmore Times to complete the advertising requirement.

OPERATIONAL:

N/A

FINANCIAL:

Electricity Franchise Fees are used to supplement the Town's Operating Budget.

The Town generates annual revenue from the franchise fee rate established in the Franchise Agreement. The Town currently has a franchise fee rate of 20 percent, which is the maximum allowable rate. The rate is applied to the electrical bills of all consumers in the community and is forecasted to generate \$2,001,000 in 2026. This funding is recorded as general revenue and is used to fund municipal services and programs in the operating and capital budgets.

Year	Rate	Revenue
2016	10.00%	\$663,500
2017	13.50%	\$858,800
2018	15.00%	\$1,013,400
2019	16.25%	\$1,177,300
2020	20.00%	\$1,326,400
2021	20.00%	\$1,616,500
2022	20.00%	\$1,880,300
2023	20.00%	\$1,810,900
2024	20.00%	\$1,913,800
2025	20.00%	\$1,881,800

2026 (estimate)	20.00%	\$1,925,738
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We have been at the maximum allowable % of a franchise since 2020.

If the Town of Strathmore was to reduce our electrical franchise fee by 1% we would see a reduction of \$52,337 in our franchise fees, but would need to be made up through property taxes. (0.25% increase to our property taxes)

If there is no change to the franchise fees, the typical resident would still see an increase due to distribution tariff a typical residential customer monthly costs would see a change of \$0.31 + GST per month. (annually \$3.72 + GST)



Franchise Fee Estimating Tool is For Information Purposes Only

This tool is designed for the municipalities to estimate the monthly charges based on a sample fee.

Consumption 625 kWh

Billing Period 30 Days

Existing (Current) Typical Residential Customer Monthly Costs

Rate 11 (Effective Jan.1, 2025) Distribution Tariff Estimated Rate Filing) Based on Current 20% Franchise Fee

Delivery Service Charge

All kWh Delivered	\$	0.080409	625 kWh	\$50.26
Basic Daily Charge			30 Days	\$0.00
				<u>\$50.26</u>

Current Franchise Fee	20.00%	\$10.05
GST 5.0%		<u>\$3.02</u>
		<u><u>\$63.32</u></u>

Current Annual Franchise Fee Costs: $\$10.05 \times 12 = \120.61

Proposed Residential Customer Monthly Costs

Rate 11 (Proposed January 2026 Estimated Distribution Tariff) Based on NEW 20% Franchise Fee

Delivery Service Charge

All kWh Delivered*	\$	0.082861	625 kWh	\$51.79
Basic Daily Charge*			30 Days	\$0.00
				<u>\$51.79</u>

Estimated Proposed Franchise Fee	20.00%	\$10.36
GST 5.0%		<u>\$3.11</u>
		<u><u>\$65.25</u></u>

Proposed Annual Franchise Fee Cost: $\$10.36 \times 12 = \124.29

* Includes estimated Rate changes.

and if we reduced the franchise fee by 1%, the typical residential home owner would see a slight reduction of \$2.54 + GST/year.



Franchise Fee Estimating Tool is For Information Purposes Only

This tool is designed for the municipalities to estimate the monthly charges based on a sample fee.

Consumption 625 kWh

Billing Period 30 Days

Existing (Current) Typical Residential Customer Monthly Costs

Rate 11 (Effective Jan.1, 2025) Distribution Tariff Estimated Rate Filing) Based on Current 20% Franchise Fee

Delivery Service Charge

All kWh Delivered	\$	0.080409	625 kWh	\$50.26
Basic Daily Charge			30 Days	\$0.00
				<u>\$50.26</u>

Current Franchise Fee		20.00%	\$10.05
	GST	5.0%	\$3.02
			<u>\$63.32</u>

Current Annual Franchise Fee Costs: $\$10.05 \times 12 = \120.61

Proposed Residential Customer Monthly Costs

Rate 11 (Proposed January 2026 Estimated Distribution Tariff) Based on NEW 19% Franchise Fee

Delivery Service Charge

All kWh Delivered*	\$	0.082861	625 kWh	\$51.79
Basic Daily Charge*			30 Days	\$0.00
				<u>\$51.79</u>

Estimated Proposed Franchise Fee		19.00%	\$9.84
	GST	5.0%	\$3.08
			<u>\$64.71</u>

Proposed Annual Franchise Fee Cost: $\$9.84 \times 12 = \118.07

* Includes estimated Rate changes.

POLICY:

N/A

IMPLEMENTATION:

If there is no change to the % of franchise fee rate, there is no actionable items.

BACKGROUND:

FortisAlberta Inc. annually sends a franchise fee calculator with estimates for the following year based upon the previous years consumption. Administration is required to respond to Fortis on an annual basis, to confirm if there are any changes to the rate of our franchise fees.

KEY ISSUE(S)/CONCEPT(S):

The Town is required to respond to Fortis, if there is a change within our electricity franchise fee by November 7, 2025. Administration is bringing this report to Council to provide full transparency, anticipating that Councilors may face questions from residents on the nature of the franchise fee that is on their electricity bill.

DESIRED OUTCOMES:

Direction on the electrical franchise fee should change.

COMMUNICATIONS:

ALTERNATIVE ACTIONS/MOTIONS:

Council can refer the matter to a Committee of the Whole meeting for further discussion.

ATTACHMENTS:

[Attachment I: Franchise Fee Advisement Notification - Please Return via Email by November 7](#)
[Attachment II: Updates and Tips - Fortis Franchise Fee](#)
[Attachment III: Franchise Fees Caps \(July 2025\)](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 06 Oct
2025

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

Approved
- 29 Oct
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 31 Oct
2025

Veronica Anderson, Legislative Services Officer

Approved
- 31 Oct
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 31 Oct
2025

Please email your 2025-2026 franchise decision by November 7, 2025, to stakeholderrelations@fortisalberta.com

From:
Municipality:
Phone:
Email:

☐ No Change

☐ Increase, From _____% to New Percentage: _____%

☐ Decrease, From _____% to New Percentage: _____%

If **any** changes are being made to the Franchise Fee, please provide the following:

- ☐ Clear copies of **both** advertisements (**ran consecutively for two weeks**).
- ☐ Publication dates for **both** advertisements.
- ☐ **Name & location** of newspaper.

Signature

Print Name

Title

Municipality

Date

Notification document updates/changes:

The Alberta Utilities Commission (AUC) has updated notification (advertising) requirements and has provided a Notice of Application document template for use. Please take note of the following important changes.

1. Municipalities can now use one of the following approved delivery methods to notify customers:

- » Newspaper Publication – must be in the newspaper with the widest circulation in your municipality.
- » Direct Mail-out or Email – sent directly to utility customers within your municipality.
- » Online and Public Posting - notification posted on your municipality's website, social media channels, and/or office notice board.
- » Alternative methods – must be approved in advance the AUC.

For reference or more details, please visit:

https://media.auc.ab.ca/prd-wp-uploads/regulatory_documents/Consultations/Rule029.pdf

2. Municipalities are responsible for completing all the highlighted fields on the Notice of Application document before publishing or delivering the notice.

3. A notice period of 14 days is for customers to submit objections or concerns to either FortisAlberta or the Municipality.

3.1 The objection period deadline as set out in the Notice of Application as shown below (is 14 calendar days from the initial publication/posting/delivery date).

You may send your objections, concerns about, or support for the application in writing to **FortisAlberta or the City/Town of/Village of XXX** on or before **Month Day, Year**, at:

3.2 Municipalities must provide a copy or summary of all written and oral objections/concerns received from interested parties, along with a copy or summary of all responses provided to those parties. These documents are required to be included as part of the formal application submission.

3.3 At the bottom of the form there is an "Issue on" date: This is the date the Notice of Application is published or delivered.

Issued on **Month Day, Year**.

It is recommended to submit a draft of your notification or advertisement to your Stakeholder Relations Manager for review before publication. Inaccurate or incomplete notifications may cause delays or issues in the approval process.

Tips for using the Franchise Calculator:

First tab: Financial Impacts

- » Change the franchise fee percentage in the yellow cell to model scenarios. The revenue estimates will update automatically.

Franchise Fee Calculator Changes:

Yellow area is to calculate different franchise fee.

2023 Proposed Franchise Percentage	0.00%
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Second tab: Residential Bill Impacts

- » Shows how changes affect the average residential bill (this information is required for Notice of Application notification).

Existing (Current) Typical Residential Customer Monthly Costs			
Rate 11 Effective Jan. 1, 2020 Distribution Tariff Estimated Rate Based on Current 0% Franchise Fee			
Delivery Service Charge			
ALLIUM Delivered	\$5,002,706	640 kWh	\$41.17
Basic-Daily Charge	\$6,819.67	20 Days	\$341.22
			\$382.39
Current Franchise Fee	0.00%		\$0.00
GST	0.0%		\$0.00
			\$382.39
Current Annual Franchise Fee Costs: \$0 * 12 = \$0			

Proposed Residential Customer Monthly Costs			
Rate 11 Effective January 2021 Estimated Distribution Tariff Based on NEW 0% Franchise Fee			
Delivery Service Charge			
ALLIUM Delivered	\$5,002,706	640 kWh	\$41.24
Basic-Daily Charge	\$6,819.67	20 Days	\$341.22
			\$382.46
Estimated Proposed Franchise Fee	2.00%		\$1.58
GST	0.0%		\$0.00
			\$384.04
Proposed Annual Franchise Fee Costs: \$1.58 * 12 = \$19.06			

Third tab: YOY Data

- » Shows historical franchise fee revenue, site counts, and consumption data over past years.

MUNICIPAL FRANCHISE FEE RIDERS

Availability: Effective for all consumption, estimated or actual, on and after the first of the month following Commission approval, the following franchise fee riders apply to each rate class.

Price Adjustment:

A percentage surcharge per the table below will be added to the total distribution tariff, including both the transmission and distribution charges, and excluding any Riders, calculated for every Point of Service within each Municipality and will be billed to the applicable Retailer.

FortisAlberta will pay to each Municipality each month, in accordance with the franchise agreements between FortisAlberta and the Municipalities or an agreement with a non-municipality, the franchise fee revenue collected from the Retailers.

Muni Code	Municipality	Rider	Effective	Muni Code	Municipality	Rider	Effective
03-0002	Acme	3%	2013/07/01	02-0040	Bowden	15%	2017/01/01
01-0003	Airdrie	20%	2021/04/01	03-0041	Boyle	20%	2021/01/01
03-0005	Alix	8.50%	2019/01/01	03-0042	Breton	20%	2015/01/01
03-0004	Alberta Beach	8%	2021/01/01	01-0043	Brooks	14%	2021/01/01
03-0007	Amisk	0%	2014/01/01	02-0044	Bruderheim	4%	2024/04/01
02-0011	Athabasca	20%	2024/01/01	02-0047	Calmar	20%	2013/07/01
04-0009	Argentia Beach	0%	2017/01/01	01-0048	Camrose	18%	2025/04/01
03-0010	Arrowwood	12%	2015/07/01	02-0050	Canmore	16%	2024/01/01
02-0387	Banff	8%	2025/01/01	03-0054	Carmangay	15%	2021/01/01
07-0164	Banff Park	6%	2025/01/01	03-0055	Caroline	12%	2021/01/01
03-0363	Barnwell	15%	2025/01/01	02-0056	Carstairs	10%	2015/01/01
03-0013	Barons	5%	2015/04/01	03-0061	Champion	15%	2015/04/01
02-0014	Barrhead	14%	2023/04/01	03-0062	Chauvin	11%	2016/01/01
02-0016	Bashaw	2%	2021/01/01	01-0356	Chestermere	11.50%	2014/01/01
02-0017	Bassano	14.40%	2019/01/01	03-0064	Chipman	0%	2016/01/01
03-0018	Bawlf	9%	2025/01/01	02-0065	Claresholm	7%	2025/01/01
01-0019	Beaumont	17.25%	2020/01/01	03-0066	Clive	11%	2023/01/01
03-0022	Beiseker	3.50%	2019/01/01	03-0068	Clyde	18%	2024/01/01
02-0024	Bentley	10%	2019/01/01	02-0069	Coaldale	20%	2025/04/01
04-0026	Betula Beach	0%	2017/01/01	02-0360	Coalthurst	7.5%	2023/01/01
03-0029	Bittern Lake	8%	2025/01/01	02-0070	Cochrane	17%	2020/01/01
02-0031	Blackfalds	20%	2013/10/01	03-0076	Coutts	3%	2017/01/01
02-0034	Bon Accord	19%	2022/01/01	03-0077	Cowley	5%	2016/01/01
02-0039	Bow Island	17%	2024/01/01	03-0078	Cremona	10%	2016/01/01
				02-0079	Crossfield	17%	2023/01/01

Muni Code	Municipality	Rider	Effective	Muni Code	Municipality	Rider	Effective
09-0361	Crowsnest Pass	16%	2016/01/01	02-0188	Killam	10%	2024/01/01
04-0080	Crystal Springs	0%	2016/01/01	01-0194	Lacombe	17.63%	2024/01/01
03-0081	Czar	5%	2013/10/01	04-0196	Lakeview	2%	2016/01/01
02-0082	Daysland	10%	2024/01/01	02-0197	Lamont	7.50%	2020/01/01
02-0086	Devon	18.50%	2025/01/01	04-0378	Larkspur	3%	2020/04/01
02-7662	Diamond Valley	10%	2023/01/01	01-0200	Leduc	16%	2014/01/01
02-0088	Didsbury	17%	2016/01/01	02-0202	Legal	20%	2024/01/01
02-0091	Drayton Valley	13.40%	2025/01/01	03-0207	Lomond	15%	2017/01/01
03-0093	Duchess	15%	2018/01/01	03-0208	Longview	17%	2017/01/01
02-0095	Eckville	10%	2015/01/01	03-0209	Lougheed	8%	2025/01/01
03-0096	Edberg	13%	2021/01/01	02-0211	Magrath	15%	2023/01/01
03-0097	Edgerton	15%	2022/01/01	04-0210	Ma-Me-O Beach	0%	2016/01/01
02-0100	Edson	4.70%	2024/01/01	02-0215	Mayerthorpe	14.75%	2025/01/01
03-0109	Ferintosh	11%	2016/01/01	04-0359	Mewatha Beach	2%	2016/10/01
03-0112	Foremost	7%	2016/01/01	02-0218	Milk River	12%	2017/01/01
02-0115	Fort Macleod	15%	2018/10/01	02-0219	Millet	18%	2024/01/01
01-0117	Fort Saskatchewan	0%	2013/10/01	03-0220	Milo	20%	2017/01/01
02-0124	Gibbons	10%	2013/01/01	02-0224	Morinville	20%	2013/07/01
03-0128	Glenwood	5%	2022/04/01	04-0230	Nakamun Park	0%	2013/10/01
04-0129	Golden Days	0%	2017/01/01	02-0232	Nanton	9%	2019/01/01
02-0135	Granum	0%	2024/02/01	02-0236	Nobleford	5%	2023/01/01
04-0134	Grandview	0%	2016/01/01	03-0233	New Norway	6%	2009/01/01
04-0138	Gull Lake	0%	2016/01/01	04-0237	Norglenwold	5%	2015/01/01
04-0358	Half Moon Bay	0%	2021/01/01	04-0385	Norris Beach	0%	2016/01/01
02-0143	Hardisty	9.50%	2021/01/01	02-0238	Okotoks	20%	2021/01/01
03-0144	Hay Lakes	9%	2021/01/01	02-0239	Olds	20%	2025/01/01
02-0148	High River	20%	2015/07/01	02-0240	Onoway	10.50%	2024/01/01
03-0149	Hill Spring	5%	2014/01/01	04-0374	Parkland Beach	0%	2015/01/01
02-0151	Hinton	11.73%	2022/01/01	02-0248	Penhold	19%	2014/01/01
03-0152	Holden	4%	2016/01/01	02-0249	Picture Butte	11%	2022/01/01
03-0153	Hughenden	5%	2016/01/01	02-0250	Pincher Creek	20%	2024/01/01
03-0154	Hussar	12.50%	2017/01/01	04-0253	Point Alison	0%	2017/01/23
02-0180	Innisfail	18%	2025/04/01	04-0256	Poplar Bay	0%	2016/01/01
03-0182	Irma	20%	2015/01/01	02-0257	Provost	20%	2015/01/01
02-0183	Irricana	8%	2023/05/01	02-0261	Raymond	16%	2022/01/01
04-0185	Island Lake	0%	2016/01/01	02-0265	Redwater	10%	2023/04/01
04-0186	Itaska Beach	0%	2017/10/01	02-0266	Rimbey	20%	2022/01/01
04-0379	Jarvis Bay	0%	2015/10/08	02-0268	Rocky Mtn House	16.80%	2025/01/01
04-0187	Kapasiwin	0%	2018/04/01	03-0270	Rockyford	7%	2024/01/01

Muni Code	Municipality	Rider	Effective	Muni Code	Municipality	Rider	Effective
03-0272	Rosemary	15.50%	2023/01/01	02-0310	Sylvan Lake	18%	2023/01/01
04-0273	Ross Haven	0%	2016/01/01	02-0311	Taber	18%	2020/07/01
03-0276	Ryley	3%	2016/01/01	02-0315	Thorsby	20%	2014/01/01
04-0279	Seba Beach	4%	2014/01/01	02-0318	Tofield	5%	2015/01/01
02-0280	Sedgewick	12%	2025/01/01	04-0324	Val Quentin	0%	2016/01/01
04-0283	Silver Sands	3%	2018/01/01	02-0326	Vauxhall	8%	2022/01/01
04-0369	South Baptiste	0%	2005/05/01	02-0331	Viking	8%	2013/01/01
04-0288	South View	3%	2019/01/01	02-0333	Vulcan	20%	2013/10/01
03-0099	Spring Lake, V.	0%	2025/04/01	03-0364	Wabamun	10%	2017/01/01
01-0291	Spruce Grove	20%	2016/01/01	02-0335	Wainwright	12%	2024/01/01
01-0292	St. Albert	15%	2023/01/01	07-0159	Waterton Park	8%	2018/10/01
03-0295	Standard	4%	2024/04/01	03-0338	Warburg	10%	2015/01/01
02-0297	Stavely	6%	2021/01/01	03-0339	Warner	7%	2024/01/01
03-0300	Stirling	12%	2019/01/01	04-0344	West Cove	3%	2025/01/01
02-0301	Stony Plain	20%	2013/01/01	02-0345	Westlock	16.25%	2024/01/01
09-0302	Strathcona County	0%	TBD	01-0347	Wetaskiwin	18%	2024/01/01
02-0303	Strathmore	20%	2020/07/01	04-0371	Whispering Hills	5%	2016/10/01
03-0304	Strome	9%	2022/01/01	02-0350	Whitecourt	5.34%	2025/01/01
02-0307	Sundre	12%	2024/01/01	04-0354	Yellowstone	13%	2025/01/01
04-0386	Sunrise Beach	0%	2018/01/01				
04-0308	Sunset Point	10%	2017/01/01				



Request for Decision

To: Council

Staff Contact: Claudette Thorhaug, Legislative Services Officer

Date Prepared: September 4, 2025

Meeting Date: November 5, 2025

SUBJECT: **Board and Committee Appointments (Councillor)**

RECOMMENDATION: THAT Council make the following Councillor appointments to external boards and committees:

- _____ to the Community Futures Wild Rose Board for a term of one (1) year ending October 21, 2026.
- _____ to the Community Futures Wild Rose Board as an alternate for a term of one (1) year ending October 21, 2026.
- _____ to the Marigold Library Board for a term of one (1) year ending October 21, 2026.
- _____ to the Wheatland and District Emergency Medical Services Association for a term of one (1) year ending October 21, 2026.
- _____ to the Wheatland and District Emergency Medical Services Association for a term of one (1) year ending October 21, 2026.
- _____ to the Wheatland and District Emergency Medical Services Association as an alternate for a term of one (1) year ending October 21, 2026.
- _____ to the Wheatland Housing Management Body Board for a term of one (1) year ending October 21, 2026.
- _____ to the Wheatland Housing Management Body Board for a term of one (1) year ending October 21, 2026.
- _____ to the Municipal Library Board for a term of one (1) year ending October 21, 2026.

THAT Council make the following Councillor appointments to internal boards and committees:

- _____ to the Regional Emergency Management Committee for a term of one (1) year ending October 21, 2026.
- _____ to the Regional Emergency Management Committee as an alternate for a term of one (1) year ending October 21, 2026.
- _____ to the FCSS Advisory Board for a term of one (1) year ending October 21, 2026.
- _____ to the Municipal Policing Committee for a term of one (1) year ending October 21, 2026.

THAT Council appoint the following Councillors to the Intermunicipal Collaboration Committee:

- _____ for a term of one (1) year ending October 21, 2026.
- _____ for a term of one (1) year ending October 21, 2026.
- _____ for a term of one (1) year ending October 21, 2026.
- _____ for a term of one (1) year ending October 21, 2026.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

Council appointments to the various boards and committees allows Council to be involved in the community with organizations that align with Council's strategic priorities. Council also has a number of internal boards and committees that have been established to support with the advancement of its strategic priorities and legislative responsibilities.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

Every year during the Organizational Meeting, Council adopts Councillor appointments to external and internal boards and committees. Once the appointments are made, Administration arranges for these appointments to be placed on the website for the public to access. In doing so, the community can be made aware of Council's involvement on these boards and committees.

ORGANIZATIONAL:

Appointing members of Council to various external boards and committees allows Council to be involved in the community. Some of these external boards and committees directly affect Town business as they are joint boards and committees with neighbouring municipalities.

OPERATIONAL:

N/A

FINANCIAL:

Financial implications that are tied to this report relate to staff time needed to prepare the report and staff time that is needed to support internal boards and committees, which can be significant as it can include administrative and/or internal expertise to support.

POLICY:

In accordance with section 145 of the *Municipal Government Act*, a Council may establish such Committees as Council determines necessary.

- In accordance with Town's Municipal Library Board Bylaw, Council may appoint up to two (2) members of Council to the board - Council appointed one (1) member last year.

- Pursuant to section 5.1 of Bylaw No. 22-05, Council appoints one (1) primary member and one alternate member to the Regional Emergency Management Committee.
- In accordance with Bylaw No. 23-12, Council appoints one (1) Council Member to the Family & Community Support Services (FCSS) Advisory Board.
- Newly established in 2025 is the Municipal Policing Committee, in which Bylaw No. 25-05 states that one (1) member of Council shall be appointed.
- As per Bylaw No. 23-20 each participating municipality shall appoint four (4) Council Members to the Intermunicipal Collaboration Committee.

IMPLEMENTATION:

Once Council has appointed members to external and internal boards and committees, Administration will send a notification of each appointment to the respective board and committee for awareness.

BACKGROUND:

Council determines, amongst themselves, who they want to appoint as Council representation when filling vacancies on boards and committees.

Details on responsibilities and commitment for each Board and Committee can be found on Attachments I-V.

KEY ISSUE(S)/CONCEPT(S):

The key issue is whether Council wishes to appoint members to external and internal boards and committees from date of appointment to October 21, 2026, and to identify who those members will be.

DESIRED OUTCOMES:

The desired outcome is for Council to appoint members to external and internal boards and committees from date of appointment to October 21, 2026.

COMMUNICATIONS:

The Town will post Council's appointments on the website and will contact each board and committee and confirm that appointments have been made.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.
2. Council may refer this matter to a Committee of the Whole for further discussion.

3. Council may provide further direction to Administration regarding Councillor membership to boards and committees.

ATTACHMENTS:

[Attachment I: 22-05 - Regional Emergency Management Bylaw \(ID 64376\)](#)

[Attachment II: 22-14 - Library Board Bylaw \(ID 64839\)](#)

[Attachment IV: 23-12 - Boards and Committees Bylaw Amending Bylaw \(ID 71943\)](#)

[Attachment VI: 23-20 - Town of Strathmore Wheatland County Intermunicipal Collaboration Committee Bylaw \(ID 74631\)](#)

[Attachment V: 25-05 - Municipal Policing Committee Bylaw No .25-05 \(ID 87022\)](#)

[Attachment VII: WHMB - Letter to Councils](#)

[Attachment VIII: Community Futures Wild Rose – Information Package](#)

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

Approved
- 29 Oct
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 30 Oct
2025

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Oct
2025

BYLAW NO. 22-05
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

**BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA
TO ESTABLISH A REGIONAL EMERGENCY MANAGEMENT COMMITTEE, AGENCY,
AND PLANNING AND COORDINATING GROUP**

WHEREAS the *Municipal Government Act* allows Council to pass bylaws respecting the safety, health, and welfare of people and the protection of people and property;

AND WHEREAS the Town of Strathmore is responsible for the direction and control of its emergency response and is required under the *Emergency Management Act*, Chapter E-6.8, RSA 2000, to appoint an Emergency Management Committee and to establish and maintain a Municipal Emergency Management Agency;

AND WHEREAS it is desirable in the public interest, and in the interests of public safety, that such a committee be appointed and such an agency be established and maintained to carry out Council's statutory powers and obligations under the said Emergency Management Act;

AND WHEREAS it is desirable in the public interest, and in the interests of public safety that a regional emergency management group be formed to coordinate a regional emergency approach and programs;

AND WHEREAS the municipalities of the Wheatland Region wish to establish a Regional Emergency Advisory Committee, a Regional Emergency Management Agency, and a Regional Emergency Planning and Coordinating Group;

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

1.0. SHORT TITLE

1.1 This Bylaw may be cited as the "Regional Emergency Management Bylaw."

2.0. DEFINITIONS

2.1 In this Bylaw the following words and terms shall have the following meanings:

- a) "Act" means the *Emergency Management Act*, Chapter E-6.8, RSA 2000;
- b) "Council" means the Council of The Town of Strathmore;
- c) "Deputy Director of Emergency Management" (DDEM) means the person responsible for the duties of the Director of Emergency Management in their absence;
- d) "Director of Emergency Management" (DEM) means the person appointed by resolution of Council who shall be responsible for the municipality's Emergency Management Program;
- e) "Disaster" means an event that results in serious harm to the safety, health, or welfare of people, or in widespread damage to property;
- f) "Emergency" means an event that requires prompt coordination of action or special regulation of persons or property to protect the safety, health, or welfare of people or to limit damage to property;
- g) "Emergency Coordination Centre" (ECC) means the location that functions as a point of coordination, addressing the needs of the municipality or the Wheatland Region as a whole, exercising the authority of the local officials, as well as anticipating and supporting the needs of one (1) or more incident sites;
- h) "Joint Wheatland Regional Emergency Management Coordinators" (WREM Coordinators) means the persons appointed to coordinate the activities of the Wheatland Regional Emergency Planning and Coordinating Group;
- i) "Local Authority" means, where a municipality has a council within the meaning of the Municipal Government Act, Chapter M-26, RSA 2000, that council;
- j) "Minister" means the Minister charged with administration of the Act;
- k) "Parties" means Wheatland County, The Town of Strathmore, The Village of Hussar, The Village of Rockyford, and The Village of Standard;
- l) "Regional Emergency Advisory Committee" (the Committee) means the Regional Emergency Management Committee of the Wheatland Regional

Emergency Partnership as established by agreement between and the bylaws of the Parties;

- m) "Regional Emergency Management Agency" (the Agency) means the Wheatland Regional Emergency Partnership Agency as established by Agreement between and the bylaws of the respective municipal councils of the Parties;
- n) "Regional Emergency Management Plan" means the Wheatland Regional Emergency Management Plan prepared by the Directors of Emergency Management to co-ordinate the response to an emergency or disaster;
- o) "Wheatland Regional Emergency Partnership" (WREP) means the Wheatland Regional Emergency Partnership as established by agreement between and the bylaws of the respective municipal councils of the Parties; and
- p) "Wheatland Regional Emergency Planning and Coordinating Group" (Planning and Coordinating Group) means the Wheatland Regional Emergency Planning and Coordinating Group as established by agreement between and the bylaws of the respective municipal councils of the Parties.

3.0. ESTABLISHMENT OF REGIONAL EMERGENCY MANAGEMENT

- 3.1 Council agrees through the WREP, to establish the Committee to advise Council on the development of emergency plans and programs.
- 3.2 Council agrees through the WREP, to establish a Planning and Coordinating Group to guide the creation, implementation, and evaluation of WREP plans and programs and to set the direction for the WREP Agency and any of its subgroups. This does not include the power to declare, renew, or terminate a state of local emergency.
- 3.3 Council agrees through the WREP, to establish a position of Joint Wheatland Regional Emergency Management Coordinators to handle program administration, planning, coordination, and leadership on behalf of the Committee and the Planning and Coordinating Group.

- 3.4 Council agrees through the WREP, to establish the Agency to act as the agent of Council to carry out its statutory powers and obligation under the Act. This does not include the power to declare, renew, or terminate a state of local emergency, nor the powers contained in Section 9 of this Bylaw.

4.0. ROLE OF COUNCIL

4.1 Council shall:

- a) By resolution, appoint one (1) of its members to serve on the Committee and at least one (1) member as an alternate;
- b) Provide for the payment of expenses of its member(s) of the Committee;
- c) Ensure that emergency plans and programs are prepared to address potential emergencies or disasters in the Town of Strathmore and the WREP Region;
- d) Approve the Regional Emergency Management Plans and Programs as they relate to the Town of Strathmore and the WREP Region;
- e) Review the status of the Regional Emergency Management Plan and related plans and programs at least once a year; and
- f) By resolution appoint a DEM.

4.2 Council may:

- a) by resolution appoint one (1) or more DDEM;
- b) by bylaw borrow, levy, appropriate, and expend all sums required for its share of the operation of the Agency; and

- c) enter into agreements with and make payments, grants, or both, to persons or organizations for the provision of services in the development or implementation of emergency plans or programs including mutual aid plans and programs.

5.0. COMMITTEE STRUCTURE

5.1 The Committee shall:

- a) consist of municipal Councillors appointed by each of the Parties, with each municipality appointing one (1) primary member, each of whom shall have one (1) vote regarding any matter coming before the committee;
- b) have each municipality appoint one (1) alternate member for the committee who shall be permitted to vote in the absence or in place of the primary member;
- c) review the Regional Emergency Management Plan and related plans and programs on a regular basis; and
- d) advise Council, duly assembled, on the status of the Regional Emergency Management Plan and related plans and programs at least once each year.

6.0. AGENCY STRUCTURE

6.1 The Agency shall be comprised of the following persons:

- a) the CAO of each municipality which is a member of WREP;
- b) the DEM of each municipality which is a member of WREP; and
- c) the DDEM of each municipality which is a member of WREP.

6.2 The Agency may request that the following persons join or advise the Agency on either a standing or as needed basis for each period of time that the Agency deems appropriate:

- a) RCMP Detachment Commander or designate;
- b) Fire Chiefs or designates;

- c) Wheatland and District Emergency Medical Services Association Manager or designate;
- d) Enforcement Services Supervisor or designate;
- e) Family and Community Support Services Director or designate; Public Works Supervisor or designate;
- f) Utility Manager or designate;
- g) Emergency Public Information Officers or designates;
- h) Emergency Social Services Manager or designate;
- i) Alberta Health Services representatives or designates;
- j) School Superintendent or designate;
- k) Disaster Social Services Managers or designates;
- l) Representative(s) from adjacent municipalities or First Nations;
- m) Representatives from local business;
- n) Representatives from local industry or industrial associations;
- o) Representatives from Alberta Municipal Affairs;
- p) Representatives from local utility companies; and
- q) Anybody else who might serve as useful purpose in the preparation or implementation of the Regional Emergency Management Plan.

7.0. PLANNING AND COORDINATING GROUP

7.1 The WREP Planning and Coordinating Group shall:

- a) consist of the DEM from each of the Parties, the DDEM from the Parties, and the Joint Wheatland Regional Emergency Management Coordinators. Despite a vacancy in any of these positions from time to time, the Planning and Coordinating Group shall continue to exist;
- b) guide the creation, implementation and evaluation of Regional Emergency Management Plans and programs for the WREP Region;
- c) determine the direction of the Agency and any of its subgroups;
- d) coordinate all emergency services and other resources used in an emergency;
- e) ensure that in the event of an emergency, an individual or group of individuals is designated under the Regional Emergency Management Plan to act, on behalf of the Agency. The designation of an individual or group of individuals to act on behalf of the Agency shall be guided by the following:
 - i. once an ECC has been activated, any one (1) of the DEMs or DDEMs that are members of the Agency may serve as DEM for the incident. Whenever possible, the DEM or DDEM from the impacted municipality shall fill that role. The intent is to ensure that there is leadership in the ECC while the DEM may be on route to the ECC, or the DEM is away or not available for whatever reason.
 - ii. in the event of an Emergency within or affecting more than one (1) municipality within the WREP Region, the first DEM to the ECC will serve as DEM for the incident. As other DEMs arrive at the ECC, they will jointly decide who will take the lead role. DEM and DDEMs from the Agency may rotate through the role of DEM for the ECC.
- f) ensure someone is designated to discharge the responsibilities specified in Section 7.1 (b through e) of this Bylaw.

8.0. AUTHORITY AND POWERS

- 8.1 In the event of an Emergency entirely within the boundaries of and only affecting The Town of Strathmore, the authority, and powers to declare or renew a state of local emergency under the Act, the authority and powers specified in Section 9 of this Bylaw, and the requirement specified in Section 8 of this Bylaw are hereby delegated to a municipal committee comprised of the Mayor or any two (2) Councillors. This municipal committee may at any time when it is satisfied that an emergency exists or may exist, by resolution, make a declaration of a state of local emergency.
- 8.2 In the event of an emergency entirely within the boundaries of and affecting only the Town of Strathmore and the local municipal committee cannot be reached or in the event of an emergency impacting more than one (1) municipality within the WREP Region, the authority and power to declare or renew a state of local emergency under the Act; the authority and powers specified in Section 9 of this Bylaw; and the requirements specified in Section 8 of this Bylaw are hereby delegated to any two (2) or more members of the Committee. The Committee may, at any time when it is satisfied that an emergency exists or may exist, by resolution, make a declaration of a state of local emergency for the entire area affected. Whenever possible this resolution should be made by at least one (1) member or alternate from each municipality affected.

9.0. STATES OF LOCAL EMERGENCY

- 9.1 When a state of local emergency is declared, the Local Authority or the Committee making the declaration shall:
- a) ensure that the declaration identifies the nature of the emergency and the area in which it exists.
 - b) cause the details of the declaration to be published immediately by such means of communication considered most likely to notify the population of the area affected; and
 - c) forward a copy of the declaration to the Minister forthwith.
- 9.2 Subject to Section 8, when a Local Authority or the Committee has declared a state of local emergency, that Local Authority or the Committee may, for the

duration of that State of Local Emergency, do all acts and take all necessary proceedings including the following:

- a) cause the Regional Emergency Management Plan or any related plans or programs to be put into operation;
- b) acquire or utilize any real or personal property considered necessary to prevent, combat or alleviate the effects of an emergency or disaster;
- c) authorize or require any qualified person to render aid of a type the person is qualified to provide;
- d) control or prohibit travel to or from any area of the Town of Strathmore;
- e) provide for the restoration of essential facilities and the distribution of essential supplies and provide, maintain, and coordinate emergency medical, welfare and other essential services in any part of the Town of Strathmore;
- f) cause the evacuation of persons and the removal of livestock and personal property from any place within the Town of Strathmore that is or may be affected by a disaster and plan for the adequate care and protection of those persons or livestock and of the personal property;
- g) authorize the entry into any buildings or any land, without warrant, by any person while implementing an emergency plan or program;
- h) cause the demolition or removal of any trees, structures, or crops if the demolition or removal is necessary or appropriate to reach the scene of a disaster, or to attempt to forestall its occurrence or to combat its progress;
- i) procure or fix prices for food, clothing, fuel, equipment, medical supplies or other essential supplies and the use of any property, services, resources, or equipment within the Town of Strathmore for the duration of the state of local emergency;
- j) authorize the conscription of persons needed to meet an emergency; and
- k) authorize any persons at any time to exercise, in the operation of the Regional Emergency Management Plan and related plans or programs, any

power specified in Section 9.2 (b through g) of this Bylaw in relation to any part of the municipality affected by a declaration of a state of local emergency including as part of a Regional Emergency affecting more than one (1) municipality for which a declaration of State of Local Emergency was made under Sections 8 and 9.

- 9.3 In accordance with Section 28 of the Act, no action lies against a Local Authority or person acting under the Local Authority's direction or authorization for anything done or omitted to be done in good faith while carry out a power or duty under this Act or in the regulations during a state of local emergency.
- 9.4 In accordance with Section 535(2) of the Municipal Government Act, Councillors, Council committee members, municipal officers and volunteer workers are not liable for loss or damage caused by anything said or done or omitted to be done in good faith in the performance or intended performance of their functions, duties, or powers under the Municipal Government Act or any other enactment.
- 9.5 When, in the opinion of the Local Authority in which the state of local emergency was declared, or the Committee, as the case may be, an emergency no longer exists, the Local Authority or the Committee shall, by resolution, terminate the declaration.
- 9.6 A declaration of a state of local emergency is considered terminated and ceases to be of any force or effect when:
- a) a resolution is passed under Section 9;
 - b) a period of seven days has lapsed since it was declared unless it is renewed by resolution;
 - c) the Lieutenant Governor in Council makes and order for a state of emergency for the same area; or
 - d) the Minister cancels the state of local emergency for the affected area.

- 9.7 When a declaration of a state of local emergency have been terminated, the Local Authority or the Committee who made the declaration shall cause the details of the termination to be published immediately by such means of communication considered most likely to notify the population of the area affected.

10.0. AGREEMENTS AND POLICIES

- 10.1 The Committee is delegated the authority to enter into an Emergency Management Mutual Aid Agreement with another regional group or single municipality. The decision for the Committee to enter into a mutual aid agreement must be made by unanimous vote of all Parties. The Parties shall be permitted to vote in person or by way of email.
- 10.2 The Committee is delegated the authority to create policies relating to the emergency preparedness, mitigation, response, recovery and the operation of the Regional Emergency Partnership and the Agency.

11.0. SEVERABILITY

- 11.1 If any section or sections of this Bylaw or parts thereof are found in any court or law to be illegal or beyond the power of Council to enact, such Section or Sections or parts thereof shall be deemed to be severable and all other Sections or parts of the Bylaw shall be deemed separate and independent therefrom and to be enacted as such.

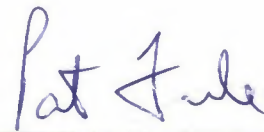
12.0. REPEAL AND EFFECTIVE DATE

- 12.1 Bylaw 19-05 is hereby repealed.
- 12.2 This Bylaw shall become effective when it has received third and final reading and has been signed by the Mayor and Chief Administrative Officer.

READ A FIRST TIME this 16th day of February, 2022.

READ A SECOND TIME this 6th day of April, 2022.

READ A THIRD AND FINAL TIME this 6th day of April, 2022.



MAYOR



DIRECTOR OF STRATEGIC, ADMINISTRATIVE
AND FINANCIAL SERVICES

BYLAW NO. 22-14
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO ESTABLISH THE TOWN OF STRATHMORE MUNICIPAL LIBRARY BOARD AND TO SET FORTH THE DUTIES AND RESPONSIBILITIES THEREOF.

WHEREAS, pursuant to the Libraries Act, R.S.A. 2000, Ch. L-11,

- Council may pass bylaws providing for the establishment of a municipal library board;
- the municipal library board is a corporation that shall be known, in the Town of Strathmore, as "The Strathmore Library Board"; and
- members of the municipal library board are appointed by Council;

AND WHEREAS, the Libraries Act and Regulations govern the provision of library services within a municipality;

NOW THEREFORE the Council of the Town of Strathmore, in the Province of Alberta, duly assembled, hereby enacts as follows:

1. SHORT TITLE

- 1.1. This Bylaw may be referred to as the "Municipal Library Board Bylaw".

2. DEFINITIONS

- 2.1. In this Bylaw, words have the meanings set out in the Act, except that:
- a) "Board" means the Strathmore Library Board;
 - b) "Chief Administrative Officer" or "CAO" means the individual appointed by Council to the position of Chief Administrative Officer under section 205 of the Municipal Government Act and pursuant to the Chief Administrative Officer Bylaw;
 - c) "Council" means the municipal council of the Town of Strathmore;
 - d) "Councillor" means an individual elected to the position of Mayor or Councillor for the Town.
 - e) "Member" means an individual appointed as a member of the board;

- f) "Pecuniary Interest" is as described in Division 6 of Part 5 of the Municipal Government Act, R.S.A. 2000, Ch. M-26, as if the provisions therein applied to Members rather than Councillors.
- g) "Town" means the municipal corporation of the Town of Strathmore.

3. BOARD MEMBERSHIP

- 3.1. The Board shall consist of no fewer than 5 and no more than 10 members appointed by Council and shall be composed of:
 - a) Up to 2 members who may be Councillors;
 - b) All remaining members shall be residents of the Town of Strathmore
- 3.1. No employee of the Library or the Town shall be eligible for appointment to the Board.
- 3.2. The Board shall elect a chairperson and any other officers it considers necessary from among its members.

4. TERM OF OFFICE

- 4.1. The term of office for:
 - a) Councillors shall be for one (1) year starting from the time they are appointed at the annual organizational meeting;
 - b) Town of Strathmore resident members shall be for up to three (3) calendar years at the discretion of Council.
- 4.2. Members may not be appointed for more than two (2) additional consecutive terms of office unless at least two-thirds (2/3) of Council passes a resolution stating that the member may be reappointed for more than three (3) consecutive terms.
- 4.3. Notwithstanding the foregoing, a Member's term of office shall continue until a Member is appointed in that Member's place. However, a Member immediately ceases to be a Member if, prior to the expiry of his or her term of office:
 - a) Council in its reasonable discretion revokes the Member's appointment;
 - b) The member resigns from the Board (effective upon receipt of notice of such resignation);
 - c) The member fails to attend three (3) consecutive regular meetings of the board unless authorized by a resolution of the board;

- d) The member ceases to be eligible pursuant to Section 3.1;
- e) The Member has a Pecuniary Interest in a particular matter before the Board, has not declared the same, and has not recused him or herself from voting on the matter; or
- f) In the case of a member referenced in 3.1 (a) ceases to be an elected Councillor.

4.4. When a Member ceases to be a Member in accordance with Section 4.3, Council shall, as soon as possible, appoint a successor to fill the vacancy before the remainder of the Member's term of office.

5. Meetings

- 5.1. The Board shall meet at least every four (4) months and at any other time it considers necessary.
- 5.2. A quorum at any board meeting shall be a majority of all appointed members that comprise the Board.

6. Powers and Duties

- 6.1. The Board will perform all duties and exercise all powers imposed upon it by the *Libraries Act* and related regulations, and any other applicable legislation or order.
- 6.2. The Board shall submit a proposed budget to the Town on an annual basis, and where applicable, shall align its budgeting processes and policies with that of the Town.
- 6.3. The Board shall annually provide the Town with a financial report in a form satisfactory to Council.
- 6.4. The Board on passing a Bylaw shall forthwith forward a copy of the bylaw to the Town.

7. Agreements/Understandings

- 7.1. In the event that the Board and the Town wish to enter into mutual agreements or memoranda of understanding, the CAO may negotiate and execute said agreements and/or memoranda on the Town's behalf, with the requirement that any resulting budget impacts must be approved by Council prior to implementation of the agreement.

8. Severability

- 8.1. If any provision of this Bylaw is found to be illegal or beyond the power of Council to enact, or otherwise invalid, such section shall be deemed to be

severable from all other sections of this bylaw.

9. Repeal and Effective Date

- 9.1. Bylaw 00-12 is hereby repealed.
- 9.2. This Bylaw shall come into force and effect upon receiving third and final reading and being signed.

READ A FIRST TIME this 1st day of June, 2022.

READ A SECOND TIME this 1st day of June, 2022.

READ A THIRD AND FINAL this 1st day of June, 2022.



MAYOR



DIRECTOR OF STRATEGIC, ADMINISTRATIVE
AND FINANCIAL SERVICES

BYLAW NO. 23-12
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO AMEND THE BOARDS AND COMMITTEES BYLAW NO. 22-26.

WHEREAS, under the provisions of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26 and amendments thereto, Council may pass a Bylaw for the purpose of establishing Council Committees within the Town of Strathmore;

AND WHEREAS the Municipal Government Act authorizes Council to pass a bylaw establishing procedures to be followed by Council Committees;

AND WHEREAS Council considers it expedient to pass a bylaw establishing a Council Committee for the purpose of establishing a Family and Community Support Services Advisory Board;

NOW THEREFORE the Council of the Town of Strathmore, in the Province of Alberta, duly assembled, hereby enacts as follows:

1. SHORT TITLE

- 1.1. This Bylaw may be referred to as the "Boards and Committees Bylaw Amending Bylaw".

2. AMENDMENTS

- 2.1. That Bylaw No. 22-26 be amended to add schedule A of this Bylaw as schedule D of Bylaw No. 22-26.

3. EFFECTIVE DATE

- 3.1. This Bylaw shall come into force and effect upon receiving third and final reading and being signed.

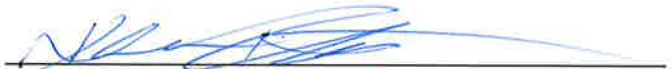
READ A FIRST TIME this 5th day of April, 2023.

READ A SECOND TIME this 5th day of April, 2023.

READ A THIRD AND FINAL TIME this 5th day of April, 2023.



MAYOR



DIRECTOR OF STRATEGIC, ADMINISTRATIVE,
AND FINANCIAL SERVICES

Schedule 'A'**Family & Community Support Services Advisory Board****MANDATE**

To receive, review, and make recommendations on applications received by the Town of Strathmore for funding under the Community Investment Program.

COMMITTEE STRUCTURE

The Family & Community Support Services (FCSS) Advisory Board will consist of:

- One (1) Council member;
- Five (5) public-at-large representatives (Town residents); and
- One (1) FCSS Representative as a non-voting member.

Preference will be given to applicants who:

- Have previous board or committee experience
- Have experience with grant writing or reviewing grant applications
- Have experience with non-profit organizations

The FCSS Advisory Board will elect a board chair during the first meeting following the Town of Strathmore's Organizational Meeting.

ADMINISTRATIVE RESOURCES

The Town will provide one (1) staff member to provide support to the committee.

QUORUM

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

TERM

Members will be appointed for a term of up to three (3) years, up to a maximum of three consecutive terms.

AUTHORITY

The FCSS Advisory Board shall:

- Participate in the development and review of priorities for FCSS project funding in accordance with the terms of the Family and Community Support Services Act and Regulation and for United Way project funding based on the terms of the current Letter of Agreement;
- Prioritize project applications based on community needs and priorities. Provide recommendations for funding allocation of FCSS and United Way grant dollars;
- Develop and facilitate the delivery of fundraising activities that will strengthen

our position to achieve positive change and build a strong community;

- Make recommendations to Council for the allocation of funds based on the FCSS Act, United Way of Calgary and Area Agreement and established FCSS and Council priorities for:
 - FCSS grant funding; and
 - United Way of Calgary and Area grant funding;
- Monitor progress and outcomes of funded social initiatives within the community;
- Increase awareness of social issues and the services and resources available for Strathmore residents; and
- Comply with the Town of Strathmore Procedural Bylaw and Municipal Government Act.

SUPPORTING DOCUMENTS

- Policy No. 5102 – Family and Community Support Services Grant Program

MEETING SCHEDULE

The Board will meet a minimum of three (3) times a calendar year, or as agreed upon at previous Committee meeting.

BYLAW NO. 23-20
THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

**A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA FOR
THE PURPOSE OF ESTABLISHING AN INTERMUNICIPAL COLLOBORATION
COMMITTEE.**

WHEREAS section 145 of the *Municipal Government Act*, R.S.A 2000, c- M-26, provides that Council may pass bylaws to establish council committees and define their functions;

AND WHEREAS the municipal councils of the Town of Strathmore and Wheatland County recognize the value of ongoing communication between the two municipalities and the importance of having a mechanism of discussing matters of mutual interest;

AND WHEREAS the municipal councils have agreed on a Terms of Reference for the Intermunicipal Collaboration Committee;

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

1. SHORT TITLE

- 1.1 This Bylaw may be referred to as the "Town of Strathmore/Wheatland County Intermunicipal Collaboration Committee Bylaw".

2. TERMS OF REFERENCE

- 2.1 That the Terms of Reference in Schedule 'A' of this bylaw be adopted as the Terms of Reference for the Intermunicipal Collaboration Committee (ICC).

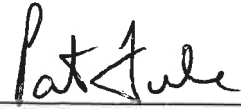
3. EFFECTIVE DATE

- 3.1 This Bylaw shall come into force and effect upon receiving third and final reading and being signed.

READ A FIRST TIME this 21st day of June, 2023.

READ A SECOND TIME this 21st day of June, 2023.

READ A THIRD AND FINAL TIME this 21st day of June, 2023.



MAYOR



CAO

Schedule 'A'

Town of Strathmore & Wheatland County

Intermunicipal Collaboration Committee

Terms of Reference



Table of Contents

1.0	Introduction	1
2.0	Purpose.....	1
3.0	Objectives	1
4.0	Scope.....	1
5.0	Participants	2
5.1	Committee Members	2
5.2	Co-Chairs	2
5.3	Administrative Support	2
5.4	Guests.....	2
6.0	Committee Roles and Responsibilities	2
6.1	Committee Members	2
6.2	Chair	3
6.3	Administrative Support Staff	3
7.0	Governance	4
7.1	Authority.....	4
7.2	Quorum	4
7.3	Decision Making and Voting	4
8.0	Meetings	4
8.1	Advertising Meetings	4
8.2	Scheduling Meetings	4
8.3	Hosting and Chairing Meetings.....	5
9.0	Public Accessibility	5
9.1	Meeting Attendance	5
9.2	Presentations to the Committee	5
9.3	Meeting Notes	5
10.0	Communication Procedures	6
11.0	Committee Costs and Budget.....	6
12.0	Maintenance and Review of Terms of Reference	7
12.1	Maintenance of the Terms of Reference.....	7
12.2	Approval and Amendments to the Terms of Reference	7

1.0 Introduction

The Town of Strathmore is located within the western portion of Wheatland County, along Highway 1 and Highway 817. As the municipalities are no longer members of the Calgary Metropolitan Region Board (CMRB), the Town of Strathmore and Wheatland County are required to prepare and approve an Intermunicipal Development Plan and an Intermunicipal Collaborative Framework. To facilitate the preparation of these documents and to strengthen the working relationship between both municipalities, it was determined that the Intermunicipal Collaboration Committee could play a key role in this process as well as having an opportunity for elected officials to share information on a range of topics of interest to both municipalities.

2.0 Purpose

The purpose of the Town of Strathmore / Wheatland County Intermunicipal Collaboration Committee (the Committee) is:

- a. to facilitate the working relationship between the two municipalities;
- b. to facilitate the ongoing sharing of information between elected officials and staff from the two municipalities;
- c. to provide a forum in which to review and discuss a range of topics of mutual interest;
- d. to oversee the development of, implementation of, and amendments to the IDP and ICF; and
- e. to participate in a conflict resolution process when matters cannot be resolved at the staff / administration level.

3.0 Objectives

The objectives of the Intermunicipal Collaboration Committee include:

- a. establishing and maintaining working relationships with staff, administration and Council to facilitate the implementation of mutual goals;
- b. maintaining positive intermunicipal relations and working towards the resolution of any intermunicipal disputes that may arise;
- c. striving to understand each other's strategic interests;
- d. providing direction on lands and matters of mutual interest; and
- e. representing joint municipal interests to the Provincial government.

4.0 Scope

The Committee may address any item that is of interest to Committee members and is of an intermunicipal nature. The following are some examples:

- a. Provincial and regional planning initiatives;
- b. Sub regional matters;
- c. Intermunicipal planning;
- d. Intermunicipal servicing strategies
- e. Transportation planning – including roads, pathways, and public transit;

- f. Matters regarding growth management and annexation of land;
- g. Environmental issues;
- h. Shared Servicing and Cost sharing strategies.

5.0 Participants

5.1 Committee Members

- a. At their respective organizational meeting, each municipality should, appoint four (4) elected officials for membership on the ICC (Committee Members).
- b. Committee Members may delegate their responsibilities to another member of their respective council (an Alternate) should they be unable to attend a meeting of the Committee.
- c. Only elected representatives of the Town of Strathmore and Wheatland County are considered Committee members.

5.2 Co-Chairs

- a. At the first ICC meeting subsequent to the municipalities' respective organizational meetings, the Committee shall appoint two (2) Committee Members (one from each municipality) as co-chairs.

5.3 Administrative Support

- a. Each municipal administration will assign administrative support staff to the Committee as required.
- b. Administrative support staff are not considered Committee Members.
- c. Administrative support staff may participate in Committee discussions in an advisory role.

5.4 Guests

- a. The Committee may invite guests to present and/or contribute at Committee meetings.
- b. Guests may include private consultants, staff or elected officials from other municipalities, representatives of organizations, the Province, or special interest groups or members of the public, as deemed appropriate by the Committee.
- c. Other council members from the Town of Strathmore and Wheatland County may attend meetings at any time as observers but are not considered Committee Members unless acting as Alternate for a Committee Member.

6.0 Committee Roles and Responsibilities

6.1 Committee Members

Each Committee Member is responsible for:

- a. attending scheduled meetings of the Committee or appointing an Alternate to attend in their place;
- b. representing the interests of their municipality and working cooperatively to achieve the objectives of the Committee;

- c. sharing information, communicating concerns and ensuring continued cooperative relations between the two municipalities;
- d. reporting to and communicating from their respective councils regarding Committee business;
- e. managing conflicting positions and building trust and partnership, while striving to respect viewpoints and differences between the two municipalities;
- f. providing direction to administrative support staff regarding ICC projects, actions and requirements;
- g. voting on motions when requested to do so by the Chair; and
- h. adhering to these Terms of Reference.

6.2 Chair

The municipalities will alternate chairing meetings. The acting Chair for each meeting is responsible for:

- a. confirming quorum, opening the meeting, and asking Committee Members to confirm the agenda and approve the meeting notes from the previous meeting;
- b. keeping discussion on topic, facilitating the agenda, and ensuring all members of the Committee are given the opportunity to contribute; and
- c. subsequent to a motion being proposed by a Committee Member, the Chair must request the Committee Members vote on the motion.

6.3 Administrative Support Staff

Staff assigned as administrative support to the Committee will alternate hosting meetings. Administrative support staff are responsible for:

- a. Meeting Preparation & Coordination
 - i. Coordinating together on the preparation and distribution of agendas and information packages to Committee Members at least seven (7) days in advance of the meeting.
 - ii. Coordinating those wishing to present to the Committee and ensuring that the appropriate staff members from their respective municipality are available to facilitate the Committee's discussion of agenda items.
- b. Information Management and Record Retention
 - i. The Administrative Support Staff from the hosting municipality are responsible for drafting meeting notes, distributing notes and agendas, the general administrative and coordination of meetings, and recording Committee votes and recommendations.
 - ii. Hosting staff will endeavour to have draft notes to staff from the other municipality for review one week following the meeting.
 - iii. Administrative support staff from both municipalities will co-ordinate with each other to retain records of information presented to the Committee, as well as Committee agendas and meeting notes in accordance with each municipality's record retention bylaws. Only agendas and meeting notes confirmed by the Committee and items accepted by the Committee as information are to be retained.

- c. Implementing Directions of the Committee
- d. Staff may be directed by the Committee to prepare materials in order to facilitate projects, presentations, proposals, or communications on behalf of the ICC.

7.0 Governance

7.1 Authority

- a. The ICC has no official legislative status or decision-making authority. The Committee is able to forward recommendations to the municipal councils for ratification and/or to render a formal decision.
- b. The Committee may direct staff to undertake activities such as preparing letters, information packages / notices or presentations, and hosting public meetings in regards to ICC matters.

7.2 Quorum

- a. Quorum is required before the Chair may open an ICC meeting.
- b. Quorum is defined as a minimum of two (2) Committee Members (or a combination of Committee Members and their alternates) from each municipality being in attendance.

7.3 Decision Making and Voting

- a. The operation of the ICC is based on negotiation and consensus building. However, the Committee will need to make decisions in order to provide directions to staff and give recommendations to the municipal councils.
- b. Decisions are made by voting and only Committee Members are eligible to vote. Voting is done by a show of hands with the aim of establishing a consensus position.
 - i. If there are an equal number of votes for and against a motion, the motion is defeated.
- c. The Committee may decide during a meeting to vote on specified items via email. If the motion is not supported unanimously, the Committee Members shall use the following process:
 - i. Have further discussions and put forth another motion to reach consensus.
 - ii. Table the item and reconsider it at a subsequent meeting.
 - iii. Decide on the item by simple majority.

8.0 Meetings

8.1 Advertising Meetings

- a. ICC meetings will be advertised in accordance with the requirements of Sections 195 and 196 of the *Municipal Government Act* by each municipality in a manner of their choosing.

8.2 Scheduling Meetings

- a. The Committee shall, at the first meeting held following the Organizational Meeting, confirm the dates and number of meetings for the following year. All efforts should be made to hold a minimum of four (4) regularly scheduled meetings per year.

- b. Either municipality may request an additional meeting to discuss pressing matters. Additional meeting requests should be submitted to the CAO of either municipality, who will have the authority to direct staff to organize a meeting at the earliest date possible.
- c. Requests for cancellation or rescheduling of meetings should also be submitted to the CAO of either municipality in writing with reasons for the cancellation. The matter can then be directed to administration to reorganize the meeting and contact all appropriate members and guests of the meeting cancellation.

8.3 Hosting and Chairing Meetings

- a. Hosting and chairing of meetings will be alternated between the two municipalities. However, meetings may be held at any location deemed appropriate by the majority of Committee Members.
- b. The Co-Chair (or their Alternate) from the hosting municipality will assume the duties of the Chair for a meeting.

8.4 Meeting through Electronic Communications

- a. Committee members may attend an ICC meeting by means of electronic communication. Acceptable modes of electronic communication include through the use of a personal computer, telephone (with the speaker on), and other means as technology advances. Members will prioritize the use of video calling when possible.

9.0 Public Accessibility

9.1 Meeting Attendance

- a. All Committee meetings are open to the public to attend; however, the public may only make presentations to the Committee at the discretion of the Chair.
- b. In accordance with Section 197 of the Municipal Government Act, the Committee may choose to close all or part of a meeting to the public and go into a closed session. The Committee must pass a motion unanimously for the Committee to go into closed session.

9.2 Presentations to the Committee

- a. Any member of the public wishing to present a matter to the Committee shall submit a written request to either the CAO of the Town of Strathmore, or the CAO of Wheatland County at least five business days prior to the Committee meeting. Exceptions may be made at the discretion of either CAO or the Committee.
- b. Presentations shall be limited to 10 minutes unless there is consent by the Committee to extend the allotted time.
- c. Debate concerning matters raised during public presentations shall take place at the discretion of the Committee.
- d. Information presented during the public presentation shall relate only to the subject matter for which the presentation was originally requested.

9.3 Meeting Notes

- a. All approved meeting notes are available to the public upon request.

10.0 Communication Procedures

10.1 Internal Communication

- a. Staff shall provide advisory support to the Committee, including background information, resources, and advice to Committee members to assist them in their role.
- b. All meeting notes and other communications internal to the Committee should be distributed by staff to Committee members in a timely manner.
- c. Staff shall maintain a record of all internal communications. Draft notes are not part of the Committee record; all approved notes are part of the Committee record.

10.2 External Communications

- a. *Recommendation to Council:*
All recommendations to Councils as well as minutes of the matter at Council meetings should be distributed by staff to Committee members in a timely manner. Staff shall maintain a record of Recommendations to Councils, decisions, and minutes regarding Committee business.
- b. The Committee's recommendations may be delivered to Councils by
 - i. A joint Council meeting;
 - ii. A joint presentation to individual Councils;
 - iii. A joint written submission agreed to by the Committee for delivery to individual Councils; or
 - iv. A combination of the above.
- c. *Communications with other external groups, such as, the public, NGO's, Provincial Government departments, the press:*
- d. The Committee may direct the CAOs to prepare letters, information packages/notices, presentations, or host public meetings on Committee business jointly. The development of a graphic showing logos and information from both Municipalities may be undertaken in order to facilitate communications on behalf of the Committee.
- e. Committee members shall follow their respective Council Code of Conduct Bylaws.

10.3 Information received by the Committee

- a. Studies, surveys, projects and other information as directed by the Committee members or considered by either members or staff as of interest to the Committee shall be collected and distributed by staff to Committee members in a timely manner and shall be maintained as part of the Committee record for future reference.

11.0 Committee Costs and Budget

- a. All costs associated with the Committee shall be jointly shared between the municipalities.
- b. Each municipal council shall decide which types of spending the ICC has the authority to approve and which items shall require approval by the respective councils.

12.0 Maintenance and Review of Terms of Reference

12.1 Maintenance of the Terms of Reference

- a. These Terms of Reference shall be jointly maintained by Staff from both municipalities and will be reviewed and updated as required.

12.2 Approval and Amendments to the Terms of Reference

- a. The Terms of Reference and amendments thereto come into effect only upon resolutions being passed by both councils.

**BYLAW NO. 25-05
THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA**

**A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO
ESTABLISH A MUNICIPAL POLICING COMMITTEE.**

WHEREAS the Municipal Government Act, R.S.A 2000 c. M-26 provides that a municipality may pass bylaws in relation to services provided by or on behalf of the municipality.

AND WHEREAS the Police Act, R.S.A. 2000, c. P-17 and regulations as amended, provide that a municipality which has entered into an Agreement with the Federal Government for the provision of police service through the Royal Canadian Mounted Police, shall by bylaw establish a Municipal Policing Committee;

AND WHEREAS the objective of the Committee is to act as a liaison between Council, the R.C.M.P., Strathmore Municipal Enforcement and the residents of Strathmore to foster ongoing collaboration between parties; encouraging continued co-operation in the preservation of a safe and secure community.

AND WHEREAS the Council of the Town Strathmore, by the Bylaw, shall prescribe the rules and regulations governing proceedings and meetings of the Municipal Policing Committee;

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

1. SHORT TITLE

1.1 This Bylaw may be cited as the "Municipal Policing Committee" Bylaw.

2. DEFINITIONS

- 2.1 "Act" means the Municipal Government Act RSA 2000 c. M-26 and regulations made under the Municipal Government Act;
- 2.2 "Agreement" means the Agreement between the Town of Strathmore and the Government of Canada for the provision of police services for the Town;
- 2.3 "Bylaw" means the Municipal Policing Committee Bylaw of the Town, as may be amended or repealed and replaced from time to time;
- 2.4 "Chair" means the individual elected as per the Police Act section 23(9);

- 2.5 "Chief Administrative Officer (CAO)" means the person appointed to the position of Chief Administrative Officer for the Town or his or her designate.
- 2.6 "Chief Elected Official" means the chief elected official as defined in section 1(1)(d) of the Municipal Government Act;
- 2.7 "Committee" means the Town of Strathmore Municipal Policing Committee;
- 2.8 "Council" means the Council of the Town of Strathmore, in the Province of Alberta;
- 2.9 "Councillor" means an elected member of Council of the Town of Strathmore;
- 2.10 "Director of Community and Protective Services" means the person appointed to that position by the Town's Chief Administrative Officer (CAO) and includes any person that the Director may appoint as their designate for the purpose of carrying out the Director's responsibilities under this Bylaw;
- 2.11 "Member" means a person appointed pursuant to the Municipal Policing Committee;
- 2.12 "Officer In Charge" means the Officer In Charge of the local R.C.M.P. detachment in the Town of Strathmore;
- 2.13 "R.C.M.P." means the Royal Canadian Mounted Police force or any member of that police force as the case may require;
- 2.14 "Town" means the Town of Strathmore, a municipal corporation in the Province of Alberta, and where the context so requires, means the area of land within the corporate boundaries thereof.
- 2.15 "Youth Representative" means an individual between the age of 16 and 18.

3. DUTIES AND RESPONSIBILITIES

- 3.1 The overall objectives of the Municipal Policing Committee are to act as a liaison between Council, the R.C.M.P. Detachment, and the citizens of the Town of Strathmore to foster responsible community actions towards the creation of a safe secure community. The Committee shall endeavor to do this by maintaining an environment which allows public concerns to be addressed by all affected parties. Specific duties and responsibilities are to:
- a. Oversee the agreement between the Town and the Government of Canada for the services of the R.C.M.P.;
 - b. Represent the interests and concerns of the public and of Council to the Officer In Charge;
 - c. Develop a yearly plan of priorities and strategies for municipal policing in consultation with the Officer In Charge;

- d. Develop a community safety plan in conjunction with the local R.C.M.P. detachment and Chief Elected Official including a plan for collaboration between community and community agencies, and providing the community safety plan annually, or on request to the Minister;
 - e. Assist in the selection of the Officer In Charge;
 - f. May appoint a Public Complaint Director; and
 - g. Report annually, or on request, to the Minister on the implementation of and updates to the programs and services to achieve the priorities of the R.C.M.P.
- 3.2 The Committee will present the community safety plan to Council for adoption annually.

4. TERM

- 4.1 Committee members may be appointed to the Municipal Policing Committee to terms of up to three (3) years but not less than two (2) years.

5. COMPOSITION OF THE COMMITTEE

- 5.1 The Committee shall consist of a maximum of five (5) members who shall be appointed by resolution of Council as follows:
- a. One (1) member of Council; and
 - b. Four (4) Members of the public at-large, where one (1) position may be designated for a youth representative.
- 5.2 The Officer in Charge, or their designate, shall attend the Committee meetings in an advisory and non-voting capacity.
- 5.3 The Director of Community & Protective Services, or their designate, shall attend the Committee meetings in an advisory and non-voting capacity.
- 5.4 A member of Legislative Services shall attend all Committee meetings, providing procedural and clerical support.
- 5.5 The Mayor is an ex officio member of the committee.
- 5.6 The term and appointment of the Council Committee member terminates on that member ceasing to be a member of Council, or at such time Council appoints a new Council Committee member.
- 5.7 The term of any public member may be extended by a special resolution of Council but shall not exceed six (6) consecutive years.

- 5.8 Where a member ceases to be a member of the Committee before the expiration of their term, Council may appoint another eligible person for the remainder of that term.
- 5.9 All members appointed to the Committee shall:
- a. Take the Oath of Office as prescribed in Schedule 2 of the *Police Act*;
 - b. Pass an enhanced criminal record review and suitability screening through the R.C.M.P.
 - c. Not work or be hired in any capacity with the Town of Strathmore, R.C.M.P., any Provincial or Municipal Police Force, the Provincial Attorney General's Department, or the Department of the Solicitor General of Alberta;
 - d. Be a Canadian citizen or landed immigrant and resident of the Town of Strathmore for at least six (6) consecutive months immediately preceding the date of advertising for applications; and
 - e. Be of the full age of eighteen (18) years, except for a youth representative, who shall be at least sixteen (16) years of age.

6. RESIGNATION AND REMOVALS

- 6.1 Any member may resign from the Committee at any time upon sending written notice to the Council to that effect.
- 6.2 Council may terminate a member's appointment to the Committee at any time, and particularly when the member:
- a. Fails to attend three (3) consecutive meetings of the Committee, unless that absence is caused through illness or is authorized in advance by resolution of the Committee;
 - b. Ceases to be a resident of the Town of Strathmore;
 - c. Is hired in a full-time, permanent capacity with the Town of Strathmore, the R.C.M.P., any Provincial or Municipal Police Force, the Provincial Attorney General's Department, or the Department of the Solicitor General of Alberta;
 - d. Is convicted of a crime under the Criminal Code of Canada; or
 - e. Fails to keep the Oath of Office, or discloses any information that jeopardizes a police operation, or police/public safety, or the confidentiality associated with the nature of policing including personnel, conduct, contracts with the R.C.M.P. and security of police operations.

7. OFFICERS OF THE COMMITTEE

- 7.1 The Chair and Vice-Chair of the Committee shall be elected from voting members at the first regular meeting of each year. A member of Council or an employee of the Town is not eligible to be elected as Chair or Vice-Chair of the Committee.
- 7.2 Excluding the Chair, all members of the Committee shall vote on every motion. The Chair shall remain neutral and only vote if there is a tie.
- 7.3 The Director of Community and Protective Services, or their designate, shall attend all Committee meetings. Minutes shall be prepared and submitted to the Committee for approval at the next meeting.

8. PUBLIC COMPLAINT DIRECTOR

- 8.1 The Committee may appoint a Public Complaint Director.
- 8.2 The Public Complaint Director may be:
 - a. A member of the Committee other than a member of the Council;
 - b. An employee of the Town; or
 - c. Another person, other than a member of the Council, who in the opinion of the Committee is qualified to serve in the capacity.
- 8.3 The Public Complaint Director shall:
 - a. Receive complaints against police officers from the public and refer them to the Officer In Charge under *Police Act, RSA 2000, section 43(1)*;
 - b. Act as a liaison between the Committee and the Officer In Charge, and the complainant as applicable; and
 - c. Perform the duties assigned by the Committee and under the Police Act in regard to public complaints.
- 8.4 Should the Public Complaint Director position not be appointed, all complaints will be directed to the Officer In Charge.

9. MEETINGS

- 9.1 The Committee shall hold regular meetings at a frequency to be determined from time to time by the Committee, but not less than four (4) meetings per year.
- 9.2 Special meetings may be called by the Chairperson or, in their absence, the Vice Chair, by providing the members with 24-hour notice. The Committee may, by

unanimous consent, waive notice of a special meeting at any time if every member of the Committee is present.

- 9.3 No less than half of the total voting members of the Committee at a meeting shall constitute a quorum. If quorum is not present within thirty (30) minutes after a meeting's start time, the Chair shall record the members in attendance before the meeting is adjourned.
- 9.4 An agenda shall be prepared and circulated to the members prior to each Municipal Policing Committee Meeting.
- 9.5 Each member, excluding the Chair, shall have one vote on any motion before the Committee. Motions shall only be carried upon receiving a majority of votes. In the event of a tie vote, the Chair shall vote.
- 9.6 Meetings of the Municipal Policing Committee shall be open to the public, but all matters relating to personnel, conduct, contracts with the R.C.M.P., and security of police operations shall be conducted in camera, respecting the *Freedom of Information and Privacy Act* (FOIP) as amended or repealed and replaced from time to time.
- 9.7 The Municipal Policing Committee may make such report to Council on matters of public concern as the Municipal Policing Committee deems are appropriate and are in the public interest. Committee minutes will be sent to Legislative Services once approved, to be included in a Town Council meeting agenda. The Municipal Policing Committee shall also report to Council on any matter when requested to do so by resolution of Council.

10. SUB-COMMITTEES

- 10.1 The Committee may appoint sub-committees or ad hoc Committees, which may include persons from outside the Committee as it may consider necessary or desirable. The Committee shall define the terms of reference and tenure of each sub-committee by a single motion at any regular meeting.

11. LIMITATIONS

- 11.1 Neither the Committee nor any member shall have the power to pledge the credit of the Town in connection with any matters whatsoever, nor shall the Committee or any member thereof have any power to authorize any expenditure to be charged against the Town.
- 11.2 The Committee, as a public body, must comply with Freedom of Information and Protection of Privacy (FOIP) Legislation. Personal information will be managed in

accordance with FOIP legislation. Requests for information involving the Committee should be directed to the Town of Strathmore's FOIP Co-ordinator.

12. CONFLICT OF INTEREST

- 12.1 No member shall participate in any discussion nor vote upon any matter that may involve a pecuniary interest as defined in the Act.
- 12.2 Members of the Committee shall not be held liable for any actions or claims or claims arising out of the exercise of the powers granted to the Committee under this bylaw.

13. SEVERABILITY

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

14. ENACTMENT

- 14.1 This Bylaw comes into full force and effect upon third and final reading.

READ A FIRST TIME THIS 19th day of February, 2025.

READ A SECOND TIME THIS 19th day of February, 2025

READ A THIRD AND FINAL TIME THIS 19th day of February, 2025.



MAYOR



DIRECTOR OF STRATEGIC,
ADMINISTRATIVE, AND FINANCIAL SERVICES



October 9, 2025

Dear Council Members,

Re: Appointment to the Wheatland Housing Management Board of Directors

As you consider appointing a representative to serve on the Wheatland Housing Management Board of Directors, I would like to take this opportunity to respectfully remind Council of the importance of aligning nominees with the required competencies for board service.

To ensure effective governance and the continued success of Wheatland Housing, it is essential that appointed board members meet one or more of the following core competencies:

- **Governance and Leadership Experience**
- **Financial Literacy and Oversight**
- **Knowledge of Housing and Seniors' Services**
- **Strategic Planning and Policy Development**
- **Legal, Regulatory, or Risk Management Expertise**
- **Community Engagement and Communication Skills**

Appointing individuals with relevant experience and qualifications will help strengthen the board's ability to guide the organization, fulfill its fiduciary responsibilities, and serve the best interests of our communities.

We thank Council for its ongoing support and look forward to welcoming a representative who brings both commitment and the skills necessary to contribute meaningfully to the board's work.

Please feel free to reach out should you have any questions or wish to discuss the competencies further.

Sincerely,

Vickey Cook

CAO, Wheatland Housing Management Body

October 14, 2025

RE: Community Futures Wild Rose Information
Please direct to Mayor and Council

Dear Kevin,

In an effort to continue our commitment to economic development across the region, Community Futures Wild Rose (CFWR) is pleased to provide the following information to Municipal Administration and newly elected officials for use when selecting council representatives to serve on the CFWR Board of Directors.

Elected officials who are appointed to the CFWR Board assume a leadership role within an organization that directly influences the future growth and prosperity of the entire region.

Board members are encouraged to take a keen interest in and develop a strong understanding of the region's economic and entrepreneurial landscape, and to advocate for initiatives that strengthen regional economic development.

Attached are supporting materials that may assist councils in identifying suitable candidates for appointment to the Community Futures Wild Rose Board of Directors.

We appreciate your continued commitment to regional economic development and ask that you please share this information with your newly elected council members.

Sincerely,



Chantale Sangster, Executive Director
Community Futures Wild Rose

COMMUNITY FUTURES WILD ROSE BOARD RECRUITMENT POLICY

POLICY:

The optimal Board composition for Community Futures Wild Rose involves a consideration of the following four broad categories:

1. SPECIFIC SKILLS AND EXPERIENCE:

Board members, as a group, should possess a combination of skills, experience and cultural competence relevant to Community Futures Wild Rose strategic goals and the Board's oversight responsibilities. The specific skills and experience sought may change from time-to-time in keeping with changes to Community Futures Wild Rose's internal and external opportunities or challenges. Relevant skills and experience include:

- Board Experience and Board Development
- Executive Experience
- Financial Accounting
- Legal and Regulatory
- Human Resources
- Communications/Media Relations
- Understanding of Developmental Disability Sector
- Strategic Planning
- Risk Management
- Technology/Policy Development
- Strategic Management and Organizational Change
- Community Economic Development
- Business Development
- Governance Policies
- Advocacy Policies
- Grant Submissions
- Public Sector
- Private Sector
- Non-Profit Sector
- Management and/or Business Owner

2. **BOARD LEADERSHIP:**

In order for the Board to be effective, it is important that the Board include some Directors who have the necessary skills, experience and desire to fill key leadership positions on the Board including Board Chair, Vice-Chair, Secretary/Treasurer and Committee Chairs.

3. **PERSONAL CHARACTERISTICS:**

All Directors should be committed to Community Futures Wild Rose's vision, mission and values and possess the following characteristics:

- Integrity and accountability
- Demonstrated high ethical standards and integrity in personal and professional dealings, and who are willing to act on, and remain accountable for Board decisions
- Informed judgment
- Ability to provide wise, thoughtful counsel on a broad range of governance issues
- Mature confidence
- Preference for Board and team performance over individual performance
- Respect for others
- High performance standards
- A history of achievements that reflect high standards for themselves and others
- Ability to commit the time required
- No real or perceived conflicts

4. **DIVERSITY:**

Within the context of the required Board skills, consideration should be given to bringing together a diverse group of Directors with the goal of creating strong board dynamics, engaged Board discussions, and ensuring different perspectives are brought to issues.

Diversity includes diversity of backgrounds, perspectives and problem-solving approaches, and representatives within the CFWR region.

Growing communities one idea at a time.

WELCOME TO COMMUNITY FUTURES WILD ROSE!

The purpose of this guide is to give you some insight into the key roles and responsibilities of a volunteer Community Futures Wild Rose Board Member and the functions of the staff of a Community Futures organization.

The Community Futures Program is federally funded and administered in Western Canada by PrairiesCan through the Prairies Economic Development Agency.

Community Futures (CF) is a community-driven economic development organization with a focus on local capacity building to facilitate growth. Established in 1985, Community Futures has a network of 269 organizations across Canada. The objectives of the Community Futures Program are to assist communities to successfully pursue diversified and competitive rural economies.

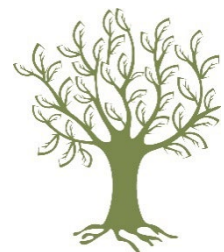
The Community Futures Program provides business loans, training and coaching, and supports community economic development projects. Our mandate is to help rural

communities develop sustainably and implement local solutions for economic stability, growth and job creation.

This guide will explain some of the terminology you will hear over the next few months, and hopefully will give you a better understanding of what will be required of you as a volunteer Board or Committee Member of a Community Futures organization. You will play an important role in your community's economic development, a role that has been extremely gratifying to those who have served before you.

Community Futures Wild Rose

Community Futures Wild Rose (CFWR) is one of 27 CF offices in Alberta and serves 15 rural Alberta communities within the Wild Rose region. CFWR meets the objectives of the CF program by providing business training to assist individuals interested in self-employment or expanding their business, engaging in community based economic development strategies, as well as providing a friendly Business Development Center to assist community members with capital to start or expand their business.



OUR BOARD

Board Members provide governance for the organization, represent it in the community, and ultimately, accept legal responsibility for it. Board Members act on behalf of their region's constituents – the citizens of the community. As a result, they have the principal responsibility for carrying out the organizations purpose and strategic objectives. Board Members accomplish their functions through attendance at regular meetings plus participation on Committees and sub-Committees. Board Members are charged with four phases of organizational development: planning, organization, operations, and audit/evaluation.

What are Committees?

Committees are the primary way for Organizations to engage the direct contribution of their Board Members. Committees are delegated authority by the Board and thus are responsible to the Board. They do much of the preliminary work (research, etc.) to take pressure off the Board and staff.

The Committees are responsible for the following activities:

- To study and report
- To recommend
- To act and promote

Committees common to many Community Futures Organizations include:

Executive Committee – made up of Chair, Vice-Chair, Secretary/Treasurer.

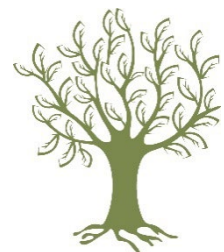
Investment Review Committee – made up of two Board of Directors and three members-at-large with expertise in business/financial sectors and entrepreneurship.

Personnel Committee – made up of Members from the Board of Directors (usually the Chair or Vice-Chair) and others.

Governance Committee – Periodically review and amend governing documents to meet the needs of the organization.

Sustainability Committee – to review organizational sustainability and staff succession.

Audit/Finance Committee – Review and evaluate financial position for all categories including operations, corporate services and investment fund.



ACCOUNTABILITY

What is community accountability?

Community accountability is a fundamental principle of community economic development. Without accountability to the community, the community economic development process and the organization leading this process will not reflect the needs and vision of the community.

Why have it?

Without community accountability, the community itself is not a full participant in the realization of the community's long-term vision. The Community Futures organizations across Western Canada understand this and are committed to being accountable to their communities. The annual operations plans written by each Community Futures organization clearly demonstrate active consultation with the community ranging from municipal engagement to client services feedback tools, surveys and databases.

Community accountability is comprised of the following six general areas:

Communication: "The organization will maintain a highly visible profile and will regularly and clearly communicate its plans, activities, and results."

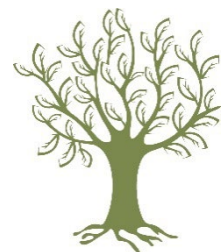
Planning: "The organizations vision, strategic and operations plans are fundamentally driven by its communities' needs and realities."

Programs and Services: "The Programs and Services are designed and delivered in a manner which meets the communities' needs, creates self reliance and increases the capacity to manage change."

Governance: "The organization will be governed by the communities through a system which is effective, equitable, and representative of the developmental interest and needs of the communities."

Partnership Development: "The organization will work through partnerships in order to strengthen the impact of its community development activities, streamline access to services and contribute cost effectiveness."

Assessment: "The organization will regularly assess and communicate the impact of its activities on the development of the community."



FINANCES

What role does a Board Member play?

As a volunteer Board Member, it is your responsibility to protect the integrity of the organization's finances. This means that you must ensure there are adequate finances and the money is spent responsibly. All policies and plans must be assessed against the availability of funds, and decisions made must guarantee the monies are well spent.

What does a Board Member have to do?

There are three major financial responsibilities of the Board:

1. To set financial policies
2. To delegate implementation of policies to Executive Director
3. To monitor and measure results of spending

How are financial policies set?

Board of Directors set broad financial policies, such as identifying where they want the available funding and revenues earned to be allocated. In order to set budgets and approve any spending they must first define the mission and establish the goals and objectives for the organization. This ensures there is money set aside to meet those goals.

What is meant by "delegation" to staff?

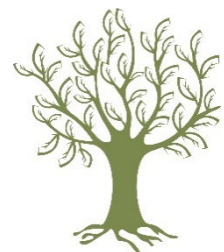
As a Board Member you are a "trustee" of the organization's money. However, this does not mean you must approve every expenditure. Rather, you need to know the money was spent effectively to deliver the products and services you have authorized. This can be achieved through regular attendance at board meetings and by having a clear understanding of the monthly financial reports presented by staff.

How to monitor and measure?

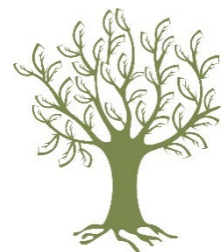
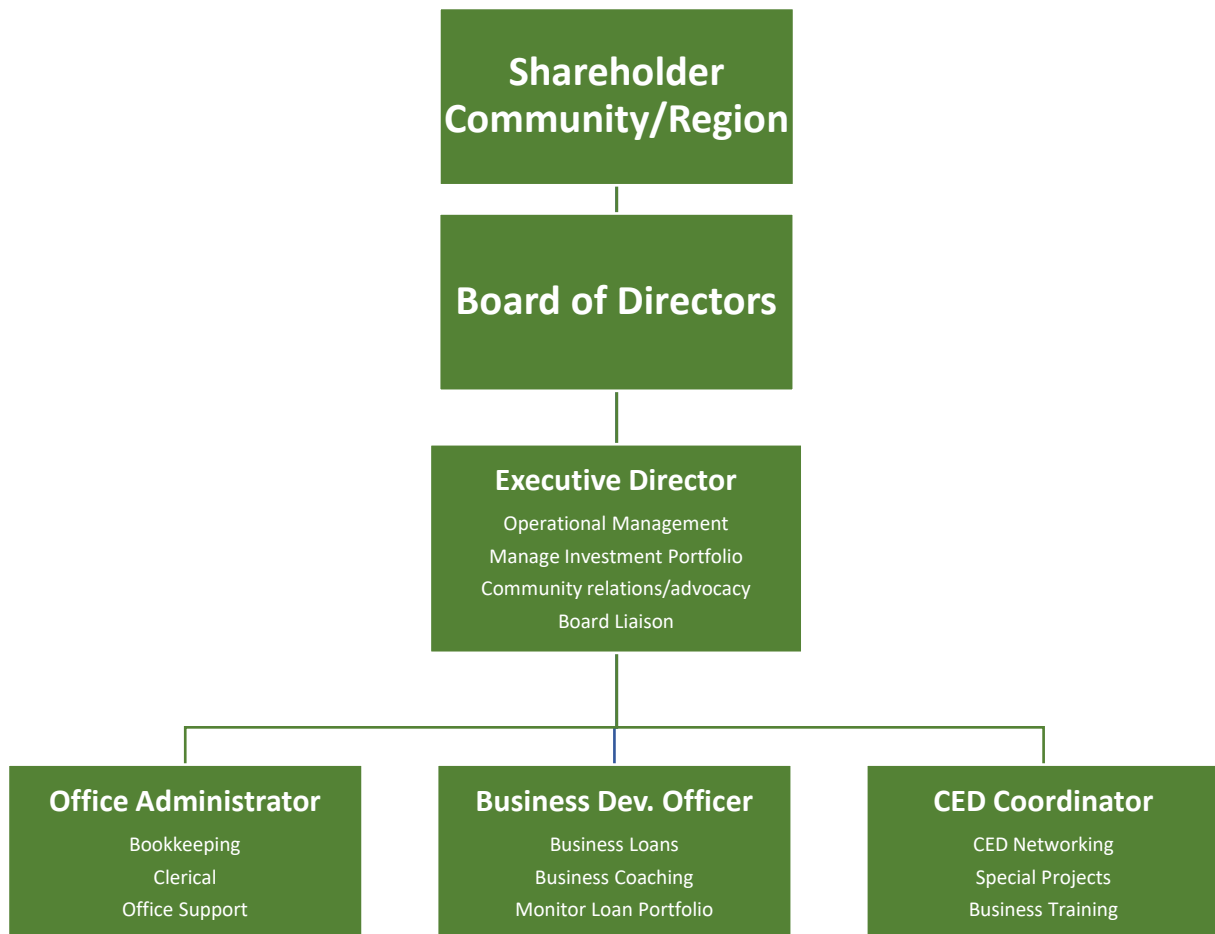
In order to ensure that a Board Member is aware of the results of expenditures, some key questions need to be asked. They are:

- "are we on target with planned expenses and revenues?"
- "are we financially solvent?"
- "will we have income to meet future expenses?"

The answers, in conjunction with the monthly financial reports, will indicate if the financial forecasting is on target or requires adjustment. Budgets set out at the beginning of the fiscal year will generally require several minor adjustments, as a result of unexpected expenses or increases in revenues. As well, government requirements are that each organization must be audited on an annual basis.



STAFF ROLES – Community Futures Organizational Chart



Growing communities one idea at a time.

OPERATIONS

What does Community Futures do?

Community Futures organizations provide their communities with a variety of services including:

- business development loans
- program delivery
- community partnerships and strategic alliances
- initiating and implementing a diverse range of community projects
- entrepreneur resource centre, technical support and training

What are the roles and responsibilities of individuals within the Organization?

For most non-profit societies, there is a clear organizational separation between the paid staff who run the day-to-day operations and the Members of the volunteer board who establish the strategic direction of the organization and govern its operation. Board Members need to be aware of the roles and responsibilities of the organization.

How is Community Futures organized?

There are several requirements necessary for the effective operating of Community Futures. The most important legal and organizational tool for Community Futures is a comprehensive

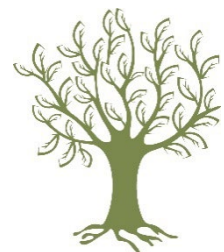
set of bylaws which elaborate on the organization's articles of association.

Articles of Association: constitute the basic organizational document for a non-profit organization. They typically contain a statement of purpose and outline legal authority and limitations. As well, the articles contain governance provisions (e.g. how to select Board Members, etc.)

Bylaws: help establish the "internal law" of the organization. An effective set of bylaws are essential for ensuring good governance. The bylaws typically elaborate further on the corporate charter because they are more easily revised.

Because the organizing documents provide basic rules for governing Community Futures, it is essential that each Board Member be familiar and act in accordance with them.

Contracts: Community Futures are bound by the contracts they sign with their funder (PrairiesCan Canada) and Board and Committee Members should be aware of the responsibility. As well, Community Futures may have special projects which require that contracts be signed with other government and non-government agencies.

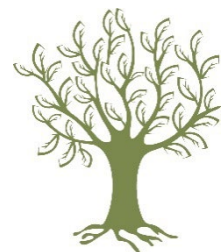
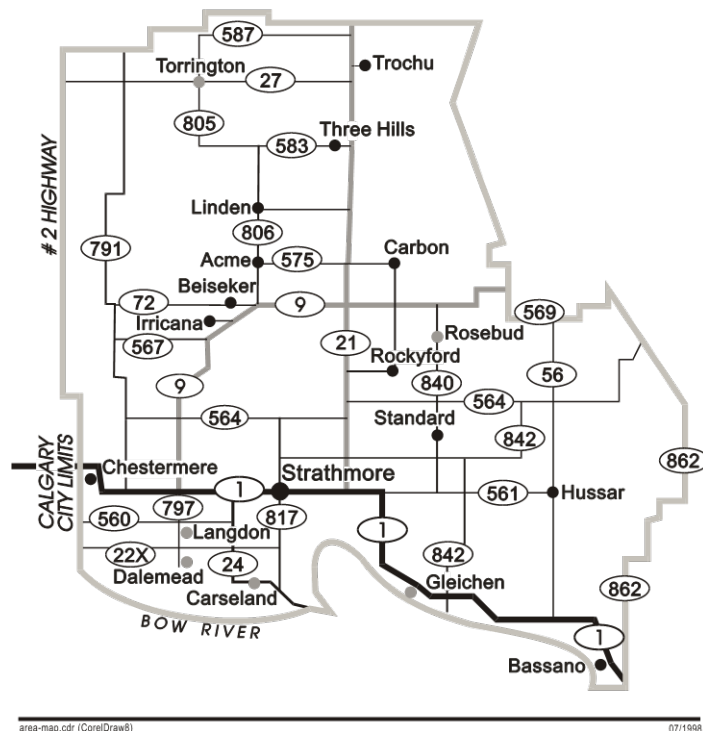


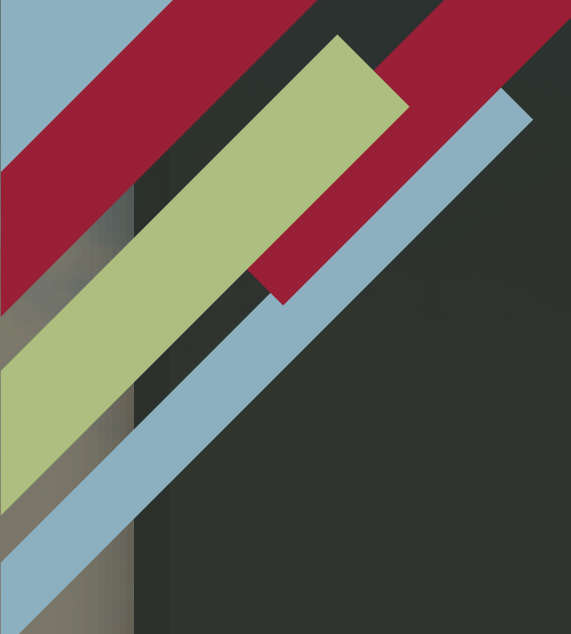
CFWR Board Meetings

- The Board meets the 1st Thursday of each month at 7:00 pm at Suite #101, 331 3rd Avenue, Strathmore.
- You will receive the agenda and supporting documents electronically no later than the Friday prior to the meeting.
- The Board has regularly scheduled meetings from September-June, with a break for the months of July and August.
- The Annual General Meetings for the Shareholders and Directors occur annually in the month of June.
- Committee meetings are at the call of the Chair.

Regional Map

Wild Rose Economic Development Region





2024 - 2025

Annual Report

Community Futures Wild Rose

101 - 331 3rd Avenue
Box 2159
Strathmore, AB T1P 1K2

P: 403-934-8888
E: wildroseinfo@albertacf.com



Table of Contents ↘

Message from Leadership	3
CFWR Board of Directors 2024 - 2025	4
Committees	5
CFWR Staff 2024 - 2025	6
CFWR 35 Celebratory Road Trip	7
Heart of our Community campaign	9
Performance Results 2024 - 2025	11
Total Loans	12
CFWR Economic Development Projects	13
Conclusion	15

Message from Leadership

Reflecting on the past year, we find ourselves in a landscape marked by resilience, innovation, and community spirit. The 2024/2025 fiscal year has been a testament to the strength and adaptability of the communities we support as we continue to navigate economic challenges and seize new opportunities.

This year, Community Futures Wild Rose demonstrated strong performance on key KPIs by distributing \$1.5 million in loans supporting 43 jobs and serving 560 clients. The organization delivered 597 business training sessions, provided 288 business advisory services, and engaged 762 volunteer hours from board and committee members. **We're also proud to share that Community Futures Wild Rose was ranked #1 in lending across all 27 CF offices in Alberta.**

Our Community Economic Development initiatives have remained robust and impactful. We successfully concluded the Regional Workforce Study and Digital Economy Programs while maintaining our other vital projects. These efforts continue to align our work with market demands and empower entrepreneurs for competitive success in an ever-evolving economic landscape.

As we wrapped up our 35th-anniversary celebration road trip at the end of 2024, we were deeply moved by the success stories and lasting impact our organization has had across the region. This journey not only highlighted the businesses we've supported over the years but also reinforced the strong partnerships that form the foundation of our work.

In January 2025, we launched an exciting new campaign called "Heart of Our Community." This initiative shines a spotlight on the invaluable contributions our local business owners make beyond their products and services. From volunteering at community events to sponsoring children's sports teams and donating to fundraisers, these entrepreneurs are the true pillars of our communities. Through this campaign, we're celebrating their dedication and thanking them for their integral role in shaping vibrant, supportive neighbourhoods.

Looking ahead, we're embracing both challenges and opportunities. In response to static core funding, we've begun renovations to our office's lower level, with plans to rent office space to four independent organizations. This strategic move will generate additional funds, allowing us to continue providing high-quality services to our community.

As we move forward, we remain committed to crafting a thriving, inclusive future for all. Our dedicated staff, board members, and committee members-at-large continue to be the driving force behind our success, and we're grateful for their unwavering commitment to our mission.

To our community members, partners, and the businesses we serve: thank you for your trust, resilience, and collaborative spirit. Together, we're not just weathering challenges – we're building a stronger, more vibrant future for our region.

Amber Link
CFWR Board Chair

Chantale Sangster
CFWR Executive Director

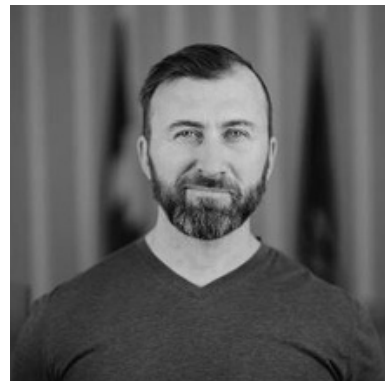
Meet the Board of Directors



Amber Link, Chair
Wheatland County Reeve



Wade Christie, Vice Chair
Kneehill County Councillor



Jason Montgomery, Treasurer
Strathmore Councillor



Rhonda Laking
Acme Councillor



Les Spurgeon
Beiseker Councillor



Rose Jimmo
Carbon Councillor



Mike Wetzstein
Bassano Councillor



Richard Bryan
Standard Councillor



Dennis Hazelton
Three Hills Councillor



Julie Sim
Irricana Councillor



Les Schultz
Hussar Mayor



Flo Robinson
Linden Mayor



Leah Smith
Rockyford Deputy Mayor



Chris Armstrong
Trochu Councillor



Janelle Sandboe
Chestermere Councillor

Investment Review Committee		
Trochu	Chris Armstrong	Chair
Three Hills	Dennis Hazelton	Director
Strathmore	Tari Cockx	Member-at-Large
Chestermere	Pat Wise	Member-at-Large
Bassano	Sabine Nasse	Member-at-Large

Management/Personnel Comm.		
Wheatland County	Amber Link	Chair
Hussar	Les Schultz	Director
Rockyford	Leah Smith	Director
Acme	Rhonda Laking	Director

Governance Committee		
Linden	Flo Robinson	Director
Hussar	Les Schultz	Director
Acme	Rhonda Laking	Director

Audit/Finance Comm.		
Strathmore	Jason Montgomery	Chair
Three Hills	Dennis Hazelton	Director
Standard	Richard Bryan	Director

Sustainability/Succession Comm.		
Kneehill County	Wade Christie	Director
Linden	Flo Robinson	Director
Standard	Richard Bryan	Director
Acme	Rhonda Laking	Director

CFWR Staff 2024 - 2025



Chantale Sangster
Executive Director



Lindsay Desrosiers
Business Development Officer



Trisha Breault
Community Economic
Development Coordinator



Pat Grabo
Business Analyst



Jo Huzan
Office Administrator

CFWR 35 Celebratory Road Trip

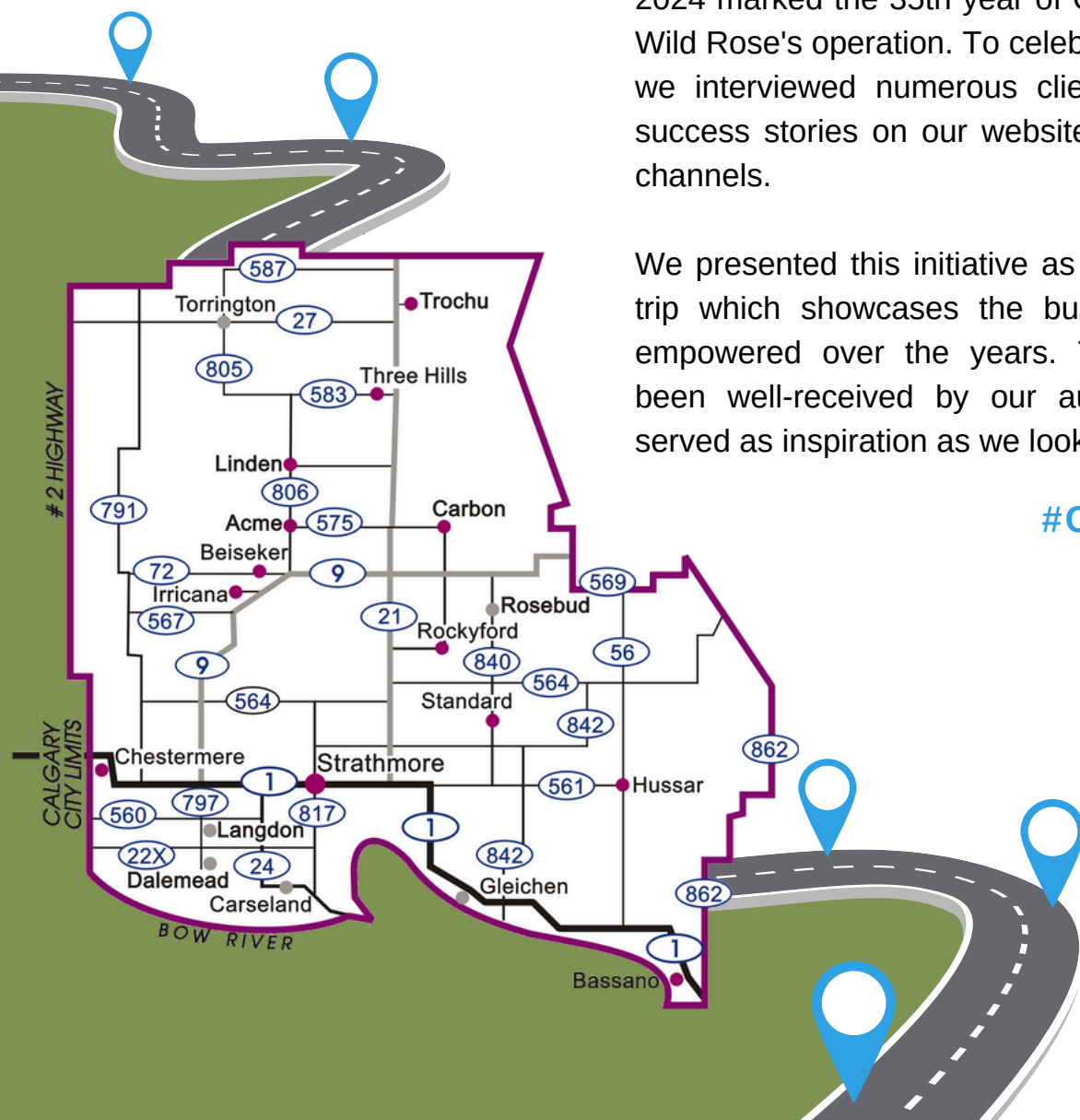
Celebrating 35 years of serving the Wild Rose region!

Since 1989, CFWR has invested **\$38,848,708.83** in loans benefiting businesses in our region and contributing to the creation and maintenance of **35,134 jobs**. In addition to these direct investments, CFWR has leveraged an additional **\$53,463,945** in funding for our region!

2024 marked the 35th year of Community Futures Wild Rose's operation. To celebrate this milestone, we interviewed numerous clients to share their success stories on our website and social media channels.

We presented this initiative as a celebratory road trip which showcases the businesses we have empowered over the years. These posts have been well-received by our audience and have served as inspiration as we look to CFWR's future.

#CFWildRose35



CFWR 35 Story Highlights

High Seas Coffee

High Seas Coffee in Linden is a cozy café owned by Krista Boese, offering big-city quality with small-town charm. From classic London Fogs to adventurous Honey Badger Lattes, there's something for every coffee lover. Krista's journey began in 2016 with the support of Community Futures Wild Rose, transforming a Pinterest dream into reality. Today, she leads a dedicated team, creates a welcoming hub for locals, and inspires other women to pursue their entrepreneurial goals. Stop by and experience the heart behind every cup.



TrailblazHer Co.

Founded by mother-daughter duo Jan and Erin Johnson in Rocky View County, TrailblazHer Co. celebrates the creativity and resilience of rural women. What began as a business journal in 2011 has grown into an international print magazine, podcast, and soon, an online marketplace. Their mission is to amplify rural voices and foster community through storytelling. With CFWR's support, they continue to inspire women across North America to pursue bold, gutsy lifestyles rooted in authenticity, entrepreneurship, and connection.

Strathmore Station Restaurant & Pub

Owned by Peter Klironomos and Loizos Zakos, it is a beloved local landmark blending exceptional food with Strathmore's rich rail history. Since 1999, the duo has created more a restaurant that serves as a community hub. With a diverse menu, cozy fireside seating, and a vibrant patio, The Station offers a welcoming space for all. Their legacy celebrates heritage, fosters connection, and supports local prosperity through meaningful employment and hospitality.





In 2025, Community Futures Wild Rose launched the Heart of Our Community campaign to celebrate the vital role small businesses play in our region. These businesses do more than provide goods and services, they sponsor local events, support youth programs, donate to community causes, and help foster vibrant, resilient communities.

The campaign functions as both a Small Business Award and a regional spotlight, with the Wild Rose service area divided into four geographic quadrants receiving individual focus each quarter. Weekly social media features highlight nominated businesses, and at the end of each quarter, one exceptional business is selected by the CFWR Board to receive a \$1,000 award. The campaign began with Quadrant 1 (January–March 2025), recognizing Joker Bicycle Co. as the inaugural winner. Community engagement has been strong, with nominations actively promoted via CFWR's social channels and local Facebook groups. **CFWR has received 119 nominations so far.** Currently, nominations are open for Quadrant 3, which includes Torrington, Linden, Acme, Beiseker, Irricana, and the surrounding area.

Campaign Timeline and Focus by Quadrant:

Quadrant 1 Spotlight: January – March 2025

Strathmore, Rockyford, Standard, Hussar, Gleichen, Bassano, and Wheatland County.

Taking Nominations: Dec 1st, 2024 - Feb 28th, 2025

Quadrant 2 Spotlight: April – June 2025

Trochu, Three Hills, Carbon, Rosebud, and Kneehill County.

Taking Nominations: March 1st - May 30th, 2025

Quadrant 3 Spotlight: July – September 2025

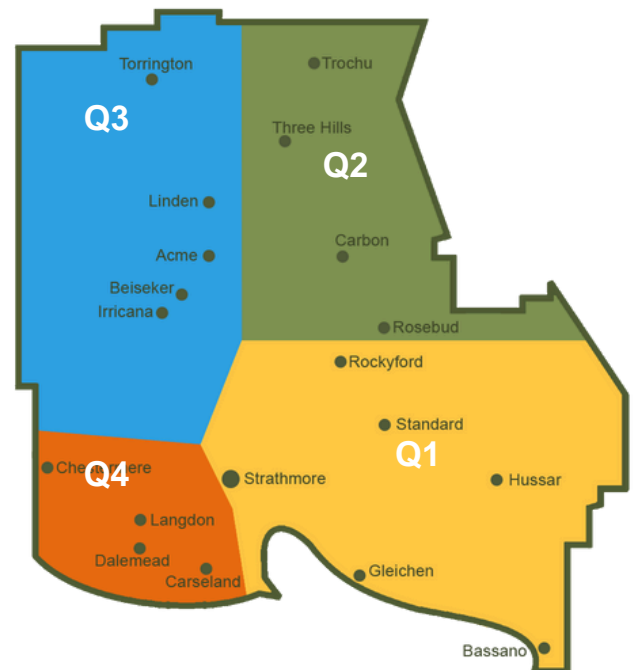
Torrington, Linden, Acme, Beiseker, Irricana, and the surrounding area.

Taking Nominations: June 1st - Aug 31st, 2025

Quadrant 4 Spotlight: October – December 2025

Chestermere, Langdon, Dalemead, Carseland, and the surrounding area.

Taking Nominations: Sept 1st - Nov 30th, 2025



"Heart of our Community" aims to remind everyone of the critical role local businesses play in making small towns thrive and encourage the community to support them.

THINK BIG, Shop Small

Heart of Our Community Business Award - Q1 Winner



Joker Bicycle Co.

Owner: Jake Gelderblom

Joker Bicycle Co., a local bicycle repair business based in Carseland, was named the Quarter 1 recipient of our new **Heart of Our Community Business Award**. This award celebrates small businesses that go above and beyond in their dedication to community well-being, and Joker Bicycle Co. exemplifies that spirit.

Founded and operated by Jake Gelderblom, Joker Bicycle Co. is a customer-first bicycle repair shop offering pick-up and drop-off services, new and refurbished bikes, and accessible, reliable repairs. But it's not the business model that sets this shop apart, it's Jake's unwavering commitment to giving back.

Jake has partnered closely with Denise at Lil' Hoots on a unique and deeply impactful community initiative. Together, they collect used bikes, many of which are no longer functional, and through Jake's time, skill, and generosity, restore them to working condition. These bikes are then made available (entirely free of charge) to community members in need. Jake donates approximately 80% of his earnings back into this initiative, ensuring as many people as possible have access to affordable, safe transportation.

Beyond this partnership, Jake's community involvement includes supporting Carseland School fundraisers, the Carseland Church Thrift Store, and local events such as martial arts raffles. He also donates his time and expertise to the Strathmore Kiwanis Bicycle Rodeo, where he provides on-site repairs and teaches children about bike safety.

Nominators praised Jake for his "incredible community spirit" and his consistent effort to "go above and beyond to support local initiatives and pro-healthy activities." One nominator highlighted how vital Jake's contributions are to the success of the Lil' Hoots bike program:

"Jake generously donates his time to repair all the bicycles that get donated at Lil'Hoots each summer. Local residents can drop off their old bikes, and Jake drives in, picks them up, fixes them, and delivers them back to Lil' Hoots. These bikes are then available for free to community residents who need a bicycle but can't afford to purchase a new one."



Jake's commitment to accessibility, community care, and healthy living is truly admirable. Joker Bicycle Co. embodies what it means to be the Heart of Our Community.

OUR IMPACT

Community Futures (CF) is a program that supports community economic development and builds the capacity of communities to realize their full sustainable potential.

Our Impact since 1989:

35,134

Jobs Created or Maintained

\$38,848,708

in Loans

50,883

Business Coaching Sessions

102,344

Client Services Delivered

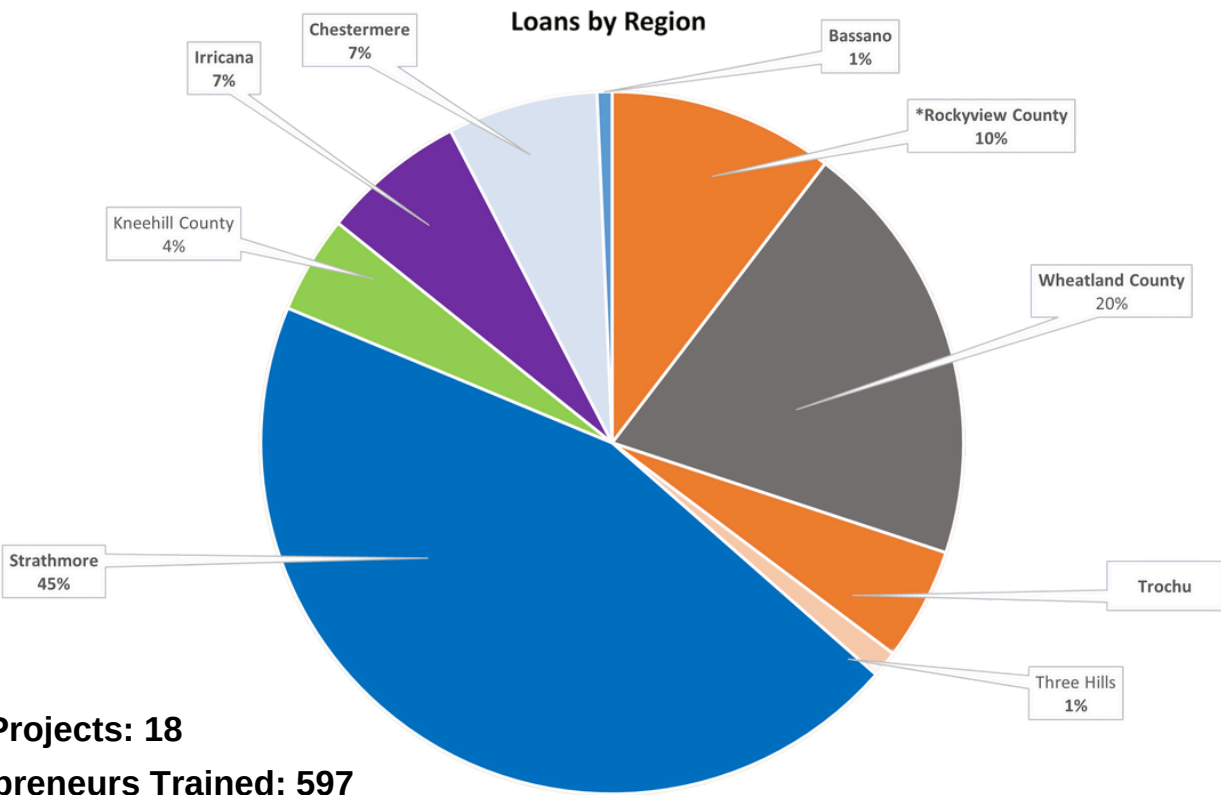
\$53,463,945

Leveraged Funds into our Communities

28,283

Business Training Sessions

From April 1, 2024 to March 31, 2025:



CED Projects: 18
Entrepreneurs Trained: 597
Approved Loans: \$1,446,775
Leveraged Funds: \$518,718

**Rocky View County, non-shareholder community within service region*

Total Loans for 1989 - 2024

\$38,469,044.39

COMMUNITY	LOAN
Acme	\$264,100.00
Bassano	\$892,177.38
Beiseker	\$501,829.28
Carbon	\$487,890.86
Chestermere	\$1,658,232.45
Hussar	\$621,000.00
Irricana	\$847,572.71
Kneehill County	\$685,599.31
Linden	\$454,274.04
Rockyford	\$1,031,878.88
Standard	\$308,200.00
Strathmore	\$15,339,271.59
Three Hills	\$4,770,325.47
Trochu	\$550,137.24
Wheatland County	\$6,617,071.27
*Rocky View County	\$2,276,650.58
**Partnership Loans	\$1,162,833.33

**Rocky View County, non-shareholder community within service region*

*** Loans in partnership with other CF offices or Financial Institutions*

CFWR Economic Development Projects

In the past year, Community Futures Wild Rose has successfully implemented a variety of community economic development projects aimed at fostering local entrepreneurship, creating sustainable job opportunities, and enhancing the overall economic vitality of our region.

Regional Workforce Development Project

This project began in March 2023 and concluded in June 2024. Collaborating with strategic partners, including the Government of Alberta, Wheatland County, the Town of Strathmore, Prospect Human Services, Kneehill County, and Rocky View County, we addressed workforce challenges in the CF Wild Rose Region. The Ballard Group delivered a comprehensive regional labour market report, providing insights into economic labour dynamics and challenges. Moving forward, we are implementing the consultant's recommendations to create a robust framework that meets current and future labour market demands. This framework aims to close labour gaps, improve training access, enhance workforce resilience, and foster sustainable economic growth. Continued collaboration ensures ongoing support for businesses and communities in the region.

Digital Economy Program #2

The Digital Economy Program (DEP) #2, running from April 2023 to September 2024, significantly expanded its impact in our region. Through our partnership with Business Link, Community Futures Wild Rose (CFWR) operated the Digital Service Squad (DSS) as part of this province-wide initiative. Our team provided in-person and virtual services, serving 301 businesses with free digital marketing assessments and tailored support. The DSS offered one-on-one advisory sessions and digital training courses, enhancing businesses' online presence and digital capabilities. This initiative has been crucial in helping local enterprises adapt to the evolving digital landscape and expand their customer reach in an increasingly online-oriented market.

**Digital
Economy
Program**



Capacity Building for Entrepreneurs

This initiative, funded by the Northern Regional Economic Development Fund (NRED), aims to provide business training and mentorship in response to the RRRF Needs Assessment. The project has created six training modules focusing on Financial Literacy, Human Resources Management, Marketing, Work/Life Balance, Growth in Business, and Operations. Additionally, a mentorship program has been established to support businesses in their development by offering coaching and guidance to overcome key challenges. A Business Development Officer has been hired to assist in the development of training curriculum and to manage the Business Mentorship program.

Online Learning Management System

The dual-phase initiative led by CF Central Alberta focuses on implementing an intuitive online learning platform to support entrepreneurs and CF office staff. This collaborative effort involves CF Wild Rose's participation on the steering committee for the three-year project. The goal is to modernize existing resources and tools into a unified online platform that caters to a younger demographic, offering robust training and business plan development support. Tailored to the RRRF Small Business Needs Assessment, the platform aims to provide self-directed, 24/7 access to Business Training and Guidance for entrepreneurs at all business stages. The ultimate aim is to establish a comprehensive online learning solution that meets entrepreneurs' needs and enhances CF office support.

CFWR Economic Development Projects (Cont.)

YETI - Youth Entrepreneurs Training Initiative

Community Futures Wild Rose's YETI program, in partnership with CF Capital Region, is a dynamic initiative targeting the entrepreneurial spirit in young individuals. This program offers aspiring entrepreneurs the tools, resources, and mentorship needed to actualize their business ideas. Through workshops, training sessions, and networking events, participants gain insights into key entrepreneurial aspects such as business planning, marketing, finance, and customer service. The goal is to inspire and support the next wave of business leaders, fostering innovation and growth in the entrepreneurial ecosystem.



Disaster Recovery & Business Continuity Project

In partnership with CF West Yellowhead, this project aims to enhance disaster preparedness in Alberta's Community Futures (CF) offices. With a focus on wildfires, floods, and pandemics, the project seeks to better equip CF offices to support businesses and non-profits during emergencies. Objectives include educating CF staff and municipalities on disaster preparedness, developing internal tools and policies for disaster management, and creating resources for non-profits and businesses. Training sessions, round table discussions, and workshops will promote collaboration and knowledge sharing. The project aims to provide templates, policies, and toolkits for disaster readiness, tailored resources for non-profits and businesses, and emphasize a collective approach among participating CF offices and is expected to wrap up in March 2026.

The Capital Growth Initiative

The Capital Growth Initiative (CGI), funded by the Alberta Government, supports rural women entrepreneurs through low-interest loans and business advisory services. In partnership with Alberta Women Entrepreneurs, the initiative aids women entrepreneurs in elevating their business. This \$6 million project allocated \$3 million each to Alberta Women Entrepreneurs (AWE) and the Community Futures Network of Alberta (CFNA). The CGI enhances Community Futures services by providing partially forgivable repayable loans at preferential rates and wrap-around support, including mentoring and networking.

Funded by:



Business Mentorship Program

The Business Mentorship Program pairs participants with experienced mentors in their specific business development interests, fostering unique relationships that inspire thought, reflection, and skill development. Mentors provide support, guidance, and a positive influence, benefiting both parties. Meetings are scheduled bi-weekly to accommodate mentor and mentee availability, with the first meeting initiated by the mentee within a specified deadline. Virtual support sessions are available throughout the program. The structured program spans Spring 2024, Fall 2024, and Fall 2025, offering leadership growth and networking opportunities through connections with seasoned professionals who align with the mentees' requested skillset development needs.



Conclusion



In conclusion, the 2024/2025 year was marked by significant achievements and contributions by Community Futures Wild Rose. Overall, the Annual Report highlights CF Wild Rose's commitment to driving economic development, addressing workforce challenges, empowering youth entrepreneurs, and enhancing marketing initiatives. We remain dedicated to supporting entrepreneurship, fostering economic growth, and creating sustainable communities in the regions we serve.

Contact

wildroseinfo@albertacf.com

<https://wildrose.albertacf.com>

101 - 331 3rd Avenue, Strathmore, AB T1P 1K2



Request for Decision

To: Council

Staff Contact: Glen Ferguson, Senior Planner

Date Prepared: October 29, 2025

Meeting Date: November 5, 2025

SUBJECT: Proclamation of World Town Planning Day in Strathmore

RECOMMENDATION: THAT Council proclaim November 8, 2025, as "World Town Planning Day in Strathmore" as presented in Attachment I to this report.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

World Town Planning Day (WTPD) helps highlight how good planning results in towns that are planned with people, sustainability, fairness, and long-term perspectives in mind. These notions directly relate on many levels to the six strategic priority areas that are identified in the Town's Strategic Plan.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

WTPD helps highlight that the principles of good planning directly affects the Town's economic well-being by promoting thoughtful and strategic decision-making that results in the wise management of resources and the maintenance of a strong and sustainable longer-term economic condition.

SOCIAL SUSTAINABILITY:

WTPD helps highlight the role that good planning has in the creation of resilient communities that are inclusive, equitable, and livable - in other words, a Town where residents can thrive.

ENVIRONMENTAL SUSTAINABILITY:

WTPD helps highlight the importance of good planning and its role in balancing growth and development with ecological preservation, ensuring that the Town remains livable, resilient, and environmentally sustainable for generations that follow.

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Proclaiming "World Town Planning Day in Strathmore" involves the adoption of a formal proclamation that conveys the Town's commitment to planning.

ORGANIZATIONAL:

The proclamation does not involve any policy changes or alterations to staff work load requirements.

OPERATIONAL:

The proclamation does not generate any operational implications.

FINANCIAL:

The proclamation does not have any current or future budgetary impacts.

POLICY:

The proclamation does not impact any existing policies or legislative requirements. The requested proclamation is similar in practice to previous years when Council proclaimed November 8 to be "World Town Planning Day in Strathmore."

IMPLEMENTATION:

The Development Services intends on celebrating WTPD Day 2025 by beginning the process of building a time capsule to record the present (ie. Strathmore in 2025) by bringing together objects and information that can be preserved for future generations (ie. Strathmore 2050). If proclaimed, it would be ideal to include an original copy of Council's proclamation as a core item to place in the time capsule.

BACKGROUND:

WTPD is an annual event held on November 8 where planners and communities all over the world come together to celebrate how good planning improves the lives of people and benefits

society at large, creating places to live, work, and play together. This year marks the 76th annual WTPD, a celebration originally started by Argentinian professor Carlos María della Paolera in Buenos Aires in 1949. WTPD is now celebrated in over 30 countries with webinars, conferences, school competitions, fundraising, charity events, planning awards, bike rides, and street festivals.

More information on WTPD is available through the Canadian Institute of Planners and the Alberta Professional Planners Institute at the following weblinks:

1. <https://www.cip-icu.ca/world-town-planning-day/>; and,
 2. <https://www.albertaplanners.com/events/world-town-planning-day>.
-

KEY ISSUE(S)/CONCEPT(S):

This year's theme for WTPD is *"With Planning We Can!"* with focus on celebrating how good planning helps empower communities and provides pathways to prosperity for everyone. For example, with good planning the Town can help deliver the right homes and in the right locations, link services, and engage in responsible infrastructure planning. Good planning also focuses on building quality places where we can live, work and play, while at the same time balancing the importance of working with nature to address urban development and managing water challenges. With good planning, the Town can also work with multiple stakeholders to bring collective solutions that result in better outcomes for all. For Council, planning is the tool which can make the ideas of a community become reality through legislative decision-making processes under the [Municipal Government Act, R.S.A. 2000, Chapter M-26](#).

DESIRED OUTCOMES:

That Council will support a proclamation declaring November 8, 2025 as "World Town Planning Day in Strathmore."

COMMUNICATIONS:

Development Services requires assistance from the Town's Marketing & Communications team to share information about WTPD with the public via the Town's website and social media accounts. This request includes "day-of" content to share information about the importance of planning in Strathmore and around the world, as well as information related to the building of the time capsule as necessary.

ALTERNATIVE ACTIONS/MOTIONS:

Council may support the recommendation to proclaim November 8, 2025, as World Town Planning Day in Strathmore, or Council can choose to not proclaim November 8, 2025, as World Town Planning Day in Strathmore. Council may also choose to provide further direction on the matter.

ATTACHMENTS:

[Attachment I: Proclamation of World Town Planning Day in Strathmore \(November 8, 2025\)](#)

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

Approved
- 31 Oct
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 31 Oct
2025



PROCLAMATION

World Town Planning Day in Strathmore

November 8, 2025

WHEREAS, from the parks we enjoy, to the streets we travel, to the places we call home, the discipline known as planning is interwoven within our lives. Every day, planning professionals work in communities like the Town of Strathmore, across the country, and around the world to make a positive difference in how we live, work, and play. By leading the design and management of land and resources, planners help to protect our environment, promote health and well-being, preserve cultural heritage, and deliver community features that contribute to better outcomes for all,

WHEREAS, this year's World Town Planning Day theme is, "*With Planning We Can!*", and on November 8, 2025, the Canadian Institute of Planners, the Alberta Professional Planners Institute, and the Global Planners Network will join other planning organizations worldwide to celebrate the 76th annual World Town Planning Day. On this noteworthy day, planners come together with fellow community builders and citizens to celebrate the purpose of this important profession. World Town Planning Day represents an opportunity to reflect on the vast accomplishments of planners and to encourage curiosity and collaboration in solving modern challenges.

RESOLVED, I, Pat Fule, Mayor of Strathmore hereby designate Saturday, November 8, 2025, as World Town Planning Day in Strathmore. It is more important than ever before to support Registered Professionals in the Town of Strathmore and the larger Calgary Metropolitan Area, and across the rest of Canada, and around the world, as they purposefully plan for current and future generations.

DONE at the Town of Strathmore Alberta this _____ day of _____ 2025.

Pat Fule, Mayor



Request for Decision

To: Council

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

Date Prepared: September 4, 2025

Meeting Date: November 5, 2025

SUBJECT: 2026 Fees Bylaw No. 25-23

RECOMMENDATION: THAT Council give Third reading to Bylaw 25-23, being the 2026 Fees Bylaw.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

A rate bylaw gives Council a framework to ensure fair and equitable charges to residents. By reviewing it on an annual basis, it also ensures financial sustainability of the Town. Administration is recommending that Council review and set the rates for the 2026 fees in advance of budget deliberations. This will provide clarity and direction to Administration in terms of the revenue that should be projected in the 2026 budget.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The Town uses income from Fees and Charges to provide services and economic development opportunities to residents and businesses. Businesses operating in Strathmore must pay statutory business licenses outlined in the Fees Bylaw.

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

The proposed Fees and Charges schedule contains rates, fees and fines for a range of services and bylaws adopted by Council.

ORGANIZATIONAL:

If adopted, the recommendation will create a new fee bylaw for staff to implement and inform user groups and ratepayers. Integration of the new fees into operations is not expected to impact the overall organization substantially.

OPERATIONAL:

The operational implications are limited to the preparation of the Schedule, Bylaw and Report, updating systems and the website.

FINANCIAL:

Approximately 30% of the Town's revenues are derived from fees and charges authorized in the annual rate bylaw. Fees and charges are reviewed annually and adjusted to reflect changes in level of services, increased contribution to reserves or the recover costs of delivering program as well as inflation. Administration recommends the approval of this bylaw to ensure that the projected revenue can be accounted for in the draft 2026 budget which will be presented to Council for consideration.

POLICY:

In accordance with the *Municipal Government Act*, Council may, by bylaw, set rates, fees and fines.

IMPLEMENTATION:

If the bylaw is given third reading, Administration will implement for January 1, 2026.

BACKGROUND:

Annually, Administration reviews the Fees and Charges Schedule to make recommended changes to Council for the next fiscal year.

For 2026, most rates are recommended to have inflationary increases or, recommended to stay as is for the proceeding year.

A summary of the suggested changes are:

Business License

- No changes recommended from the prior year

Planning & Development:

- Inflationary increases to Development Permits
- Changes to other fees based on staff resource requirements to provide services

Utilities

- Administration is recommending some changes to the application of utility billing components, including:
 - \$0.08 per cubic meter increase to water consumption charges
 - \$0.16 monthly increase to water infrastructure charge
 - \$0.06 per cubic meter increase to wastewater consumption charges
 - \$1.59 monthly increase to wastewater infrastructure charge
 - \$0.47 monthly decrease to storm infrastructure charge
 - \$5.50 monthly decrease to monthly solid waste fees
- Administration has calculated that the impact to an average household in Strathmore, using 12M3 of water per month, will be a \$1 monthly decrease to their utility bill.

Family Centre

- Most access charges and passes are recommended to stay as is, with a 2% increase to ice and room rentals.

Aquatic

- Most access charges and passes are recommended to stay as is, with a 2% increase to pool and room rentals.

All-Access Pass

- The All-Access Pass is recommended to stay as is.

Strathmore Motor Products Sports Centre

- Most access charges and passes are recommended to stay as is, with a 2% increase to rentals.

Strathmore Civic Centre

- Most changes recommend a 2% increase.

Council gave First and Second Reading of the 2026 Fees Bylaw at the September 17, 2025 Regular Council Meeting.

KEY ISSUE(S)/CONCEPT(S):

Approximately 30% of the Town's revenues are derived from fees and charges authorized in the bylaw. Fees and charges are reviewed annually and adjusted to reflect changes in level of

services, increased contribution to reserves or the recover costs of delivering program as well as inflation.

Council gave First and Second Reading of the 2026 Fees Bylaw at the September 17, 2025 Regular Council Meeting.

DESIRED OUTCOMES:

Administration is recommending that Council gives Third Reading of the Bylaw.

COMMUNICATIONS:

The 2026 Fees Bylaw will be posted on the Town of Strathmore website once enacted.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council can give Third Reading to 2026 Fees Bylaw.
2. Council can make a motion to amend a portion or portion of the 2026 Fees Bylaw.
3. Council can defeat the 2026 Fees Bylaw.

ATTACHMENTS:

[Attachment I: 2026 Fees Bylaw No. 25-23](#)

Riley Brolly, Manager of Financial Planning, Budgeting & Reporting	Approved - 22 Oct 2025
Leana Ashbacher, Senior Manager of Financial Services	Approved - 22 Oct 2025
Kara Rusk, Director of Strategic, Administrative, and Financial Services	Approved - 23 Oct 2025
Kevin Scoble, Chief Administrative Officer	Approved - 30 Oct 2025
Veronica Anderson, Legislative Services Officer	Approved - 30 Oct 2025
Johnathan Strathdee, Manager of Legislative Services	Approved - 30 Oct 2025

BYLAW NO. 25-23
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

**A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO
ESTABLISH FEES, RATES, CHARGES AND PENALTIES FOR SERVICES
PROVIDED BY THE MUNICIPALITY.**

WHEREAS, pursuant to the Municipal Government Act, R.S.A. 2000, c. M-26 (hereinafter referred to as "the Act") and amendments thereto a municipality has the authority to establish fees and charges for the provision of goods and services;

AND WHEREAS, the Act provides that a municipality may pass a bylaw for the establishment of fees for licenses, permits and approvals as established by Council;

AND WHEREAS, the Safety Codes Act, R.S.A 2000, Chapter S-1, as amended or repealed and replaced from time to time, authorizes an accredited municipality to make bylaws respecting fees for anything issued or any material or services provided pursuant to the Safety Codes Act;

AND WHEREAS, the *Access to Information Act* and *Protection of Privacy Act* , as amended, states that a municipality must make certain information available to the public and that the Council may pass a bylaw to establish fees for the provision of information;

AND WHEREAS, the Council of the Town of Strathmore in the Province of Alberta, deems it expedient to consolidate the fees, rates and charges for various municipal services;

NOW THEREFORE, The Council of the Town of Strathmore, in the Province of Alberta, duly assembled, hereby enacts as follows:

1. PURPOSE AND TITLE

- 1.1. This Bylaw maybe cited as the "2026 Fees Bylaw."
- 1.2. The purpose of this Bylaw is to establish fees, rates, charges, and penalties for services provided by the municipality.

2. APPLICATION

- 2.1. The fees, rates, charges, and penalties for services are outlined in the attached Schedules of this Bylaw.
- 2.2. Council may consider setting or permitting special rates for special circumstances, special items, and individual agreements with outside parties or for any items not covered in the Fees Schedules, a resolution of Council may set such fees.
- 2.3. The CAO, at their discretion, may consider waiving any fee for any event that benefits the community.
- 2.4. All fees hereinafter are subject to a 2% penalty on overdue accounts unless otherwise stated in the attached Schedules. This penalty may be waived at the discretion of the CAO.
- 2.5. If this Bylaw conflicts with another existing Bylaw, this Bylaw will take paramountcy.

3. REPEAL

- 3.1. Bylaw 24-25, and amendments thereto, will be repealed on January 1, 2026.

4. EFFECTIVE DATE

- 4.1. This Bylaw shall come into full force and effect on January 1, 2026 upon receiving third and final reading and being signed.

READ A FIRST TIME this 17th day of September, 2025.

READ A SECOND TIME this 17th day of September, 2025.

READ A THIRD AND FINAL TIME this __ day of _____, 2025.

Mayor

Director of Strategic, Administrative,
and Financial Services

Town of Strathmore - Fees Bylaw Schedules

Schedule A - ATIA/POPA Fees

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
For searching for, locating and retrieving a record	\$6.75	\$6.75	per 1/4 hr.	T
For converting or reformatting records:				
(a) Converting a record into a redactable format		\$0.25	per page	T
(b) reformatting audiovisual files into a redactable format		\$6.75	per 1/4 hr.	T
For producing a paper copy of a record:				
(a) photocopies and computer printouts:				
i) black and white up to 8 1/2" x 14"	\$0.25	\$0.25	per page	T
(ii) other formats	\$0.50	\$0.50	per page	T
(b) from microfiche or microfilm	\$0.50	\$0.50	per page	T
(c) plans and blueprints	Actual cost to public body	Actual cost to public body	Actual cost to public body	T
For producing a copy of a record by duplication of the following media:				
(a) microfiche and microfilm	Actual cost to public body	Actual cost to public body	Actual cost to public body	T
(b) computer disks	\$5.00	\$5.00	per disk	T
(c) computer tapes	Actual cost to public body	Actual cost to public body	Actual cost to public body	T
(d) slides	\$2.00	\$2.00	per slide	T
(e) audio and video tapes	Actual cost to public body	Actual cost to public body	Actual cost to public body	T
For producing a photographic copy (colour or black and white) oriented on photographic paper from a negative, slide or digital image:				
(a) 4" x 6"	\$3.00	\$3.00	per page	T
(b) 5" x 7"	\$6.00	\$6.00	per page	T
(c) 8" x 10"	\$10.00	\$10.00	per page	T
(d) 11" x 14"	\$20.00	\$20.00	per page	T
(e) 16" x 20"	\$30.00	\$30.00	per page	T
For producing a copy of a record by any process or in any medium or format not listed in sections 2 to 5 above	Actual cost to public body	Actual cost to public body	Actual cost to public body	T
For preparing and handling a record for disclosure	\$6.75	\$6.75	per 1/4 hr.	T
For supervising the examination of a record	\$6.75	\$6.75	per 1/4 hr.	T
For shipping a record or a copy of a record	Actual cost to public body	Actual cost to public body	Actual cost to public body	T

**Annual
Increase**

0.0%

0.0%

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Town of Strathmore - Fees Bylaw Schedules

Schedule B - Taxation and Assessment

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Assessment Review Board Filing Fees				
Category of complaint				
Residential 3 or fewer dwellings and farm land	\$50	\$50	per appeal	E
Residential 4 or more dwellings	\$650	\$650	per appeal	E
Non - Residential	\$650	\$650	per appeal	E
Tax Notices (other than business tax)	\$30	\$30	per appeal	E
Equalized Assessment	\$650	\$650	per appeal	E
Linear property - Power Generation (per facility)	\$650	\$650	per appeal	E
Linear property- other (per LPAUID)	\$50	\$50	per appeal	E
Service Product				
Tax Certificate (generated on-line through Virtual Town Hall)	\$25	\$25	per property	E
Tax Certificate (generated by Tax Clerk)	\$40	\$40	per property	E
Rejected Item Charge (NSF, Frozen Accounts, etc.)	\$30	\$50	per property	E
Tax Notification on Properties That Have Fallen into Tax Arrears				
Registration Fee	\$50	\$50	per property	E
Tax notification to third parties	\$20	\$20	per property	E
Advertising (Alberta Gazette listing & local Media advertising)	cost recovery + 10% admin	cost recovery + 10% admin	per property	E

Annual Increase

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

66.7%

0.0%

0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule C - G.I.S.

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable	Annual Increase
Mapping Fees					
Address - AutoCAD	\$250	\$250	per map	T	0.0%
Buildings Footprint - Shapefile	\$120	\$120	per map	T	0.0%
Contours - AutoCAD	\$250	\$250	per map	T	0.0%
Contours - Shapefile	\$250	\$250	per map	T	0.0%
Water Network - Shapefile	\$130	\$130	per map	T	0.0%
Sanitary Network - Shapefile	\$130	\$130	per map	T	0.0%
Storm Network - Shapefile	\$130	\$130	per map	T	0.0%
Water, Sanitary & Storm Bundle - Shapefile	\$350	\$350	per map	T	0.0%
Roadways - Shapefile	\$250	\$250	per map	T	0.0%
Pathways - Shapefile	\$160	\$160	per map	T	0.0%
Water Bodies - Shapefile	\$150	\$150	per map	T	0.0%
Orthophoto - Shapefile	\$550	\$550	per map	T	0.0%
Processing Fee (per hour) - TIF	\$45	\$45	per hour	T	0.0%
Hard Copy					
Address 8 1/2" x 11" or 11" x 17"	\$40	\$40	per sheet	T	0.0%
Land Use 8 1/2" x 11" or 11" x 17"	\$12	\$12	per sheet	T	0.0%
Legal 8 1/2" x 11" or 11" x 17"	\$35	\$35	per sheet	T	0.0%
Custom 8 1/2" x 11" or 11" x 17"	\$45	\$45	per sheet	T	0.0%
Address 24"	\$20	\$20	per sheet	T	0.0%
Sanitary Sewer System 24"	\$20	\$20	per sheet	T	0.0%
Water System 24"	\$20	\$20	per sheet	T	0.0%
Storm Sewer System 24"	\$20	\$20	per sheet	T	0.0%
Land Use 24"	\$30	\$30	per sheet	T	0.0%
Legal 24"	\$20	\$20	per sheet	T	0.0%
Aerial Photo 24"	\$100	\$100	per sheet	T	0.0%
Custom 24"	\$60	\$60	per sheet	T	0.0%
Address 36"	\$40	\$40	per sheet	T	0.0%
Sanitary Sewer System 36"	\$40	\$40	per sheet	T	0.0%
Water System 36"	\$40	\$40	per sheet	T	0.0%
Storm Sewer System 36"	\$40	\$40	per sheet	T	0.0%
Land Use 36"	\$40	\$40	per sheet	T	0.0%
Legal 36"	\$40	\$40	per sheet	T	0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule C - G.I.S.

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Aerial Photo 36"	\$120	\$120	per sheet	T
Custom 36"	\$40	\$40	per sheet	T
Address 42"	\$50	\$50	per sheet	T
Sanitary Sewer System 42"	\$50	\$50	per sheet	T
Water System 42"	\$50	\$50	per sheet	T
Storm Sewer System 42"	\$50	\$50	per sheet	T
Land Use 42"	\$50	\$50	per sheet	T
Legal 42"	\$50	\$50	per sheet	T
Aerial Photo 42"	\$150	\$150	per sheet	T
Custom 42"	\$80	\$80	per sheet	T

Annual Increase

0.0%
0.0%
0.0%
0.0%
0.0%
0.0%
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0.0%
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0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule D - Business Licensing Fees

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
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Annual Increase

General Business Licenses Fees					
Residential	\$110.00	\$110.00	per business	E	0.0%
Non-residential Based on Siksika Reserve or in Wheatland County	\$175.00	\$175.00	per business	E	0.0%
Non-residential Outside Strathmore, Siksika Reserve, or Wheatland County	\$275.00	\$275.00	per business	E	0.0%
Specific Classification Business License Fees					
Home Based Business	\$110.00	\$110.00	per business	E	
Restaurants					
Drive-Thru Restaurants	\$410.00	\$410.00	per business	E	0.0%
Limited/Full-Service Restaurants	\$110.00	\$110.00	per business	E	0.0%
Storefront Retail and Sales					
Large Retail Commercial (over 12,000 sq ft)	\$1,000.00	\$1,000.00	per business	E	0.0%
Medium Retail Commercial (up to 12,000 sq ft)	\$600.00	\$600.00	per business	E	0.0%
Small Retail Commercial (up to 5,000 sq ft)	\$110.00	\$110.00	per business	E	0.0%
Hawkers, Peddlers and Street Vendors Contractors					
Contractors apply for the period required for a business license.	\$110.00	\$110.00	per business	E	0.0%
Fee is \$5.00 per day (\$75.00 minimum/ \$200 maximum)					
Ex. If a license is required for 30 days the fee is \$150					
Other Charges					
Notice of Change/ Administrative Fee	\$25.00	\$25.00	per permit	E	0.0%
Appeal Request	\$100.00	\$100.00	per permit	E	0.0%
The specified penalty for breach of Bylaw No. 21-20, Business Licensing Bylaw:					
1st offence	\$500.00	\$500.00	-	E	0.0%
2nd offence	\$1,000.00	\$1,000.00	-	E	0.0%
3rd offence	\$2,500.00	\$2,500.00	-	E	0.0%

Additional notes about Business License Fees:
1. Where a Resident Business operates only after June 30th of any License year, the fees paid shall be one half the fee shown on Business Licenses schedule.
2. If a Resident Business, with a current Business License, closes prior to July 1st of any License year, a refund of one-half the fee minus an Administrative Fee as set out in, Business Licenses schedule, shall be refunded to the Business owner.
3. Where a first-time application for a Resident Business License has been approved, the fees paid shall be one half the fee shown on Business Licenses schedule.
4. Where a Resident Business is owned and operated by a person 25 years of age or under the Business License Fee schedule, shall be waived.
5. Where a Resident Business License under the "Small Retail Commercial" category of Business Licenses has been renewed for at least twenty-five (25) years by the same Licensee, the Business License Fee shall be waived.

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable	Annual Increase
Bylaw amendments - Statutory Plans, Land Use Bylaw, & Conceptual Schemes					
Textual amendment to the Land Use Bylaw:	\$3,000	\$3,075	per application	E	2.5%
Direct Control Application:	\$3,750	\$4,000	per application	E	6.7%
Change to a land use designation on sites with areas of 0.5 ha or less:	\$3,500	\$3,590	per application	E	2.6%
Change to a land use designation on sites with areas of 0.5 ha or more:	\$3,750	\$4,000	per permit plus \$100 per ha	E	6.7%
Amendment to the Municipal Development Plan:	\$3,500	\$3,590	per application	E	2.6%
Amendment to an Area Structure Plan or other statutory plan, other than the Municipal Development Plan: (If an amendment to a Statutory Plan requires additional amendments to another Statutory Plan or a Conceptual Scheme adopted by bylaw, then the total combined fee for all the amendments may be reduced by \$500.00)	\$3,500	\$3,750	per application	E	7.1%
Oversize charge and off-site levies					
ECRW Oversize Charge for residential development: (Formerly known as Growth Charge for Water Infrastructure)	\$570	\$585	per dwelling unit, payable at the time of the Development Permit	E	2.6%
ECRW Oversize Charge for new commercial, industrial, and institutional development: (Formerly known as Growth Charge for Water Infrastructure)	\$7,720	\$7,915	per hectare, payable at the time of the Development Permit	E	2.5%
Off-Site Levies, due at the time of Development Permit Application for all newly developed parcels:	Dependent on location, please see the most recent off-site levy bylaw adopted by the Town of Strathmore	Dependent on location, please see the most recent off-site levy bylaw adopted by the Town of Strathmore	Dependent on location, please see the most recent off-site levy bylaw adopted by the Town of Strathmore	E	
Certificates of letters of compliance					
Residential Certificate or letter of compliance in respect to a Real Property Report:	\$170	\$170	per certificate	E	0.0%
Residential Certificate or letter of compliance in respect to a Real Property Report Priority/Rush Service:	\$280	\$280	per certificate	E	0.0%
Non-Residential Certificate or letter of compliance in respect to a Real Property Report	\$325	\$325	per certificate	E	0.0%
Certificates of Municipal Authority (Condominium Fees)					
Certificate of the Municipal Authority in respect to a condominium for a building:	\$40	\$40	per unit or such greater fee as prescribed in the Condominium Property Regulation AR 168/2001	E	0.0%
Development Permits					
Accessory buildings - exceeding 10.0 m2 in area in a Residential District:	\$170	\$170	per building	E	0.0%
Accessory buildings - exceeding 10.0 m2 in area in Districts other than a Residential District:	\$310	\$320	per building plus \$100 per additional building on the same site	E	3.2%
Change of Use Permit - Non-residential development:	\$390	\$400	per permit	E	2.6%
Change of Use Permit- Non-residential development, Major (Involving Professional Referral)	\$820	\$840	per permit	E	2.4%
Commercial, Industrial and Institutional - New Development other than additions to an existing building:	\$930	\$955	per permit plus \$2.50 per m2	E	2.7%
Commercial, Industrial and Institutional - Additions to existing buildings:	\$520	\$535	per building plus \$1.50 per m2	E	2.9%
Home Occupation Permit: A business, occupation, trade, profession, or craft carried on by an occupant of a dwelling unit as a use secondary to the residential use of the dwelling, and which does not change the character of the building in which it is located.	\$280	\$280	per permit	E	0.0%
Other Development Permit - minor, miscellaneous.	\$150	\$150	per permit	E	0.0%
Signs - Permanent free standing signs:	\$340	\$340	per sign	E	0.0%
Signs - Temporary signs:	\$120	\$120	per sign	E	0.0%
Signs - Other: unless the sign or signs are included in the Development Permit for the building in which case there is a maximum fee of \$400.00;	\$120	\$125	per sign, (part of Development Permit - maximum fee of \$400)	E	4.2%
Stripping and Grading - for sites containing 2.0 ha or less:	\$820	\$840	per permit	E	2.4%
Stripping and Grading - for sites containing more than 2.0 ha and less than 20 ha:	\$1,630	\$1,670	per permit	E	2.5%
Stripping and Grading - for sites containing more than 20 ha:	\$2,710	\$2,780	per permit	E	2.6%
Residential Development Permit - Additions to dwellings:	\$220	\$230	per permit plus \$0.50 per m2	E	4.5%
Residential Development Permit - New Development Single-Detached, Semi-Detached, Duplex, and Manufactured Homes:	\$340	\$375	per dwelling unit	E	10.3%
Residential Development Permit - additional dwelling unit (secondary suite):	\$280	\$300	per dwelling unit	E	7.1%
Residential Development Permit - buildings containing three (3) or more dwelling units:	\$660	\$700	per building plus \$100 per dwelling unit	E	6.1%
Temporary Development Permit- 12 months or less (minor projects)	\$170	\$175	per permit	E	2.9%
Temporary Development Permit- 12 months or less (major projects involving Professional Referral)	\$820	\$840	per permit	E	2.4%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable	Annual Increase
Development commencement without a permit:	Double the permit fees if a development has commenced before the issue of Development Permit	Double the permit fees if a development has commenced before the issue of Development Permit	Double the permit fees if a development has commenced before the issue of Development Permit	E	
Development Permit Relaxations or Variances exceeding 3.0% of a requirement but under 10.0% of a requirement:	\$170	\$175	per variance or relaxation in excess of 3% of a requirement up to a maximum of \$480	E	2.9%
Development Permit Relaxations or Variances exceeding 10.0% of a requirement but under 25.0% of a requirement involving a notification and appeal period:	\$220	\$225	per variance up to a max of \$630	E	2.3%
Development Permit Relaxations or Variances exceeding 25.0% of a requirement involving a notification and appeal period:	\$350	\$360	per variance up to \$1,500	E	2.9%
Development Permit Relaxations or Variances for existing development		Double relaxation or variance fees	per variance up to \$1,400	E	
Development Permit Extension requested by Applicant/Owner:	\$280	\$300	per permit	E	7.1%
DP Amendment * if circulation is not required	25% of original fees	25% of original fees	25% of original fees	E	
DP Amendment * if circulation is required	50% of original fees	50% of original fees	50% of original fees	E	
Bylaw Enforcement of Development Permit Non-Compliance, first offence:	\$280	\$300	per permit	E	7.1%
Bylaw Enforcement of Development Permit Non- Compliance, second offence	\$550	\$600	per permit	E	9.1%
Bylaw Enforcement of Development Permit Non-Compliance, third offence	\$1,090	\$1,200	per permit	E	10.1%
Development Agreement Preparation (Development Agreements as per s.650 of the Municipal Government Act regarding a Development Permit)	\$1,090	\$1,120	per agreement	E	2.8%
Development Permit Securities					
A first time applicant means a person who has not been issued a Development Permit within three (3) years.					
Security required - Accessory building, excluding sheds, in a Residential District for a homeowner or first-time applicant:	\$500	\$500	per application	E	0.0%
Security required - Additions to a dwelling unit in a Residential District for a homeowner or first-time applicant:	\$500	\$500	per application	E	0.0%
Security required - Single Detached, Semi-Detached, or Duplex dwelling for a first-time applicant:	\$1,000	\$1,000	per building	E	0.0%
Security required- Single Detached, Semi-Detached, or Duplex dwelling for property and public infrastructure protection:					
(a) per application; or	\$5,000	\$5,000	per application	E	0.0%
(b) per year for all applications within that calendar year	\$10,000	\$10,000	per year	E	0.0%
refundable upon completion and following inspection					
Security required - Single Detached, Semi-Detached, or Duplex dwelling for public property and infrastructure protection for Owners/ Applicants who have had no recorded property or public infrastructure damage in the last two (2) calendar years:					
(a) per application; or	\$2,000	\$2,000	per application	E	0.0%
(b) per year for all applications within that calendar year	\$5,000	\$5,000	per year	E	0.0%
refundable upon completion and following inspection					
Security for the following:					
(a) a residential building containing three (3) or more dwelling units	Establish in the Development Agreement that is a condition of a Development Permit	Establish in the Development Agreement that is a condition of a Development Permit	Establish in the Development Agreement that is a condition of a Development Permit	E	
(b) a commercial, industrial, and institutional development					
Documents					
Hard copy of a Statutory Plan, Land Use Bylaw, or Conceptual Scheme adopted by Bylaw:	\$70	\$72	per document	E	2.9%
Certificate of Title or other instrument registered on the Certificate of Title:	\$40	\$40	per instrument	E	0.0%
Development Agreement Status Letter	\$300	\$300	per letter	E	0.0%
Encroachment Agreements: per encroachment agreement	\$440	\$450	per agreement	E	2.3%
Land Use Designation (Zoning) Request: fee for preparing a letter advising the land use designation of a parcel or related information.	\$660	\$675	per letter	E	2.3%
The preparation of Utility Right of Way Agreements and/or Overland Drainage Right of Way Agreements	\$1,560	\$1,600	per agreement	E	2.6%
Document Review, File Searches, and Pre-Application Meetings					
Review of an Area Structure Plan, Conceptual Scheme, prepared by or on behalf of a Developer:	\$7,310	\$7,500	per plan	E	2.6%
Review of an Outline Plan prepared by or on behalf of a Developer:	\$2,170	\$2,250	per plan	E	3.7%
Document Review and Execution (caveat, discharge of caveat, other agreement, response to lawyer, other miscellaneous)	\$35	\$35	per document	E	0.0%
Comprehensive File Search and Preparation	\$40 per hour	\$40 per hour	per hour	E	
Pre-Consultation Fee (Pre-Application Meeting)	Full Cost Recovery	Full Cost Recovery	per meeting	E	
Electrical Permit Fee Schedule for New Residential Installations					
Square footage fee - up to 1200 sq ft - Permit Fee	\$220.00	\$220.00		E	0.0%
Square footage fee - 1201 sq ft and over - Permit Fee	\$220.00 + \$0.11/sq ft	\$220.00 + \$0.11/sq ft		E	
Service Connection - Permit Fee	\$150.00	\$150.00		E	0.0%
Temp Service - Permit Fee	\$150.00	\$150.00		E	0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Panel Change - Permit Fee	\$150.00	\$150.00		E
Annual Permit - Permit Fee	\$500.00	\$500.00		E
Add a Safety Codes Levy of 4% of the Permit Fee, Min \$4.50 - Max \$560.00				E
Electrical Permit Fee Schedule for Installations Other than New Residential Developments				
Installation cost				
\$0 - < \$1,000.00 - Permit Fee	\$150.00	\$150.00		E
> \$1,000 < \$2,500 - Permit fee	\$175.00	\$175.00		E
> \$2,500 < \$5,000 - Permit fee	\$200.00	\$200.00		E
> \$5,000 < \$10,000- Permit fee	\$275.00	\$275.00		E
> \$10,000 ≤ \$15,000- Permit fee	\$325.00	\$325.00		E
> \$15,000 ≤ \$20,000- Permit fee	\$450.00	\$450.00		E
> \$20,000 ≤ \$30,000- Permit fee	\$550.00	\$550.00		E
> \$30,000 ≤ \$40,000- Permit fee	\$700.00	\$700.00		E
> \$40,000 < \$50,000- Permit fee	\$850.00	\$850.00		E
> \$50,000 < \$75,000- Permit fee	\$1,200.00	\$1,200.00		E
> \$75,000 < \$100,000- Permit fee	\$1,300.00	\$1,300.00		E
> \$100,000 ≤ \$125,000- Permit fee	\$1,500.00	\$1,500.00		E
> \$125,000 ≤ \$150,000- Permit fee	\$1,700.00	\$1,700.00		E
> \$150,000 ≤ \$200,000- Permit fee	\$1,850.00	\$1,850.00		E
> \$200,000 ≤ \$250,000- Permit fee	\$2,050.00	\$2,050.00		E
> \$250,000 < \$300,000- Permit fee	\$2,250.00	\$2,250.00		E
> \$300,000 < \$400,000- Permit fee	\$2,600.00	\$2,600.00		E
> \$400,000 ≤ \$500,000- Permit fee	\$2,800.00	\$2,800.00		E
	\$2,800 + \$5.00 /	\$2,800 + \$5.00 /		
>500,000- Permit fee	\$1,000.00	\$1,000.00		E
Add a safety code levy of 4% of the Permit Fee, min \$4.50; max \$560.00				E
Electrical Permit (Residential Solar Panel Installation)	\$220.00	\$220.00		
Engineering Fees				
If the Town retains an engineering consultant to review plans or documents; The fee for the review of those plans or documents is the invoice submitted by the engineering consultant plus an administrative fee of	\$210.00	\$1,000.00	per review	E
Storm Water Management Review:	\$1,110.00	\$1,250.00	per review	E
Review of Water Act Approval and related documents in relation to a Subdivision	\$560.00	\$750.00	per review	E
Construction Completion Certificates (CCC) and Final Acceptance Certificates (F AC) for New Development (Note that there is no fee for the first two (2) inspections for both the CCC and the FAC stages)	\$160.00/hr.. for each additional inspection	\$160.00/hr.. for each additional inspection	per inspection	E
Construction Temporary Water Services				
Water meter rental fees - per day	\$8.00	\$8.50	per day	E
Water meter rental fees - per week	\$50.00	\$55.00	per week	E
Water meter rental fees - per month	\$170.00	\$180.00	per month	E
Water meter rental security deposit	\$2,370.00	\$2,400.00	per meter	E
Relocation of water meter	\$150.00 /hr. for each relocation	\$150.00 /hr. for each relocation	per meter	E
Gas Permit Fee Schedule for Residential Installations				
1-2 Permit Fee	\$150.00	\$150.00		E
3-5 Permit Fee	\$175.00	\$175.00		E
6-7 Permit Fee	\$200.00	\$200.00		E
8-10 Permit Fee	\$225.00	\$225.00		E
11 or more Permit Fee	\$225.00 plus \$10 per outlet	\$225.00 plus \$10 per outlet		E
Temp service/heat - Permit Fee	\$145.00	\$145.00		E
Service re-connection Permit Fee	\$145.00	\$145.00		E
Propane tank set Permit Fee	\$145.00	\$145.00		E
Add a safety code levy of 4% of the Permit Fee, min \$4.50; max \$560.00				E
Gas Permit Fee Schedule for Non-Residential Installations				
0 ≤ 100,000 Permit Fee	\$135.00	\$135.00		E
> 100,000 < 200,000 Permit Fee	\$150.00	\$150.00		E
> 200,000 < 400,00 Permit Fee	\$165.00	\$165.00		E
> 400,000 ≤ 1,000,000 Permit Fee	\$275.00	\$275.00		E
> 1,000,000 ≤ 2,000,000 Permit Fee	\$325.00	\$325.00		E
> 2,000,000 Permit Fee	\$350.0 + \$7.00/ 100,000 BTU or portion of	\$350.0 + \$7.00/ 100,000 BTU or portion of		E
Add a safety code levy of 4% of the Permit Fee, min \$4.50; max \$560.00				E
Municipal Right-of-Way Work and Excavation Permits				
Municipal Right-of-Way Work and Excavation Permit	\$250.00	\$265.00	per permit	E
Municipal Right-of-Way Work and Excavation Permit Deposit	\$2,420.00	\$2,500.00	per permit	E
Pavement Degradation Fee (trench width equal to or less than 2m)	\$19.18/linear metre	\$19.50	per linear meter	E
Pavement Degradation Fee (trench width greater than 2m)	\$12.78/linear metre	\$13.00	per linear meter	E

Annual Increase

0.0%

0.0%

Municipal ROW permit fees are based on small projects, the size of a project which qualifies as a single application is at the discretion of the director, based on the level of effort required for the project.

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Number of outlets				
1 - 3 Permit Fee	\$150.00	\$150.00		E
4 - 7 Permit Fee	\$160.00	\$160.00		E
8 - 10 Permit Fee	\$200.00	\$200.00		E
11 or more Permit Fee	\$200.00 + \$10.00 ea. additional	\$200.00 + \$10.00 ea. additional		E
Manufactured home/ready to move home on block/piles - Permit Fee	\$165.00	\$165.00		E
Add a Safety Codes Levy of 4% of the Permit Fee: Min \$4.50 Max \$560.00				E
Private Sewage Disposal System (PSDS) Permit Fee Schedule for Single Family Residential				
Number of outlets				
Holding tanks, open discharge Permit Fee	\$300.00	\$300.00		E
Fields, mounds, sand filters, treatment tanks Permit Fee	\$600.00	\$600.00		E
Add a Safety Codes Levy of 4% of the Permit Fee: Min \$4.50 Max \$560.00				E
Refund of Fees				
If an application is withdrawn by an applicant prior to circulation or inspection: Up to fifty (50) percent of the fee may be refunded to an applicant, if the application warrants circulation to internal or external agencies and departments but the circulation has not commenced, or an inspection hasn't occurred, provided a minimum administration fee must be retained by the Town	\$150.00 min admin fee	\$150.00 min admin fee	\$150.00 min admin fee	E
If an application is withdrawn by an applicant after circulation, after inspection, or if the permit has expired: No refund, if a circulation to internal or external agencies or departments has been processed; or if a decision has been rendered on the application, or if an inspection has occurred; or if the permit has expired	N/A	N/A	N/A	E
Road Closure Fees				
Road closure, per application	\$1,080.00	\$1,080.00	per application	E
Subdivision Application & Application Amendments & Application Documents				
Subdivision Application for a maximum of two (2) lots (units if bare land condominium) Note that, there is no fee for any of the following lots: Community Services Reserve, Environmental Reserve, Municipal Reserve, Municipal and School Reserve, School Reserve, or Public Utility Lot.	\$1750.00 including residual lot or parcel plus \$200 for every additional lot (units if bare land condominium)	\$1800.00 including residual lot or parcel plus \$200 for every additional lot (units if bare land condominium)	per application	E
Subdivision Changes/Revised Subdivision Application - applicant proposes changes that warrant a further circulation	\$500.00 + costs of any engineering fees prescribed above	\$500.00 + costs of any engineering fees prescribed above	per application	E
Development Agreement/Subdivision Agreement Preparation (Development Agreements as per s.655 of the Municipal Government Act regarding a Subdivision)	\$2,030.00	\$2,080.00	per agreement	E
Deferred Servicing Agreement (Development Agreement/Subdivision Agreement) Preparation	\$1,090.00	\$1,120.00	per agreement	E
Subdivision Endorsement, Security & Time Extension				
Endorsement of a plan of subdivision or other instrument, which enables the subdivision to be registered in the Land Titles Office (residential 2-lot subdivisions):	\$325.00	\$325.00	per plan of subdivision	E
Endorsement of a plan of subdivision or other instrument, which enables the subdivision to be registered in the Land Titles Office: (all other cases):	\$120.00 per lot (unit if bare land condominium). Note there is a minimum fee of \$480.00	\$125.00 per lot (unit if bare land condominium). Note there is a minimum fee of \$500.00	per plan of subdivision	E
Security for a Subdivision:	Established in the Servicing Agreement that is a condition of a subdivision approval.	Established in the Servicing Agreement that is a condition of a subdivision approval.	per plan of subdivision	E
Time extension in respect to an approval of a subdivision application:	\$375.00 each for the first two extensions; and \$475.00 each for the third and any subsequent extensions.	\$400.00 each for the first two extensions; and \$500.00 each for the third and any subsequent extensions.	per plan of subdivision	E
Various agreement, easement, and other document preparation	\$1,090.00	\$1,120.00	per document	E
Building Permit Fees & Services (Effective January 1)				
Residential, Commercial, Industrial, Institutional projects (Project Value is based on the actual cost of material and labour. Verification of costs may be requested prior to permit issuance.)	\$10.50 per \$1,000 of Project Value	\$10.75 per \$1,000 of Project Value	per permit	E
Additional Safety Code Levy	4.0% of Permit Fee, Minimum \$5.00, Maximum \$560.00	4.0% of Permit Fee, Minimum \$5.00, Maximum \$560.00	per permit	E
Transfer of ownership fees per permit	\$150.00	\$150.00	per permit	E
Residential, Commercial, Industrial, and Institutional projects minimum Building Permit Fee	\$150.00 plus the Safety Codes Levy	\$155.00 plus the Safety Codes Levy	per permit	E
Demolition Permit (Building Permit)	\$150.00 plus the Safety Codes Levy	\$155.00 plus the Safety Codes Levy	per permit	E
Building Permit extension request	\$160.00	\$165.00	per request	E
Alternative Solution Review under the National Building Code Alberta Edition	\$500.00 in addition to the permit fee	\$500.00 in addition to the permit fee	per review	E

Annual Increase

0.0%
0.0%
0.0%

0.0%

0.0%
0.0%

0.0%

2.5%

2.8%

0.0%

0.0%

3.1%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Pre-Development Inspection by a Safety Codes Officer (An owner may request an inspection to determine if the existing building meets National Building Code, Alberta Edition)	\$280	\$290	per inspection	E
Building Permit (Residential Solar Panel Installation)	\$150.00 plus the Safety Codes Levy	\$150.00 plus the Safety Codes Levy		
Re-inspection in excess of QMP	\$170	\$185	per inspection	E
Occupancy prior to inspection	\$820	\$900	per offense	E
Failure to request re-inspection	\$220	\$250	per offense	E
Pre-mature inspection request	\$220	\$250	per request	E
Failure to verify a compliance	\$220	\$250	per offense	E
Building commencement without a permit:	Double the permit fees if a development/building has commenced before the issuance of a Building Permit	Double the permit fees if a development/building has commenced before the issuance of a Building Permit	per permit	E
Water and Sewer Connection Permit	\$150	\$150	per permit	E
Appeals				
Appeal to the Subdivision & Development Appeal Board	\$200.00	\$200.00	per appeal	E
Telecommunication, Cell Tower, and Other Above Ground Utility Fees				
Cell Tower circulation and review	\$2,710.00	\$2,750.00	per permit	E
Other above ground utility (other antennas, power lines, street lights, etc.)	\$520.00	\$525.00	per permit	
Telecommunication Review and Approval Assignment	\$340.00	\$350.00	per permit	E

Annual Increase

3.6%

8.8%

9.8%

13.6%

13.6%

13.6%

0.0%

0.0%

1.5%

1.0%

2.9%

Town of Strathmore - Fees Bylaw Schedules

Schedule F - Miscellaneous

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Credit Card Fee - All TOS Payment Terminals	1.5%	3.0%	per transaction	E
Picnic Table Rentals	\$50.00	\$50.00	per table	T
Park Electrical Connection	\$100.00	\$100.00	per day	T
Barricade Rentals	\$20.00	\$20.00	per barricade	T
Picnic Table Repair/Replacement Fee	cost + 15% admin fee	cost + 15% admin fee	-	T
Rental of Council Chambers for a Ceremonial Event	\$50 base fee + \$100 per hour	\$50 base fee + \$100 per hour	Base + per hour	T
Any Accounts Receivable	2%	2%	Outstanding balance	E

Annual Increase

100.00%
0.00%
0.00%
0.00%

0.00%

Town of Strathmore - Fees Bylaw Schedules

Schedule G - Utilities

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
1) Water Fees				
Water Consumption Rate				
Per cubic metre charge	\$3.07	\$3.15	per cubic metre	E
Water System Charge - Monthly based on Meter Size				
17mm (5/8")	\$13.20	\$13.60	per water meter	E
19mm (3/4")	\$46.60	\$47.80	per water meter	E
25mm (1")	\$99.10	\$101.60	per water meter	E
32mm (1 1/4")	\$166.00	\$171.00	per water meter	E
38mm (1 1/2")	\$249.00	\$256.00	per water meter	E
51mm (2")	\$459.00	\$471.00	per water meter	E
76mm (3")	\$590.00	\$605.00	per water meter	E
102 mm (4")	\$1,893.00	\$1,941.00	per water meter	E
152mm (5")	\$4,285.00	\$4,393.00	per water meter	E
203mm (8")	\$7,634.00	\$7,825.00	per water meter	E
254mm (10")	\$11,950.00	\$12,249.00	per water meter	E
Water Infrastructure Rate				
Infrastructure Reserve Fund Charge - Monthly	\$3.74	\$3.90	per water meter	E
Unmetered Rates				
Hydrant consumption rate for unmetered water	\$6.80	\$7.00	per cubic metre	E
Water Turn On/Off				
Each Turn Off/On	\$40.00	\$40.00	for each visit	E
Meter Fees				
New Meter Fee (Newly Constructed Premises)	cost + shipping + \$50 admin fee	cost + shipping + \$50 admin fee	per meter	E
Meter Test Fee (if tested within acceptable compliance limits)	cost + shipping + \$50 admin fee	cost + shipping + \$50 admin fee	per meter test	E
Failure to Attend Appointment Fee	\$40.00	\$41.00	per appointment	E
Bulk Water				
Bulk Water - per cubic meter	\$6.09	\$6.30	per cubic metre	E
Bulk Water Card		\$24.00	per card	E
2) Wastewater Fees				
Wastewater Consumption Rate				
In addition to the Monthly System Charges, each premise having a meter shall pay a levy amount per cubic meter of potable water metered	\$2.38	\$2.44	per cubic metre	E
Wastewater System Charge - Monthly based on Meter Size				
17mm (5/8")	\$33.00	\$33.90	per water meter	E
19mm (3/4")	\$57.00	\$58.50	per water meter	E
25mm (1")	\$117.00	\$120.00	per water meter	E
32mm (1 1/4 ")	\$214.00	\$220.00	per water meter	E
38mm (1 1/2")	\$344.00	\$353.00	per water meter	E
51mm (2")	\$615.00	\$631.00	per water meter	E
76mm (3")	\$741.00	\$760.00	per water meter	E
102mm (4")	\$2,496.00	\$2,559.00	per water meter	E
152mm (5")	\$5,492.00	\$5,630.00	per water meter	E
203mm (8")	\$9,787.00	\$10,032.00	per water meter	E
254mm (10")	\$22,256.00	\$22,813.00	per water meter	E
Wastewater Infrastructure Rate				
Wastewater Infrastructure Fund Charge - Monthly	\$4.61	\$6.20	per account	E
3) Storm Water Fee				
Storm Water System Charge - Monthly	\$9.47	\$9.71	per account	E
Storm Water Infrastructure Fund Charge - Monthly	\$0.97	\$0.50	per account	E
4) Solid Waste Fees				
Solid Waste System - Monthly	\$26.00	\$20.50	per account	E
Bag tags	\$4.00	\$4.10	per tag	E
Replace lost and/or repair damaged collection cart (Non-standard replacement cycle)	cost + 15% admin fee	cost + 15% admin fee	per bin	E
Removal of unsuitable load from recycle facility	cost + 15% admin fee	cost + 15% admin fee	per bin	E
Disposal of fridges and freezers at recycle facility	Facility operator rate	Facility operator rate	per bin	E

Annual Increase

2.6%

3.0%

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Town of Strathmore - Fees Bylaw Schedules

Schedule G - Utilities

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
5) Other Utility Fees				
Administration Fee				
New account establisher (per new account)	\$35.00	\$35.00	per account	E
Utility Bill Paper Billing Fee		\$2.00	per bill produced	E
Security Fee				
A Customer/Property Owner, who is a first time owner in Town or whose previous accounts were not kept in good standing, after submitting an Application For Service for approval to the Town, is required to pay a Security Fee, prior to using the Water System. This fee shall be held by the Town against non-payment of all rates, charges, tolls, fares and rents fixed under Strathmore Fees Bylaw, for a period of one (1) year without interest.	\$250.00	\$250.00	per account	E
Any Utility Bill, or portion thereof, that remains unpaid after the Due Date, the last day of every month, shall have a penalty, calculated monthly, on the unpaid balance, which penalty will form part of the rate levied.	2.0%	2.0%		E
A charge will be applicable, without further notice, on any outstanding amount on any Outstanding Utility Bill that is transferred to the tax roll.	\$50.00	\$50.00		E
There shall be a fee for each NSF cheque, returned cheque, and EFT (electronic funds transfer) item returned.	\$50.00	\$50.00		E

**Annual
Increase**

0.0%

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Town of Strathmore - Fees Bylaw Schedules

Schedule H - Municipal Enforcement

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Dog License Fee				
Spayed / neutered per year	\$35	\$35	per animal	E
Intact / year	\$60	\$60	per animal	E
Cat License Fee				
Spayed / neutered per year	\$25	\$25	per animal	E
Intact per year	\$30	\$30	per animal	E
Licensing Fee				
Exotic Animal	\$25	\$25	per animal	E
Exotic Animal - Initial license	\$100	\$100	per animal	E
Urban Beekeeping - License	\$30	\$30	per animal	E
Urban Beekeeping - Application Fee	\$50	\$50	per animal	E
Urban Hens - License	\$50	\$50	per animal	E
Urban Hens - Unlicensed Hen	\$150	\$150	per animal	E
Vicious Animal Declaration (Fee + costs)	\$10	\$10	per animal	E
Foster Animal license	-	-	per animal	E
Impound/Animal Shelter Fee				
Dogs per day	\$50	\$50		E
Cats per day	\$50	\$50		E
Veterinary fees	Cost + 15% Admin	Cost + 15% Admin		E
Euthanizing fee	Cost + 15% Admin	Cost + 15% Admin		E

Annual Increase

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Town of Strathmore - Fees Bylaw Schedules

Schedule I - Taxi Permits & Fees

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Licenses (Annual Fees)				
Taxi Broker License (required to purchase Business License)	No Charge	No Charge		
Taxi License (for vehicles)	\$60	\$60	per vehicle	E
Chauffeur Permit	\$60	\$60	per driver	E

Annual Increase

0.0%
0.0%

Schedule J - Cemetery

Annual Increase

Town of Strathmore - Fees Bylaw Schedules

Schedule K - Community & Protective Services - Fire

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Fire Safety				
Occupancy Load Certificates	\$100.00	\$100.00	per certificate	E
Fire Safety Inspections - Initial Fire Inspection (All Businesses)	\$75.00	\$75.00	per inspection	E
Fire Safety Inspections - Follow Up Fire Inspection	\$275.00	\$275.00	per inspection	E
Fire Safety Inspections - Licensing (i.e.. Health, Daycares, Foster Homes)	\$200.00	\$200.00	per inspection	E
Fire code compliance Re-Inspection	\$300.00	\$300.00	per inspection	E
Cost Recovery				
Response within the Town of Strathmore	no charge	no charge	-	E
105' Ladder Truck	\$720.00	\$740.00	per hour	E
Engines - Rescue Units	\$720.00	\$740.00	per hour	E
Command Unit (mobile)	\$210.00	\$220.00	per hour	E
Other equipment as may be required	At cost	At cost	-	E
Fire Investigations	\$150.00	\$175.00	per hour	E
Fire Department Apparatus Stand-by	\$720.00	\$740.00	per hour	E
Response to Fire Rescue, Dangerous Goods or other incidents outside municipal boundary.	As per Agreement and/or Alberta Transporation Guidelines	As per Agreement and/or Alberta Transporation Guidelines	-	E
Permits				
Open Burning Permits	\$50.00	\$50.00	per permit	E
Special Events Permit	\$150.00	\$150.00	per permit	E
Fireworks Permit	\$150.00	\$150.00	per permit	E
Response to False Alarms				
False Alarms, first	no charge	no charge	-	E
Second and subsequent within first calendar year	\$720.00	\$740.00	per event	E
Administrative				
As per Schedule "A" of this Bylaw	per schedule A	per schedule A	-	E

Annual Increase

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Town of Strathmore - Fees Bylaw Schedules

Schedule L - RCMP

Item	2025	2026	Unit of Measure	GST E = Exempt I = Included T = Taxable
Criminal Records Check				
Employment - Resident of Strathmore	\$50	\$50		E
Volunteers (with letter)	No charge	No charge		
Fingerprinting				
Employment - Resident of Strathmore	\$25	\$25		E
Motor Vehicle Collision Reports				
Motor Vehicle Collision Reports	\$50	\$50		E

Annual Increase

0.0%

0.0%

0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule M - Community Services - Family Centre

	2025 Before GST	2025 GST Included	2026 Before GST	2026 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable	User Annual Increase
Public Skating							
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per skate	I	
Child (3 - 7 years)	\$2.62	\$2.75	\$2.62	\$2.75	per skate	I	0.0%
Youth (8 - 17 years)	\$4.05	\$4.25	\$4.05	\$4.25	per skate	I	0.0%
Adult (18 - 64 years)	\$5.24	\$5.50	\$5.24	\$5.50	per skate	I	0.0%
Senior 65+ years	\$4.05	\$4.25	\$4.05	\$4.25	per skate	I	0.0%
Special Needs	\$4.05	\$4.25	\$4.05	\$4.25	per skate	I	0.0%
Special Needs - Caregiver	FREE	FREE	FREE	FREE	per time	I	
Family	\$15.00	\$15.75	\$15.00	\$15.75	per skate	I	0.0%
Shinny / Ice Bykes							
Child Shinny (3 - 7 years)	\$2.62	\$2.75	\$2.62	\$2.75	per time	I	0.0%
Youth Shinny (8 - 17 years)	\$4.05	\$4.25	\$4.05	\$4.25	per time	I	0.0%
Adult Shinny (18-64 years)	\$5.24	\$5.50	\$5.24	\$5.50	per time	I	0.0%
Special Needs	\$4.05	\$4.25	\$4.05	\$4.25	per time	I	0.0%
Special Needs - Caregiver	FREE	FREE	FREE	FREE	per time	I	
Ice Bykes	\$7.86	\$8.25	\$7.86	\$8.25	per time	I	0.0%
Annual Skating Pass							
Tots (0 - 2 years)	free	free	free	free	per person	I	
Child (3 - 7 years)	\$41.67	\$43.75	\$41.67	\$43.75	per person	I	0.0%
Youth (8 - 17 years)	\$62.38	\$65.50	\$62.38	\$65.50	per person	I	0.0%
Adult (18 - 64 years)	\$83.33	\$87.50	\$83.33	\$87.50	per person	I	0.0%
Senior 65+ years	\$62.38	\$65.50	\$62.38	\$65.50	per person	I	0.0%
Special Needs	\$62.38	\$65.50	\$62.38	\$65.50	per person	I	0.0%
Family	\$208.57	\$219.00	\$208.57	\$219.00	per person	I	0.0%
All Access Pass							
Tots (0 - 2 years)	Included in Schedule N				per person	I	-
Child (3 - 7 years)					per person	I	-
Youth (8 - 17 years)					per person	I	-
Adult (18 - 64 years)					per person	I	-
Senior 65+ years					per person	I	-
Special Needs					per person	I	-
Family					per family	I	-
Ice Rental Rates							
Blue Rink							
Affiliated Youth Prime Time	\$148.57	\$156.00	\$151.54	\$159.12	per hour	I	2.0%
Non-Prime Time	\$138.10	\$145.00	\$140.82	\$147.86	per hour	I	2.0%
Adult Prime Time	\$238.10	\$250.00	\$242.86	\$255.00	per hour	I	2.0%
Blended/Stat Holiday Prime Time	\$182.86	\$192.00	\$186.51	\$195.84	per hour	I	2.0%
Early Bird Special Mon-Thurs (6am - 8am)	\$104.76	\$110.00	\$106.85	\$112.19	per hour	I	2.0%
Weekday Special Mon-Thurs (8am-3pm)	\$135.24	\$142.00	\$140.82	\$147.86	per hour	I	4.1%
Non-Peak Season (July & August)	\$135.24	\$142.00	\$140.82	\$147.86	per hour	I	4.1%
School Ice	\$62.38	\$65.50	\$63.63	\$66.81	per hour	I	2.0%
Summer Camp Day Rate (1 rink, meeting, 8 hours max)	\$1,500.00	\$1,575.00	\$1,530.00	\$1,606.50	per day	I	2.0%
Non-Regional Youth	\$172.38	\$181.00	\$175.83	\$184.62	per hour	I	2.0%
Non-Regional Adult	\$262.86	\$276.00	\$268.11	\$281.52	per hour	I	2.0%
Ice Bykes	\$33.57	\$35.25	\$34.24	\$35.96	per hour	I	2.0%
Gold Rink							
Affiliated Youth Prime Time	\$162.86	\$171.00	\$166.11	\$174.42	per hour	I	2.0%
Non-Prime Time	\$150.48	\$158.00	\$153.49	\$161.16	per hour	I	2.0%
Adult Prime Time	\$261.90	\$275.00	\$267.14	\$280.50	per hour	I	2.0%
Blended/Stat Holiday Prime Time	\$200.00	\$210.00	\$204.00	\$214.20	per hour	I	2.0%
Early Bird Special Mon-Thurs (6am - 8am)	\$115.24	\$121.00	\$117.54	\$123.42	per hour	I	2.0%
Weekday Special Mon-Thurs (8am-3pm)	\$147.62	\$155.00	\$153.49	\$161.16	per hour	I	4.0%
Non-Peak Season (July & August)	\$147.62	\$155.00	\$153.49	\$161.16	per hour	I	4.0%
School Ice	\$68.57	\$72.00	\$69.94	\$73.44	per hour	I	2.0%
Non-Regional Youth	\$188.57	\$198.00	\$192.34	\$201.96	per hour	I	2.0%
Non-Regional Adult	\$289.52	\$304.00	\$295.31	\$310.08	per hour	I	2.0%
Ice Bykes	\$33.57	\$35.25	\$34.24	\$35.96	per hour	I	2.0%
Pad Rental Rates							
Blue Dry Pad	\$77.14	\$81.00	\$78.68	\$82.62	per hour	I	2.0%
Gold Dry Pad	\$93.57	\$98.24	\$95.44	\$100.21	per hour	I	2.0%
K-12 School pad rental	\$39.28	\$41.24	\$40.07	\$42.07	per hour	I	2.0%
Other Facility Rentals							
Meeting Rooms							
Facility Exclusivity Rental (both arenas, concession, rooms)	\$475.00	\$500.00	\$484.50	\$508.73	per hour	I	
Blue Meeting Room, Non-profit	\$12.62	\$13.25	\$12.87	\$13.51	per hour	I	2.0%
Blue Meeting Room, Commercial	\$23.81	\$25.00	\$24.28	\$25.49	per hour	I	2.0%
Community Room, Non-Profit	\$30.71	\$32.25	\$31.32	\$32.90	per hour	I	2.0%
Community Room, Commercial	\$50.00	\$52.50	\$51.00	\$53.55	per hour	I	2.0%
Office Space / monthly (Gold pad space)	\$127.62	\$134.00	\$130.17	\$136.68	per month	I	2.0%
Storage per month							
Crawl space storage	\$46.43	\$48.75	\$47.35	\$49.72	per month	I	2.0%
Under bleacher storage	\$63.81	\$67.00	\$65.09	\$68.25	per month	I	2.0%
Office storage	\$46.43	\$48.75	\$47.36	\$49.28	per month	I	2.0%
Old Shed	\$31.90	\$33.50	\$32.54	\$34.16	per month	I	2.0%
Dressing Rooms							
Dressing room late fee/30 mins	\$83.33	\$87.50	\$85.00	\$88.90	per game	I	2.0%
Dressing Room cleaning fee	\$44.76	\$47.00	\$45.66	\$47.94	per game	I	2.0%
Private Dressing room year round/per month	\$150.48	\$158.00	\$153.49	\$161.16	per month	I	2.0%
Administration Fees							
Program Transfer	\$0.00	\$0.00	\$11.17	\$11.72	per change	-	100.0%
Program Cancellation Fee	\$0.00	\$0.00	\$22.58	\$23.71	per change	-	100.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule N - Community Services - Aquatic Centre

Item	2025 Before GST	2025 GST Included	2026 Before GST	2026 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable	Annual Increase
Public Swim & General Admission - Single Admission							
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T	
Child (3 - 7 years)	\$3.57	\$3.75	\$3.57	\$3.75	per person	T	0.0%
Youth (8 - 17 years)	\$5.48	\$5.75	\$5.48	\$5.75	per person	T	0.0%
Adult (18 - 64 years)	\$7.14	\$7.50	\$7.14	\$7.50	per person	T	0.0%
Seniors (65+ years)	\$5.48	\$5.75	\$5.48	\$5.75	per person	T	0.0%
Special needs	\$5.48	\$5.75	\$5.48	\$5.75	per person	T	0.0%
Special needs - Caregiver	FREE	FREE	FREE	FREE	per person	T	
Family	\$17.86	\$18.75	\$17.86	\$18.75	per family	T	0.0%
Showers Access Only	\$3.10	\$3.25	\$3.10	\$3.50	per person	T	0.0%
10 x Punch Pass							
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T	
Child (3 - 7 years)	\$32.38	\$34.00	\$32.38	\$34.00	per person	T	0.0%
Youth (8 - 17 years)	\$48.57	\$51.00	\$48.57	\$51.00	per person	T	0.0%
Adult (18 - 64 years)	\$64.76	\$68.00	\$64.76	\$68.00	per person	T	0.0%
Seniors (65+ years)	\$48.57	\$51.00	\$48.57	\$51.00	per person	T	0.0%
Special needs	\$48.57	\$51.00	\$48.57	\$51.00	per person	T	0.0%
Special needs - Caregiver	FREE	FREE	FREE	FREE	per person	T	
Family	\$161.90	\$170.00	\$161.90	\$170.00	per family	T	0.0%
30 x Punch Pass							
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T	
Child (3 - 7 years)	\$86.67	\$91.00	\$86.67	\$91.00	per person	T	0.0%
Youth (8 - 17 years)	\$130.48	\$137.00	\$130.48	\$137.00	per person	T	0.0%
Adult (18 - 64 years)	\$173.33	\$182.00	\$173.33	\$182.00	per person	T	0.0%
Seniors (65+ years)	\$130.48	\$137.00	\$130.48	\$137.00	per person	T	0.0%
Special needs	\$130.48	\$137.00	\$130.48	\$137.00	per person	T	0.0%
Special needs - Caregiver	FREE	FREE	FREE	FREE	per person	T	
Family	\$433.33	\$455.00	\$433.33	\$455.00	per family	T	0.0%
1 Month Pass							
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T	
Child (3 - 7 years)	\$35.95	\$37.75	\$35.95	\$37.75	per person	T	0.0%
Youth (8 - 17 years)	\$53.81	\$56.50	\$53.81	\$56.50	per person	T	0.0%
Adult (18 - 64 years)	\$71.90	\$75.50	\$71.90	\$75.50	per person	T	0.0%
Seniors (65+ years)	\$53.81	\$56.50	\$53.81	\$56.50	per person	T	0.0%
Special needs	\$53.81	\$56.50	\$53.81	\$56.50	per person	T	0.0%
Special needs - Caregiver	FREE	FREE	FREE	FREE	per person	T	
Family	\$180.00	\$189.00	\$180.00	\$189.00	per family	T	0.0%
6 Month Pass							
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T	
Child (3 - 7 years)	\$122.86	\$129.00	\$122.86	\$129.00	per person	T	0.0%
Youth (8 - 17 years)	\$183.81	\$193.00	\$183.81	\$193.00	per person	T	0.0%
Adult (18 - 64 years)	\$244.76	\$257.00	\$244.76	\$257.00	per person	T	0.0%
Seniors (65+ years)	\$183.81	\$193.00	\$183.81	\$193.00	per person	T	0.0%
Special needs	\$183.81	\$193.00	\$183.81	\$193.00	per person	T	0.0%
Special needs - Caregiver	FREE	FREE	FREE	FREE	per person	T	
Family	\$612.38	\$643.00	\$612.38	\$643.00	per family	T	0.0%
Annual Pass							
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T	
Child (3 - 7 years)	\$223.81	\$235.00	\$223.81	\$235.00	per person	T	0.0%
Youth (8 - 17 years)	\$335.24	\$352.00	\$335.24	\$352.00	per person	T	0.0%
Adult (18 - 64 years)	\$446.67	\$469.00	\$446.67	\$469.00	per person	T	0.0%
Seniors (65+ years)	\$335.24	\$352.00	\$335.24	\$352.00	per person	T	0.0%
Special needs	\$335.24	\$352.00	\$335.24	\$352.00	per person	T	0.0%
Family	\$1,117.14	\$1,173.00	\$1,117.14	\$1,173.00	per family	T	0.0%
All Access Pass							
Tots (0 - 2 years)	Included in Schedule N						
Child (3 - 7 years)							
Youth (8 - 17 years)							
Adult (18 - 64 years)							
Seniors (65+ years)							
Special needs							
Family							
Public Rentals							
Lap Pool							
1 - 35 Swimmers	\$132.38	\$139.00	\$135.03	\$141.78	per hour	T	2.0%
36 - 70 Swimmers	\$165.71	\$174.00	\$169.02	\$177.47	per hour	T	2.0%
71 - 105 Swimmers	\$200.95	\$211.00	\$204.96	\$215.21	per hour	T	2.0%
106 - 140 Swimmers	\$236.19	\$248.00	\$240.91	\$252.96	per hour	T	2.0%
141 - 175 Swimmers	\$276.19	\$290.00	\$281.71	\$295.80	per hour	T	2.0%
Extra Lifeguard	\$34.29	\$36.00	\$34.98	\$36.73	per hour	T	2.0%
Leisure Pool							
1 - 35 Swimmers	\$132.38	\$139.00	\$135.03	\$141.78	per hour	T	2.0%
36 - 70 Swimmers	\$165.71	\$174.00	\$169.02	\$177.47	per hour	T	2.0%
Combined Lap/Leisure Pool							
1 - 35 Swimmers	\$210.48	\$221.00	\$214.68	\$225.41	per hour	T	2.0%
36 - 70 Swimmers	\$238.10	\$250.00	\$242.86	\$255.03	per hour	T	2.0%
71 - 105 Swimmers	\$265.71	\$279.00	\$271.02	\$284.57	per hour	T	2.0%
106 - 140 Swimmers	\$293.33	\$308.00	\$299.20	\$314.16	per hour	T	2.0%
141 - 175 Swimmers	\$321.90	\$338.00	\$328.34	\$344.76	per hour	T	2.0%
Extra Lifeguard	\$34.29	\$36.00	\$34.98	\$36.93	per hour	T	2.0%
Lanes							
1 Lane	\$22.14	\$23.25	\$22.58	\$23.71	per hour	T	2.0%
2 Lane	\$43.81	\$46.00	\$44.67	\$46.90	per hour	T	2.0%
3 Lane	\$65.71	\$69.00	\$67.02	\$70.37	per hour	T	2.0%
4 Lane	\$88.10	\$92.50	\$89.86	\$94.35	per hour	T	2.0%
5 Lane	\$109.52	\$115.00	\$111.71	\$116.73	per hour	T	2.0%
6 Lane	\$132.38	\$139.00	\$135.02	\$141.77	per hour	T	2.0%
Club/ School Rentals							
Lap Pool							
1 - 35 Swimmers	\$86.67	\$91.00	\$88.40	\$92.82	per hour	T	2.0%
36 - 70 Swimmers	\$120.95	\$127.00	\$123.37	\$129.54	per hour	T	2.0%
71 - 105 Swimmers	\$155.24	\$163.00	\$158.34	\$166.26	per hour	T	2.0%
106 - 140 Swimmers	\$190.48	\$200.00	\$194.29	\$204.00	per hour	T	2.0%
141 - 175 Swimmers	\$225.71	\$237.00	\$230.22	\$241.73	per hour	T	2.0%
Extra Lifeguard	\$34.29	\$36.00	\$34.98	\$36.73	per hour	T	2.0%
Leisure Pool							
1 - 35 Swimmers	\$86.67	\$91.00	\$88.40	\$92.82	per hour	T	2.0%
36 - 70 Swimmers	\$120.95	\$127.00	\$123.37	\$129.54	per hour	T	2.0%
Combined Lap/Leisure Pool							
1 - 35 Swimmers	\$138.10	\$145.00	\$140.86	\$147.90	per hour	T	2.0%
36 - 70 Swimmers	\$165.71	\$174.00	\$169.02	\$177.47	per hour	T	2.0%
71 - 105 Swimmers	\$192.38	\$202.00	\$196.23	\$206.04	per hour	T	2.0%
106 - 140 Swimmers	\$221.90	\$233.00	\$226.34	\$237.66	per hour	T	2.0%
141 - 175 Swimmers	\$249.52	\$262.00	\$254.51	\$267.24	per hour	T	2.0%
Extra Lifeguard	\$34.29	\$36.00	\$34.98	\$36.73	per hour	T	2.0%
Lanes							
1 Lane	\$14.52	\$15.25	\$14.81	\$15.55	per hour	T	2.0%
2 Lane	\$27.86	\$29.25	\$28.41	\$29.83	per hour	T	2.0%
3 Lane	\$43.33	\$45.50	\$44.20	\$46.41	per hour	T	2.0%

Page 305 of 340

Town of Strathmore - Fees Bylaw Schedules

Schedule N - Community Services - Aquatic Centre

Item	2025 Before GST	2025 GST Included	2026 Before GST	2026 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
4 Lane	\$57.14	\$60.00	\$58.28	\$61.19	per hour	T
5 Lane	\$71.90	\$75.50	\$73.33	\$76.99	per hour	T
6 Lane	\$86.67	\$91.00	\$88.40	\$92.82	per hour	T
Room Rentals						
Event Room Rental						
Per Hour - min 2.5 hours	\$22.14	\$23.25	\$22.58	\$23.71	per hour	T
Meeting Room (Club User Groups Only)						
Per Hour	\$22.14	\$23.25	\$22.58	\$23.71	per hour	T
Administration Fees						
Swimming Lessons Transfer Fee	\$10.95	\$11.50	\$11.17	\$11.72	per change	T
Swimming Lessons Cancellation Fee	\$22.14	\$23.25	\$22.58	\$23.71	per change	T

Annual Increase
2.0%
2.0%
2.0%

2.0%
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Town of Strathmore - Fees Bylaw Schedules

Schedule N - Community Services - All Access Fees

Item	2025 Before GST	2025 GST Included	2026 Before GST	2026 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
All Access Pass - Annual						
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$300.00	\$315.00	\$300.00	\$315.00	per person	T
Youth (8 - 17 years)	\$450.48	\$473.00	\$450.48	\$473.00	per person	T
Adult (18 - 64 years)	\$600.00	\$630.00	\$600.00	\$630.00	per person	T
Seniors (65+ years)	\$450.48	\$473.00	\$450.48	\$473.00	per person	T
Special needs	\$450.48	\$473.00	\$450.48	\$473.00	per person	T
Family	\$1,500.00	\$1,575.00	\$1,500.00	\$1,575.00	per family	T
All Access Pass - 6 Month						
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$188.95	\$189.00	\$188.95	\$189.00	per person	T
Youth (8 - 17 years)	\$283.95	\$284.00	\$283.95	\$284.00	per person	T
Adult (18 - 64 years)	\$377.95	\$378.00	\$377.95	\$378.00	per person	T
Seniors (65+ years)	\$283.95	\$284.00	\$283.95	\$284.00	per person	T
Special needs	\$283.95	\$284.00	\$283.95	\$284.00	per person	T
Family	\$944.95	\$945.00	\$944.95	\$945.00	per family	T
All Access Pass - 3 Month						
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$117.95	\$118.00	\$117.95	\$118.00	per person	T
Youth (8 - 17 years)	\$176.95	\$177.00	\$176.95	\$177.00	per person	T
Adult (18 - 64 years)	\$235.95	\$236.00	\$235.95	\$236.00	per person	T
Seniors (65+ years)	\$176.95	\$177.00	\$176.95	\$177.00	per person	T
Special needs	\$176.95	\$177.00	\$176.95	\$177.00	per person	T
Family	\$589.95	\$590.00	\$589.95	\$590.00	per family	T
All Access Pass - 1 Month						
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$52.95	\$53.00	\$52.95	\$53.00	per person	T
Youth (8 - 17 years)	\$78.95	\$79.00	\$78.95	\$79.00	per person	T
Adult (18 - 64 years)	\$104.95	\$105.00	\$104.95	\$105.00	per person	T
Seniors (65+ years)	\$78.95	\$79.00	\$78.95	\$79.00	per person	T
Special needs	\$78.95	\$79.00	\$78.95	\$79.00	per person	T
Family	\$262.95	\$263.00	\$262.95	\$263.00	per family	T
All Access Pass - 30X Pass						
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$125.95	\$126.00	\$125.95	\$126.00	per person	T
Youth (8 - 17 years)	\$188.95	\$189.00	\$188.95	\$189.00	per person	T
Adult (18 - 64 years)	\$251.95	\$252.00	\$251.95	\$252.00	per person	T
Seniors (65+ years)	\$188.95	\$189.00	\$188.95	\$189.00	per person	T
Special needs	\$188.95	\$189.00	\$188.95	\$189.00	per person	T
Family	\$629.95	\$630.00	\$629.95	\$630.00	per family	T
All Access Pass - 10X Pass						
Tots (0 - 2 years)	FREE	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$46.95	\$47.00	\$46.95	\$47.00	per person	T
Youth (8 - 17 years)	\$70.95	\$71.00	\$70.95	\$71.00	per person	T
Adult (18 - 64 years)	\$93.95	\$94.00	\$93.95	\$94.00	per person	T
Seniors (65+ years)	\$70.95	\$71.00	\$70.95	\$71.00	per person	T
Special needs	\$70.95	\$71.00	\$70.95	\$71.00	per person	T
Family	\$234.95	\$235.00	\$234.95	\$235.00	per family	T

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Town of Strathmore - Fees Bylaw Schedules

Schedule O - Strathmore Motor Products Sports Centre

Item	2025 Before GST	2026 Before GST	2026 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
General Drop-in Admission - Single Admission					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$3.81	\$3.81	\$4.00	per person	T
Youth (8 - 17 years)	\$5.71	\$5.71	\$6.00	per person	T
Adult (18 - 64 years)	\$7.62	\$7.62	\$8.00	per person	T
Seniors (65+ years)	\$5.71	\$5.71	\$6.00	per person	T
Special Needs	\$5.71	\$5.71	\$6.00	per person	T
Special Needs - Caregiver	Free	Free	Free	per person	T
Family	\$19.05	\$19.05	\$20.00	per family	T
10 Pass Admission					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$33.81	\$33.81	\$35.50	per person	T
Youth (8 - 17 years)	\$50.95	\$50.95	\$53.50	per person	T
Adult (18 - 64 years)	\$67.62	\$67.62	\$71.00	per person	T
Seniors (65+ years)	\$50.95	\$50.95	\$53.50	per person	T
Special Needs	\$50.95	\$50.95	\$53.50	per person	T
Family	\$169.05	\$169.05	\$177.50	per family	T
30 Pass Admission					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$90.48	\$90.48	\$95.00	per person	T
Youth (8 - 17 years)	\$136.19	\$136.19	\$143.00	per person	T
Adult (18 - 64 years)	\$181.19	\$181.19	\$190.25	per person	T
Seniors (65+ years)	\$136.19	\$136.19	\$143.00	per person	T
Special Needs	\$136.19	\$136.19	\$143.00	per person	T
Family	\$453.33	\$453.33	\$476.00	per family	T
1 Month Membership					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$37.62	\$37.62	\$39.50	per person	T
Youth (8 - 17 years)	\$56.67	\$56.67	\$59.50	per person	T
Adult (18 - 64 years)	\$75.24	\$75.24	\$79.00	per person	T
Seniors (65+ years)	\$56.67	\$56.67	\$59.50	per person	T
Special Needs	\$56.67	\$56.67	\$59.50	per person	T
Family	\$188.10	\$188.10	\$197.50	per family	T
3 Month Membership					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$79.05	\$79.05	\$83.00	per person	T
Youth (8 - 17 years)	\$119.05	\$119.05	\$125.00	per person	T
Adult (18 - 64 years)	\$158.33	\$158.33	\$166.25	per person	T
Seniors (65+ years)	\$119.05	\$119.05	\$125.00	per person	T
Special Needs	\$119.05	\$119.05	\$125.00	per person	T
Family	\$396.19	\$396.19	\$416.00	per family	T
6 Month Membership					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$128.57	\$128.57	\$135.00	per person	T
Youth (8 - 17 years)	\$192.38	\$192.38	\$202.00	per person	T
Adult (18 - 64 years)	\$256.43	\$256.43	\$269.25	per person	T
Seniors (65+ years)	\$192.38	\$192.38	\$202.00	per person	T
Special Needs	\$192.38	\$192.38	\$202.00	per person	T
Family	\$640.95	\$640.95	\$673.00	per family	T
Annual Membership					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$234.29	\$234.29	\$246.00	per person	T
Youth (8 - 17 years)	\$350.48	\$350.48	\$368.00	per person	T
Adult (18 - 64 years)	\$467.62	\$467.62	\$491.00	per person	T
Seniors (65+ years)	\$350.48	\$350.48	\$368.00	per person	T
Special Needs	\$350.48	\$350.48	\$368.00	per person	T
Family	\$1,169.52	\$1,169.52	\$1,228.00	per family	T
All Access Pass					
Tots (0 - 2 years)	Included in Schedule N				
Child (3 - 7 years)					
Youth (8 - 17 years)					
Adult (18 - 64 years)					
Seniors (65+ years)					
Pre-School (3-4 years)					
Special needs					
Family					
Drop-In Admission (Track only) - Single Admission					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$1.19	\$1.19	\$1.25	per person	T
Youth (8 - 17 years)	\$1.90	\$1.90	\$2.00	per person	T
Adult (18 - 64 years)	\$2.38	\$2.38	\$2.50	per person	T

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Town of Strathmore - Fees Bylaw Schedules

Schedule O - Strathmore Motor Products Sports Centre

Item	2025 Before GST	2026 Before GST	2026 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
Seniors (65+ years)	\$1.90	\$1.90	\$2.00	per person	T
Special Needs	\$1.90	\$1.90	\$2.00	per person	T
Family	\$5.95	\$5.95	\$6.25	per family	T
10 Pass Admission (Track only)					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$10.48	\$10.48	\$11.00	per person	T
Youth (8 - 17 years)	\$15.71	\$15.71	\$16.50	per person	T
Adult (18 - 64 years)	\$20.95	\$20.95	\$22.00	per person	T
Seniors (65+ years)	\$15.71	\$15.71	\$16.50	per person	T
Special Needs	\$15.71	\$15.71	\$16.50	per person	T
Family	\$52.38	\$52.38	\$55.00	per family	T
1 Month Membership (Track only)					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$11.67	\$11.67	\$12.25	per person	T
Youth (8 - 17 years)	\$17.62	\$17.62	\$18.50	per person	T
Adult (18 - 64 years)	\$23.33	\$23.33	\$24.50	per person	T
Seniors (65+ years)	\$17.62	\$17.62	\$18.50	per person	T
Special Needs	\$17.62	\$17.62	\$18.50	per person	T
Family	\$58.33	\$58.33	\$61.25	per family	T
3 Month Membership (Track only)					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$29.05	\$29.05	\$30.50	per person	T
Youth (8 - 17 years)	\$43.33	\$43.33	\$45.50	per person	T
Adult (18 - 64 years)	\$57.86	\$57.86	\$60.75	per person	T
Seniors (65+ years)	\$43.33	\$43.33	\$45.50	per person	T
Special Needs	\$43.33	\$43.33	\$45.50	per person	T
Family	\$144.76	\$144.76	\$152.00	per family	T
6 Month Membership (Track only)					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$52.14	\$52.14	\$53.75	per person	T
Youth (8 - 17 years)	\$78.10	\$78.10	\$80.50	per person	T
Adult (18 - 64 years)	\$104.29	\$104.29	\$107.25	per person	T
Seniors (65+ years)	\$78.10	\$78.10	\$80.50	per person	T
Special Needs	\$78.10	\$78.10	\$80.50	per person	T
Family	\$260.95	\$260.95	\$268.00	per family	T
Annual Membership (Track only)					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$86.67	\$86.67	\$89.00	per person	T
Youth (8 - 17 years)	\$129.52	\$129.52	\$134.00	per person	T
Adult (18 - 64 years)	\$173.10	\$173.10	\$178.25	per person	T
Seniors (65+ years)	\$129.52	\$129.52	\$134.00	per person	T
Special Needs	\$129.52	\$129.52	\$134.00	per person	T
Family	\$432.38	\$432.38	\$446.00	per family	T
Field					
Youth (prime time)	\$82.38	\$84.02	\$88.22	per hour	T
Youth (non-prime time)	\$55.24	\$56.34	\$59.16	per hour	T
Adult (prime time)	\$109.52	\$111.71	\$117.30	per hour	T
Adult (non-prime time)	\$73.33	\$74.79	\$78.53	per hour	T
Youth Day Rate	\$742.86	\$757.72	\$795.61	per hour	T
Adult Day Rate	\$990.48	\$1,010.29	\$1,060.80	per hour	T
Concrete Pad Rental					
Youth Rental	\$29.29	\$29.87	\$31.36	per hour	T
Adult Rental	\$39.05	\$39.83	\$41.82	per hour	T
Gymnasium					
Youth Full Gymnasium (prime time)	\$43.71	\$44.58	\$46.82	per hour	T
Youth Full Gymnasium (non-prime time)	\$29.76	\$30.35	\$31.88	per hour	T
Youth 1/2 Gymnasium Rental	\$25.95	\$26.47	\$27.80	per hour	T
Adult Full Gymnasium (prime time)	\$58.10	\$59.26	\$62.22	per hour	T
Adult Full Gymnasium (non-prime time)	\$39.83	\$40.62	\$42.66	per hour	T
Adult 1/2 Gymnasium Rental	\$34.52	\$35.21	\$36.98	per hour	T
Youth Day Rate	\$390.48	\$398.29	\$418.20	per hour	T
Adult Day Rate	\$520.00	\$530.40	\$556.92	per hour	T
Batting Cage Rental					
Batting Cage Only (all ages)	\$19.05	\$19.43	\$20.40	per hour	T
Batting Cage & Concrete (all ages)	\$38.33	\$47.63	\$50.00	per hour	T
Batting Cage Off Season Set Up Fee		\$38.00	\$40.00	per set up	T
Exclusive Facility Rental					
Day rate	\$2,195.24	\$2,195.24	\$2,305.00	per day	T

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Administration Fees					
Program Transfer	\$10.64	\$11.17	\$11.72	per change	T
Program Cancellation Fee	\$21.50	\$22.58	\$23.71	per change	T

Town of Strathmore - Fees Bylaw Schedules

Schedule O - Strathmore Motor Products Sports Centre

Item	2025 Before GST	2026 Before GST	2026 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
Storage Cages					
Full cage		\$47.50	\$50.00	per month	T
half cage		\$28.50	\$30.00	per month	T
locker upstairs		\$19.00	\$20.00	per month	T

Annual
Increase

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Schedule P - Strathmore Civic Centre

Annual Increase



Request for Decision

To: Council

Staff Contact: Claudette Thorhaug, Legislative Services Officer

Date Prepared: September 4, 2025

Meeting Date: November 5, 2025

SUBJECT: ATIA Bylaw No. 25-24

RECOMMENDATION: THAT Council give First Reading to Bylaw No. 25-24, being the Access to Information Act (ATIA) Bylaw.

THAT Council give Second Reading to Bylaw No. 25-24, being the Access to Information Act (ATIA) Bylaw.

THAT Council give unanimous consent to proceed with Third and Final Reading of Bylaw 25-24, being the Access to Information Act (ATIA) Bylaw.

THAT Council give Third and Final Reading to Bylaw 25-24, being the Access to Information Act (ATIA) Bylaw.

STRATEGIC PRIORITIES:



Affordable
Living



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

N/A

ORGANIZATIONAL:

The *Access to Information Act (ATIA)* and *Protection of Privacy Act (POPA)* apply to all public bodies in Alberta and governs the protection of privacy related to personal information in the custody or under the control of Alberta public bodies.

The ATIA aims to strike a balance between transparency and the confidentiality required to ensure the effective operation of government. The POPA has the strictest penalties in Canada for the misuse of Albertan's personal information and supports more effective delivery of programs and services across public bodies by allowing for common and integrated programs. Personal data collected by the municipality for specific reasons must only be used for those reasons and must be protected.

OPERATIONAL:

N/A

FINANCIAL:

The financial implications are to provide authority for the head to oversee the provision of requests under the legislation. Depending on the nature of the request, the staff time to respond to these requests can be very resource intensive.

POLICY:

As per the Access to Information Act s.(98):

A local public body, by bylaw or other legal instrument by which the local public body acts,
(a) must designate a person or group of persons as the head of the local public body for the purposes of this Act, and
(b) may set any fees the local public body requires to be paid under section 96, which

must not exceed the fees provided for in the regulations.

IMPLEMENTATION:

If the bylaw is passed, Administration will provide Town employees with a copy of the bylaw and provide additional learning and training resources as the government continues to provide and update information on the two Acts and regulations.

BACKGROUND:

The Town's current Bylaw 21-22, being the FOIP Bylaw, was passed on September 1, 2021 to ensure the Bylaw aligns with the organization's practice in terms of who is a head of FOIP for the Town of Strathmore. In 2021, the FOIP head was assigned to the Director of Administrative and Administrative Services. The fees were recommended at this time to be removed from the bylaw and added to the Town's fees bylaw so that Council could review them on an annual basis to ensure ongoing alignment with the *Freedom of Information and Protection of Privacy Act*, "FOIP" ACT.

On June 11, 2025, The *Freedom of Information and Protection of Privacy Act* was repealed and two separate Acts and regulations, being the *Access to Information Act* (ATIA) and *Protection of Privacy Act* (POPA) were proclaimed.

KEY ISSUE(S)/CONCEPT(S):

The key issue for Council's consideration is whether it wishes to pass the ATIA Bylaw.

DESIRED OUTCOMES:

That Council approve Bylaw 25-24 to ensure the organization is in alignment with the current ATIA and POPA Act with the FOIP Act being repealed on June 11, 2025.

COMMUNICATIONS:

Once approved, Administration will proceed with signing of the bylaw and post the bylaw to the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Administration is recommending that Council adopt Bylaw No. 25-24, being the ATIA Bylaw.
2. Council could direct Administration to make changes to the bylaw and return the bylaw to a future Council meeting.

ATTACHMENTS:

[Attachment I: Bylaw No. 25-24 - ATIA Bylaw \(ID 90925\)](#)

[Attachment II: Bylaw No. 21-22 - FOIP Bylaw \(ID 54360\)](#)

Veronica Anderson, Legislative Services Officer	Approved - 29 Oct 2025
Kara Rusk, Director of Strategic, Administrative, and Financial Services	Approved - 29 Oct 2025
Kevin Scoble, Chief Administrative Officer	Approved - 30 Oct 2025
Johnathan Strathdee, Manager of Legislative Services	Approved - 30 Oct 2025

BYLAW NO. 25-24
THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

**A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO
DESIGNATE THE HEAT AND SET FEES AND CHARGES FOR THE PURPOSE OF
THE *ACCESS TO INFORMATION ACT AND PROTECTION OF PRIVACY ACT*.**

WHEREAS under the authority and subject of the provisions the *Access to Information Act, Statutes of Alberta, 2024 Chapter A-1.4*, referred to as ("ATIA"), and the *Protection of Privacy Act, Statutes of Alberta, 2024 Chapter P-28.5*, referred to as ("POPA"), Council is required to designate a person or group of persons as the head of local public body for the purpose of this Act;

AND WHEREAS under the authority of and subject to the provisions under the *Access to Information Act, Statutes of Alberta, 2024 Chapter A-1.4*, Council may set any fees the local body requires to be paid, which must not exceed the fees provided for in the regulations.

Now Therefore, the Council of the Town of Strathmore, in the Province of Alberta duly assembled, hereby enact as follows:

1. SHORT TITLE

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

2. DEFINITIONS

- 2.1. "Applicant" means a person who makes a request for access to a record under the ATIA;
- 2.2. "ATIA" means the *Access to Information Act, Statutes of Alberta, 2024 Chapter A-1.4*;

- 2.3. "CAO" means the person appointed as Chief Administrative Officer of the Town of Strathmore and includes any person who holds the position of CAO in an Acting capacity;
- 2.4. "Director of Strategic & Administrative Services" means the individual employed by the Town of Strathmore who oversees strategic and administrative services;
- 2.5. "Town of Strathmore" includes any board, committee or commission, panel, agency or corporation that is created or owned by the Town of Strathmore and all members of its officers of which are appointed by the Town of Strathmore.

3. DESIGNATED HEAD

- 3.1. The Director of Strategic & Administrative Services for the Town of Strathmore is appointed as Head for the purpose of the Act. In the event of the absence of the Director of Strategic & Administrative Services, the CAO or designate shall act as Head.

4. FEES

- 4.1. Where an applicant is required to pay a fee for service, the fee payable shall be in accordance with Schedule "A" of the current Town of Strathmore Fees Bylaw.

5. REPEAL

- 5.1. Bylaw No. 21-22 is hereby repealed.

6. ENACTMENT

- 6.1. This Bylaw comes into full force and effect upon third and final reading.

READ A FIRST TIME THIS ____ day of ____, 2025.

READ A SECOND TIME THIS ____ day of ____, 2025.

READ A THIRD AND FINAL TIME THIS ____ day of ____, 2025.

Mayor

Director of Strategic,
Administrative and Financial Services



**BYLAW NO. 21-22
OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA**

**BYLAW NO. 21-22
TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA**

**BEING A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA
TO DESIGNATE THE HEAD AND SET FEES AND CHARGES FOR THE PURPOSE OF
THE *FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT*.**

WHEREAS under the authority and subject of the provisions the *Freedom of Information and Protection of Privacy Act*, RSA 2000, c.F-25 and amendments thereto (hereinafter referred to as “FOIP”), Council is required to designate a person or group of persons as the head of local public body for the purpose of this Act;

AND WHEREAS under the authority of and subject to the provisions the *Freedom of Information and Protection of Privacy Act*, RSA 200, c.F-25 and amendments thereto, Council may set fees the local public body requires to be paid for services rendered;

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

1.0 SHORT TITLE:

1.1 This Bylaw may be cited as the “FOIP Bylaw”.

2.0 DEFINITIONS:

2.1 “Applicant” means a person who makes a request for access to a record or correction of personal information under FOIP;

2.2 “CAO” means the person appointed as Chief Administrative Officer of the Town of Strathmore and included any person who holds the position of CAO in an Acting capacity.

2.3 “Director of Strategic & Administrative Services” means the individual employed by the Town of Strathmore that oversees strategic and administrative services.

2.4 “FOIP” means the *Freedom of Information and Protection of Privacy Act*, RSA 2000, chapter F-25;



**BYLAW NO. 21-22
OF THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA**

2.5 “Town of Strathmore” includes any board, committee or commission, panel, agency or corporation that is created or owned by the Town of Strathmore and all members of its officers of which are appointed by the Town of Strathmore;

3.0 DESIGNATED HEAD:

3.1 The Director of Strategic & Administrative Services for the Town of Strathmore is appointed as Head for the purpose of the Act. In the event of the absence of the Director of Strategic & Administrative Services, the CAO shall act as Head.

4.0 FEES

4.1 Where an Applicant is required to pay a fee for service, the fee payable shall be in accordance with Schedule “A” of the current Town of Strathmore Fees Bylaw.

5.0 REPEAL

5.1 Bylaw 99-16 is hereby repealed.

6.0 ENACTMENT

6.1 This Bylaw comes into full force and effect upon third and final reading.

READ A FIRST TIME THIS 1st day of September, 2021.

READ A SECOND TIME THIS 1st day of September, 2021.

READ A THIRD AND FINAL TIME THIS 1st day of September, 2021.

MAYOR

CHIEF ADMINISTRATIVE OFFICER

CONFIRMED MINUTES

Regular Meeting of the Town of Strathmore Library Board

Tuesday, February 18, 2025

7:00 p.m.

Strathmore Municipal Library Program Room

PRESENT:

Trustee Ann Horn, Chair
Trustee Taura Fox Walker, Vice Chair
Trustee Sunday Adeola, Treasurer
Trustee Caleigh Haworth, Secretary
Trustee Tammy Anderson
Trustee Marie Mortreuil
Trustee Lindsay Walker
Director Rachel Dick Hughes

ABSENT WITH NOTICE:

Trustee Melissa Langmaid
Trustee Robyn Weinkauff

1. CALL TO ORDER

Trustee A. Horn called today's meeting to order at 7:05 p.m.

2. OPENING REMARKS

Welcome incoming Committee Chairs and members.

3. CONFIRMATION OF THE AGENDA

Moved by Trustee L. Walker

To approve the February 18, 2025, Town of Strathmore Library Board Meeting agenda, as amended.

MOTION CARRIED

4. CONFIRMATION OF MINUTES OF JANUARY 28, 2025, ANNUAL ORGANIZATIONAL MEETING (Appendix A)

Moved by Trustee L. Walker

To approve the January 28, 2025, Town of Strathmore Library Board Annual Organizational Meeting minutes, as amended.

MOTION CARRIED

5. CONFIRMATION OF MINUTES OF JANUARY 28, 2025, REGULAR MEETING (Appendix B)

Moved by Trustee T. Anderson

To approve the January 28, 2025, Town of Strathmore Library Board Regular Meeting minutes, as presented.

MOTION CARRIED

6. REPORTS

6.1. Director's Report (Appendix C) and Library Updates – Rachel

6.2. Notice to Reader

Moved by Trustee S. Adeola

That the Notice to Reader be done by Bjornda Bjornson or Orion LLP.

MOTION CARRIED

6.3. Strategy & Community Committee Fundraising Update - Lindsay

7. NEW BUSINESS

7.1. Direction for the Year - Ann

7.2. Reports in the Media – Ann

7.3. Trustee Leave of Absence

Moved by Trustee T. Fox Walker

To approve a three-month (February, March, April) leave of absence, effective immediately, for Trustee R. Weinkauf.

MOTION CARRIED

8. ADJOURNMENT

Moved by Trustee M. Mortreuil

To adjourn the meeting at 8:53 p.m.

MOTION CARRIED

NEXT REGULAR MEETING

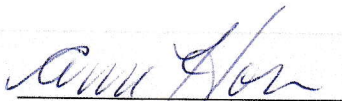
March 18, 2025

APPENDICES

A - 2025.01.28_AnnualOrganizationalMeetingMinutes_UNCONFIRMED

B - 2025.01.28_RegularMeetingMinutes_UNCONFIRMED

C - 02-25 Director's Report


Ann Horn, Chair


Caleigh Haworth, Secretary

CONFIRMED

Regular Meeting of the Town of Strathmore Library Board

Tuesday, March 18, 2025

6:30 p.m.

Strathmore Municipal Library Program Room

PRESENT:

Trustee Ann Horn, Chair
Trustee Taura Fox Walker, Vice Chair
Trustee Sunday Adeola, Treasurer
Trustee Tammy Anderson
Trustee Melissa Langmaid
Trustee Marie Mortreuil
Trustee Lindsay Walker
Director Rachel Dick Hughes

ABSENT WITH NOTICE:

Trustee Caleigh Haworth
Trustee Robyn Weinkauff

1. CALL TO ORDER

Trustee A. Horn called today's meeting to order at 6:30 p.m.

2. ACKNOWLEDGEMENT

We honour and acknowledge the traditional lands of the Blackfoot upon which we live, work, and play. We honour and respect our neighbours and friends of the traditional Blackfoot Territory and the Blackfoot Confederacy which includes Siksika Nation, North & South Piikani Nations, and the Kainai Nation. We also acknowledge the other members of Treaty 7: the Tsuut'ina and Îyāhē Nakoda (Stoney Nakoda) which include Chiniki, Bearspaw, and Wesley First Nations. This is also the home to the Métis peoples of Battle River Territory.

We acknowledge the many First Nations, Métis, and Inuit who have lived in and cared for these lands for generations. We are grateful for the traditional Knowledge Keepers and Elders who are still with us today and those who have gone before us.

We make this acknowledgement as an act of reconciliation and gratitude.

3. CONFIRMATION OF THE AGENDA

Moved by Trustee M. Langmaid

To approve the March 18, 2025, Town of Strathmore Library Board Meeting agenda, as presented.

MOTION CARRIED

4. CONFIRMATION OF MINUTES OF FEBRUARY 18, 2025, REGULAR MEETING (Appendix A)

Moved by Trustee T. Fox Walker

To approve the February 18, 2025, Town of Strathmore Library Board Regular Meeting minutes, as presented.

MOTION CARRIED

5. REPORTS

- 5.1. Director's Report (Appendix B) – Rachel
- 5.2. 2025 Financial Review
- 5.3. Strategy & Community Committee Fundraising Update - Lindsay

6. NEW BUSINESS

- 6.1. Strategic Planning for Plan of Service 2025-2027 (Appendix C)
- 6.2. Indigenous Presentation at April Meeting – Lindsay

7. ADJOURNMENT

Moved by Trustee T. Fox Walker

To adjourn the meeting at 8:44 p.m.

MOTION CARRIED

NEXT REGULAR MEETING

April 15, 2025, at 6:00 p.m. with guest Shirley Spotted Eagle

CONFIRMED MINUTES

Regular Meeting of the Town of Strathmore Library Board

Tuesday, April 15, 2025

6:30 p.m.

Strathmore Municipal Library Program Room

PRESENT:

Trustee Ann Horn, Chair

Trustee Taura Fox Walker, Vice Chair

Trustee Caleigh Haworth, Secretary

Trustee Melissa Langmaid

Trustee Marie Mortreuil

Trustee Lindsay Walker

Director Rachel Dick Hughes

ABSENT WITH NOTICE:

Trustee Sunday Adeola, Treasurer

Trustee Tammy Anderson

Trustee Robyn Weinkauff

ABSENT WITHOUT NOTICE:

Trustee Izhar Khan

1. CALL TO ORDER

Trustee A. Horn called today's meeting to order at 6:37 p.m.

2. ACKNOWLEDGEMENT

We honour and acknowledge the traditional lands of the Blackfoot upon which we live, work, and play. We honour and respect our neighbours and friends of the traditional Blackfoot Territory and the Blackfoot Confederacy, which includes Siksika Nation, North & South Piikani Nations, and the Kainai Nation. We also acknowledge the other members of Treaty 7: the Tsuut'ina and Îyāhé Nakoda (Stoney Nakoda), which include Chiniki, Bearspaw, and Wesley First Nations. This is also the home to the Métis peoples of Battle River Territory.

We acknowledge the many First Nations, Métis, and Inuit who have lived in and cared for these lands for generations. We are grateful for the traditional Knowledge Keepers and Elders who are still with us today and those who have gone before us.

We make this acknowledgement as an act of reconciliation and gratitude.

3. CONFIRMATION OF THE AGENDA

Moved by Trustee L. Walker

To approve the April 15, 2025, Town of Strathmore Library Board Meeting agenda, as amended.

MOTION CARRIED

4. CONFIRMATION OF MINUTES OF MARCH 18, 2025, REGULAR MEETING (Appendix A)

Moved by Trustee M. Langmaid

To approve the March 18, 2025, Town of Strathmore Library Board Regular Meeting minutes, as presented.

MOTION CARRIED

5. REPORTS

- 5.1. Director's Report (Appendix B) – Rachel
- 5.2. Strategy & Community Committee Fundraising Update – Lindsay
- 5.3. Finance & Audit Committee Update – Sunday
- 5.4. Policy & Governance Committee Update – Melissa

6. NEW BUSINESS

- 6.1. Vision
- 6.2. Marigold Library Conference – Two Board members to attend:
Trustee A. Horn and Trustee T. Fox Walker
Monday, May 26, 2025
Best Western Premier Calgary Plaza Hotel and Conference Centre
1316 33 St NE, Calgary AB
<https://marigoldconference.ca/>
Registration closes May 9.

7. ADJOURNMENT

Moved by Trustee A. Horn

To adjourn the meeting at 8:20 p.m.

MOTION CARRIED

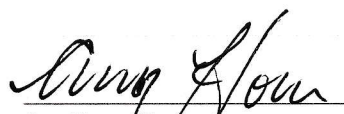
NEXT REGULAR MEETING

May 20, 2025, at 6:30 p.m.

APPENDICES

A – 2025-03-18-Minutes-Unconfirmed

B – 2025-04-Directors-Report


Ann Horn, Chair


Caleigh Haworth, Secretary

CONFIRMED MINUTES

Regular Meeting of the Town of Strathmore Library Board

Tuesday, May 20, 2025

6:30 p.m.

Strathmore Municipal Library Program Room

PRESENT:

Trustee Ann Horn, Chair
Trustee Taura Fox Walker, Vice Chair
Trustee Caleigh Haworth, Secretary
Trustee Sunday Adeola, Treasurer
Trustee Tammy Anderson
Trustee Melissa Langmaid
Trustee Marie Mortreuil
Trustee Lindsay Walker
Director Rachel Dick Hughes

ABSENT WITH NOTICE:

Trustee Robyn Weinkauff

1. CALL TO ORDER

Trustee A. Horn called today's meeting to order at 6:38 p.m.

2. ACKNOWLEDGEMENT

We honour and acknowledge the traditional lands of the Blackfoot upon which we live, work, and play. We honour and respect our neighbours and friends of the traditional Blackfoot Territory and the Blackfoot Confederacy, which includes Siksika Nation, North & South Piikani Nations, and the Kainai Nation. We also acknowledge the other members of Treaty 7: the Tsuut'ina and Îyâhé Nakoda (Stoney Nakoda), which include Chiniki, Bearspaw, and Wesley First Nations. This is also the home to the Métis peoples of Battle River Territory.

We acknowledge the many First Nations, Métis, and Inuit who have lived in and cared for these lands for generations. We are grateful for the traditional Knowledge Keepers and Elders who are still with us today and those who have gone before us.

We make this acknowledgement as an act of reconciliation and gratitude.

3. CONFIRMATION OF THE AGENDA

Moved by Trustee T. Anderson

To approve the May 20, 2025, Town of Strathmore Library Board Meeting agenda, as amended.

MOTION CARRIED

4. CONFIRMATION OF MINUTES OF APRIL 15, 2025, REGULAR MEETING (Appendix A)

Moved by Trustee M. Mortreuil

To approve the April 15, 2025, Town of Strathmore Library Board Regular Meeting minutes, as presented.

MOTION CARRIED

5. REPORTS

5.1. Director's Report (Appendix B) – Rachel

6. NEW BUSINESS

6.1. Vision, Mission, and Goals

6.2. Financials

7. ADJOURNMENT

Moved by Trustee T. Fox Walker

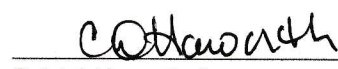
To adjourn the meeting at 8:26 p.m.

MOTION CARRIED

NEXT REGULAR MEETING

June 17, 2025, at 6:30 p.m.


Ann Horn, Chair


Caleigh Haworth, Secretary

CONFIRMED

Regular Meeting of the Town of Strathmore Library Board

Tuesday, June 17, 2025

6:30 p.m.

Strathmore Municipal Library Program Room

PRESENT:

Trustee Ann Horn, Chair
Trustee Caleigh Haworth, Secretary
Trustee Tammy Anderson
Trustee Melissa Langmaid
Trustee Marie Mortreuil
Trustee Lindsay Walker
Director Rachel Dick Hughes

ABSENT WITH NOTICE:

Trustee Robyn Weinkauff
Trustee Taura Fox Walker, Vice Chair
Trustee Sunday Adeola, Treasurer

1. CALL TO ORDER

Trustee A. Horn called today's meeting to order at 6:36 p.m.

2. ACKNOWLEDGEMENT

We honour and acknowledge the traditional lands of the Blackfoot upon which we live, work, and play. We honour and respect our neighbours and friends of the traditional Blackfoot Territory and the Blackfoot Confederacy, which includes Siksika Nation, North & South Piikani Nations, and the Kainai Nation. We also acknowledge the other members of Treaty 7: the Tsuut'ina and Îyāhé Nakoda (Stoney Nakoda), which include Chiniki, Bearspaw, and Wesley First Nations. This is also the home to the Métis peoples of Battle River Territory.

We acknowledge the many First Nations, Métis, and Inuit who have lived in and cared for these lands for generations. We are grateful for the traditional Knowledge Keepers and Elders who are still with us today and those who have gone before us.

We make this acknowledgement as an act of reconciliation and gratitude.


Chair


Secretary

3. CONFIRMATION OF THE AGENDA

Moved by Trustee T. Anderson

To approve the June 17, 2025, Town of Strathmore Library Board Meeting agenda, as amended.

MOTION CARRIED

4. CONFIRMATION OF MINUTES OF MAY 20, 2025, REGULAR MEETING (Appendix A)

Moved by Trustee L. Walker

To approve the May 20, 2025, Town of Strathmore Library Board Regular Meeting minutes, as presented.

MOTION CARRIED

5. REPORTS

- 5.1. Strategy & Community Report – Fundraising Update
- 5.2. Financials Update (Appendices B, C, D)
- 5.3. Director's Report (Appendix E)

6. NEW BUSINESS

- 6.1. Lost/Damaged Item Invoicing Threshold

Moved by Trustee C. Haworth

That Section 7: Financial Management of the Strathmore Library Policy Manual be amended to include the following provision:

Invoices issued to non-Marigold libraries for lost or damaged items will only be generated for amounts exceeding \$15.

MOTION CARRIED

- 6.2. Applying to Become a Registered Charity
- 6.3. Community Engagement for Plan of Service

6.4. Stampede Tickets

7. OLD BUSINESS

7.1. Vision, Mission, and Goals (Appendix F)

7.2. Notice to Reader

Moved by Trustee M. Mortreuil

To approve the financials for the 2024 Notice to Reader.

MOTION CARRIED

8. CALENDAR LOOK AHEAD

September

- Budget presentation to the Town
- National Day for Truth and Reconciliation is September 30

October

- Preparation for Silent Auction, call for donations- 5 per person
- Board Terms expiring in October 2025, reminder to re-apply with the Town if interested: Ann, Caleigh, Sunday, Marie
- October is Canadian Library Month
- Canadian Library Workers Day is October 17 (3rd Friday of the month)

9. ADJOURNMENT

Moved by Trustee A. Horn

To adjourn the meeting at 8:23 p.m.

NEXT REGULAR MEETING

September 16, 2025, at 6:30 p.m.

APPENDICES

A – 2025-05-20 Minutes UNCONFIRMED

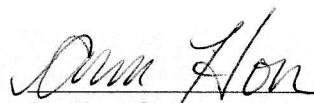
B – Budget v. Actuals 2025 to date

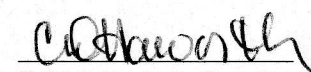
C – Library Profit & Loss 2025 to date

D – CALP Profit & Loss 2024-2025

E – 2025-06 Director's Report

F – 2025-05-13 Strathmore Library Planning Review Summary Notes


Ann Horn, Chair


Caleigh Haworth, Secretary

CONFIRMED MINUTES

Regular Meeting of the Town of Strathmore Library Board

Tuesday, September 16, 2025

6:30 P.M.

Strathmore Municipal Library Program Room

PRESENT:

Trustee Ann Horn, Chair

Trustee Taura Fox Walker, Vice Chair

Trustee Sunday Adeola, Treasurer

Trustee Tammy Anderson

Trustee Melissa Langmaid

Trustee Lindsay Walker

Trustee Robyn Weinkauf

Director Rachel Dick Hughes

ABSENT WITH NOTICE:

Trustee Caleigh Haworth

1. CALL TO ORDER & OPENING REMARKS

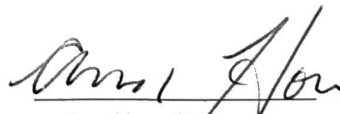
Trustee A. Horn called today 's meeting to order at 6:45 P.M.

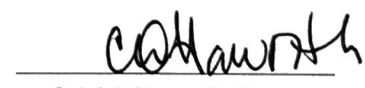
RESIGNATION OF TRUSTEE

Trustee Maire Mortreuil formally resigned from her position on the Town of Strathmore Library Board.

2. ACKNOWLEDGEMENT

We honour and acknowledge the traditional Lands of the Blackfoot upon which we live, work, and play. We honour and respect our neighbours and friends of the traditional Blackfoot Territory and the Blackfoot Confederacy, which includes Siksika Nation, North & South Piikani Nations, and the Kainai Nation. We also acknowledge the other members of Treaty 7: the Tsuut'ina and Îyā́hé Nakoda (Stoney Nakoda), which include Chiniki, Bearspaw, and Wesley First Nations. This is also the home to the Metis peoples of Battle River Territory. We acknowledge the many First Nations Metis, and Inuit who have lived in and cared for these lands for generations. We are grateful for the traditional Knowledge Keepers and Elders who are still with us today and those who have gone before us. We make this acknowledgement as an act of reconciliation and gratitude.


Ann Horn Chair


Caleigh Haworth, Secretary

3. CONFIRMATION OF AGENDA

Moved by Trustee M. Langmaid

To approve the September 16, 2025, Town of Strathmore agenda as presented.

MOTION CARRIED

4. CONFIRMATION OF MINUTES OF JUNE 17, 2025, REGULAR MEETING (Appendix A)

Moved by Trustee L. Walker

To approve the June 17, 2025, Town of Strathmore Library Board Regular Meeting as presented.

MOTION CARRIED

5. REPORTS

- 5.1 Director's Report (Appendix B) and Library Update (Appendix B)
- 5.2 Finance & Audit Report
- 5.3 Strategy & Community Fundraising Update - Report-Lindsay

6. NEW BUSINESS

- 6.1 2025 Spending Proposal (Appendix C)

Moved by Trustee M. Langmaid

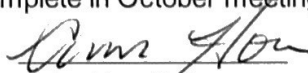
That we approve the revision to budget to accommodate the proposed spending on items that were cut due to limited funds. (Funds are now available due to higher fundraising efforts, donations and funding from outside sources) The items as are as followed:

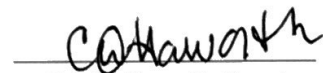
- Technology \$1000: replacement of 3 staff laptops that are at end of life
- Rug for Program Room for children's programs \$600
- Storage for circulation desk \$650
- Auto Code Reader \$100
- Radon Detector \$500
- Procurement of new phone (Estimated \$20/month)
- \$5000 into reserve for Future Capital Costs
- If funds remain at the end of year, \$1000 for shelving cart

MOTION CARRIED

- 6.2 2026 Budget Discussion – to complete in October meeting

pg. 2


Ann Horn Chair


Caleigh Haworth, Secretary

- 6.3 Letter to Assistant Strategy and Finance (Appendix D)
- 6.4 AB Munis Resolution (Appendix E) – prepare letter to new Council and MLA
- 6.5 Board Members – Trustee A. Horn to talk to Strathmore Now Radio to advertise for new Board members
- 6.6 Summer Survey Plan of Service (Appendix F)
- 6.7 Election of New Candidates for Town Council

7.0 ADJOURNMENT

Moved by Trustee R. Weinkauff

To adjourn the meeting at 8:27 P.M.

MOTION CARRIED

NEXT REGULAR MEETING

October 21, 2025

APPENDICES

- A - 2025-06-17-Minutes - UNCONFIRMED
- B - 2025-06 Director s Report
- C - 2025 Spending Proposal
- D - Letter to Assistant of Strategy and Finance
- E - AB Munis Resolution
- F - Summer Survey Plan of Service



Office of the Chief Administrative Officer

October 24, 2025

Town of Strathmore
PO Box 2280
1 Parklane Drive
Strathmore, AB
T1P 1K2

Email: Kevin.scoble@strathmore.ca

Attention: Administration and Council

Re: Wheatland County Organizational Meeting – Appointment to IDP/ICF Committees (Strathmore)

We wish to inform you of the appointments made during the Wheatland County Organizational Meeting on October 24, 2025:

- **Scott Klassen** was appointed as the **Reeve**.
- **Shannon Laprise** was appointed as the **Deputy Reeve**.

Representing Wheatland County on the Intermunicipal Development Plan (IDP) and Intermunicipal Collaboration Frameworks (ICF) Committee with the Town of Strathmore are:

- **Councillor Keith Clayton**
- **Reeve Scott Klassen**
- **Councillor Donna Biggar**
- **Deputy Reeve Shannon Laprise** (serving as the alternate)

Enclosed, you'll find the contact details for the Wheatland County Council and the Chief Administrative Officer.

If you require any further information, please do not hesitate to contact this office.

Sincerely,

ATIA Sec. 20(1)

Brian Henderson, CPA, CA
Chief Administrative Officer
Encl:



242006 RR243, Wheatland County, Alberta, T1P 2C4
Tel: 403-934-3321 Fax: 403-934-4889 Email: admin@wheatlandcounty.ca
Website: www.wheatlandcounty.ca

REEVE – Scott Klassen
DEPUTY REEVE – Shannon Laprise

Chief Administrative Officer – Brian Henderson
Direct Line: 403-361-2001 Cell: 403-850-7277
brian.henderson@wheatlandcounty.ca

WHEATLAND COUNTY COUNCIL - CONTACT INFORMATION

<u>Councillor</u>	<u>Division</u>	<u>Contact #</u>	<u>Email Address</u>
LAPRISE, Shannon	1	403-901-8533 (c)	shannon.laprise@wheatlandcounty.ca
HEBBES, Berle	2	403-361-8372 (c)	berle.hebbes@wheatlandcounty.ca
BIGGAR, Donna	3	403-371-8096 (c)	donna.biggar@wheatlandcounty.ca
CLAYTON, Keith	4	403-361-8334 (c)	keith.clayton@wheatlandcounty.ca
KLASSEN, Scott	5	403-901-4991 (c)	scott.klassen@wheatlandcounty.ca
KOESTER, Glenn	6	403-901-3702 (c)	glenn.koester@wheatlandcounty.ca
LAURSEN, Rick	7	403-988-6390 (c)	rick.laursen@wheatlandcounty.ca

Form updated – October 27, 2025



VILLAGE OF STANDARD

P.O. Box 249 Standard, Alberta T0J 3G0
Tel: (403) 644-3968
email: cao@villageofstandard.ca

October 29, 2025

RE: Village of Standard 2025/2026 Committee/Board Appointments

Please be advised that at the October 29th Organizational Meeting, Martin Gauthier was appointed as Mayor, and Brandon Duffala was appointed as Deputy Mayor.

Council Contact Information:

Martin Gauthier	m.gauthier@villageofstandard.ca	403-934-7687
Brandon Duffala	b.duffala@villageofstandard.ca	403-901-3547
Richard Bryan	r.bryan@villageofstandard.ca	403-615-3632
Brian Pedersen	b.pedersen@villageofstandard.ca	403-934-8259
Rhett Penny	r.penny@villageofstandarc.ca	587-581-5676

Committee/ Board	Councillor	Alternate
ARB Assessment Review Board (to be trained)	Brian Pedersen	---
CFWR Community Futures Wild Rose	Richard Bryan	Rhett Penny
DDSWMA Drumheller & District Solid Waste Management	Brian Pedersen	Brandon Duffala
Disaster Services Committee	All Councillors	---
ICF / IDP Intermunicipal Collaboration Framework Intermunicipal Development Plan	Brandon Duffala	Brian Pedersen
PRMS Palliser Regional Municipal Services	Brandon Duffala	Richard Bryan
Standard Municipal Library	Brandon Duffala	Rhett Penny
SDAB Subdivision Development Appeal Board (to be trained)	Brian Pedersen	----
Three Villages Meetings	All Councillors	----
WADEMSA Wheatland & District Emergency Medical Services Association	Martin Gauthier	Rhett Penny
WFCSS Wheatland Family & Community Support Services	Richard Bryan	Brandon Duffala
WHMB Wheatland Housing Management Body	Martin Gauthier	----
WRC Wheatland Regional Corporation	Rhett Penny	Brian Pedersen
WREMP Wheatland Regional Emergency Advisory Committee	Brian Pedersen	Brandon Duffala
Wheatland Regional Partnership	All Councillors	
Ag Society AGM	Rhett Penny	
Municipal Planning Commission	Martin, Richard, Brandon	
Standard Community Facility Enhancement Society/Beautification Group/Memory Lane	Richard Bryan	
Standard Fire Department AGM	Rhett Penny	
Standard Rodeo Society	Rhett Penny	

Sincerely, Yvette April, CAO Village of Standard