

AGENDA
REGULAR COUNCIL MEETING
Wednesday, November 6, 2024 @ 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. Seniors Lodge Feasibility Assessment – Advice from officials – FOIP S.24 1(a)
- 3.2. Proposed 2025 Budget: Business Cases – Advice from officials – FOIP S. 24 1(a)
- 3.3. Council CAO Dialogue – Advice from officials – FOIP S.24 1(b)(i)

4. PUBLIC HEARING

- 4.1. Offsite Levy Bylaw No. 24-17
[Agenda Item - AIR-24-217 - Pdf](#)

4 - 76

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 – October 16, 2024
- 8.2 Organizational Meeting Minutes – October 23, 2024
- 10.3 World Town Planning Day Proclamation
- 10.4 Northern and Regional Economic Development Grant Application
- 11.2.1 Strathmore Library Board Meeting Minutes – May 21, 2024
- 11.2.2 Strathmore Library Board Meeting Minutes – June 18, 2024
- 11.2.3 Wheatland Housing Management Body Minutes – September 19, 2024
- 11.2.4 WADEMSA Meeting Minutes – September 16, 2024
- 11.2.5 WADEMSA Report – October 21, 2024

8. CONFIRMATION OF MINUTES

8.1.	Regular Council Meeting Minutes – October 16, 2024 Agenda Item - AIR-24-215 - Pdf	77 - 83
8.2.	Organizational Meeting Minutes – October 23, 2024 Agenda Item - AIR-24-221 - Pdf	84 - 92
9.	BYLAWS	
9.1.	Offsite Levy Bylaw No. 24-17 Agenda Item - AIR-24-218 - Pdf	93 - 165
9.2.	2025 Fees Bylaw No. 24-25 Agenda Item - AIR-24-211 - Pdf	166 - 213
10.	BUSINESS	
10.1.	2025 Proposed Operating & Capital Budget Agenda Item - AIR-24-224 - Pdf	214 - 468
10.2.	Town of Strathmore and Wheatland County Intermunicipal Collaboration Framework (ICF) Agenda Item - AIR-24-223 - Pdf	469 - 479
10.3.	World Town Planning Day Proclamation Agenda Item - AIR-24-225 - Pdf	480 - 483
10.4.	Northern and Regional Economic Development Grant Application Agenda Item - AIR-24-226 - Pdf	484 - 545
11.	COUNCILLOR INFORMATION & INQUIRIES	
11.1.	QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS	
11.2.	BOARD AND COMMITTEE REPORTS	
11.2.1.	Strathmore Library Board Meeting Minutes – May 21, 2024 Strathmore Library Board Meeting Minutes – May 21, 2024	546 - 548
11.2.2.	Strathmore Library Board Meeting Minutes – June 18, 2024 Strathmore Library Board Meeting Minutes – June 18, 2024	549 - 551
11.2.3.	Wheatland Housing Management Body Minutes – September 19, 2024 Wheatland Housing Management Body Board Minutes – September 19, 2024	552 - 560
11.2.4.	WADEMSA Meeting Minutes – September 16, 2024 WADEMSA Meeting Minutes – September 16, 2024	561 - 563
11.2.5.	WADEMSA Report – October 21, 2024 WADEMSA Report – October 21, 2024	564
11.3.	QUESTION AND ANSWER PERIOD	
11.4.	ADMINISTRATIVE INQUIRIES	
11.5.	NOTICES OF MOTION	
12.	CORRESPONDENCE	
13.	ADJOURNMENT	



Request for Decision

To: Mayor & Council

Staff Contact: Ethan Wilson, Manager of Infrastructure

Date Prepared: October 20, 2024

Meeting Date: November 6, 2024

SUBJECT: Offsite Levy Bylaw No. 24-17 - Public Hearing

RECOMMENDATION: THAT Council proceed with a Public Hearing for Bylaw No. 24-17 on November 6, 2024, in accordance with Section 692(1) of the Municipal Government Act, RSA 2000, cM-26;

AND THAT Council take into consideration all information received at the Public Hearing on November 6, 2024 regarding Bylaw No. 24-17 being a bylaw to adopt a new Offsite Levy Bylaw.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

Offsite Levies provide necessary funds for projects which are required due to new development. Infrastructure is provided to all residents and funded through utilities charges and taxes while off site levies allow for new development to pay their proportionate share.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

Levies allow for predictable incomes and expenditures to occur, reducing the burden to the town's financial capacity.

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

The current Levy Bylaw, 21-07, is in effect and this is an update to that bylaw.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

Bylaw 24-17 is an update to the existing bylaw, ensuring that funds collected match the anticipated expenditures of the future.

POLICY:

This is an existing Bylaw, which is in alignment with other Town policies and the *Municipal Government Act*.

IMPLEMENTATION:

This Bylaw, 24-17, will be implemented upon third reading and replace the current Bylaw 21-07. Operationally no changes are planned and this bylaw will be implemented with minimal impact.

BACKGROUND:

Offsite Levies are standard for most municipalities in Alberta and it is prudent to continually evaluate and update Levies to ensure they are in alignment with the communities plans. As the most recent Bylaw was passed in 2021 and references a study completed in 2020, the study is nearing its end of relevancy and needs to be updated.

First Reading was given to Offsite Levy Bylaw No. 24-17 on October 2, 2024.

The public hearing was advertised as follows:

Social Media (Facebook):

- September 13 (discussed in Sept 12 Committee of the Whole Highlights)
- October 3 (Public Hearing scheduling discussed in Oct 2 Council Meeting Highlights)
- October 9
- October 18
- October 23
- October 30
- November 6

Newspaper (Strathmore Times):

- October 9
- October 16
- October 23

Utility Insert

- November

KEY ISSUE(S)/CONCEPT(S):

The rates being proposed in this new bylaw are slightly higher than those in the current bylaw however inflation and timing are the main factors for this. The report is included in the Bylaw as support for the new costs and consultation with the Development Community supports the tentative plan presented within the report.

DESIRED OUTCOMES:

Updating the Bylaw allows the Town to remain current on it's collections and ensure proper funding is available for future projects.

COMMUNICATIONS:

A developer meeting was held in June with this item being a major topic and the public hearing will allow for further feedback to be provided, if desired.

ALTERNATIVE ACTIONS/MOTIONS:

Council could refer this item to a Committee of the Whole for discussion, if desired.

ATTACHMENTS:

[Attachment I: Offsite Levy Bylaw No. 24-17](#)

[Attachment II: Strathmore OSL Report v1 FINAL](#)

Ethan Wilson, Manager of Infrastructure

Approved
- 21 Oct
2024

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

Approved
- 22 Oct
2024

Veronica Anderson, Legislative Services Officer

Approved
- 22 Oct
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 24 Oct
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 24 Oct
2024

BYLAW NO. 24-17
THE TOWN OF STRATHMORE
IN THE PROVINCE OF ALBERTA

A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO IMPOSE OFF-SITE LEVIES IN RESPECT OF LAND OR BUILDINGS THAT ARE TO BE SUBDIVIDED, DEVELOPED, OR ARE TO UNDERGO A CHANGE OF USE OR INTENSITY OF USE

WHEREAS Section 648 of the *Municipal Government Act*, R.S.A 2000 Chapter M-26 and amendments thereto provides that a Municipal Council may pass a bylaw for the imposition and payment of Offsite Levies in respect of land that is to be developed or subdivided;

AND WHEREAS Council deems it necessary and expedient to collect Offsite Levies to pay for the capital cost of infrastructure required to service the growth of the Town;

AND WHEREAS the Town has engaged in consultation with landowners and representatives of the development industry to address and define existing and future infrastructure required for growth of the Town and the allocation of the capital costs of such infrastructure;

AND WHEREAS Council has received the Report, which set out a fair and equitable calculation Offsite Levies in accordance with the *Municipal Government Act* and the regulations enacted thereunder;

AND WHEREAS Council has advertised its intention to consider the enactment of this Bylaw pursuant to the requirements of the *Municipal Government Act*;

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 “Offsite Levy Bylaw”

2. PURPOSE

2.1. This Bylaw is intended to:

- a) Impose and provide for the payment of a levy to be known as an Offsite Levy in respect of Developable Land; and
- b) Authorize agreements to be entered in respect to payment of Offsite Levies to ensure that the developer of each parcel of Developable Land pays a proportionate share of the cost to provide new or expanded

infrastructure required for the area in which the Developable Land is located.

3. DEFINITIONS

3.1. In this Bylaw, unless the context otherwise requires:

- a) “Bylaw” means this Offsite Levy Bylaw
- b) “Chief Administrative Officer” means the Chief Administrative Officer for the Town, regardless of the specific title that may be conferred on that officer from time to time
- c) “Town” means the Town of Strathmore
- d) “Council” means the Municipal Council for the Town
- e) “Developable Land” means all land contained within the Development Area:
 - i. For which a Development Permit is obtained after the date of enactment of this Bylaw, or;
 - ii. For which Subdivisions approval is obtained after the date of enactment of this Bylaw, excluding all Developed Land; and
 - iii. Excludes all Developed Land
- f) “Developed Land” means land that has been subject to Development or a Subdivision prior to the date the Bylaw comes into force, and in respect of which Offsite Levies for the same infrastructure has been paid
- g) “Development” means development as defined in the Municipal Government Act
- h) “Development Agreement” means development agreement as referred to thin the Municipal Government Act
- i) “Development Area” includes the area of land within the municipal boundaries of the Town. For the purpose of imposing Offsite Levies, the Town is divided into eleven (11) geographic areas as shown in Schedule “A” of this Bylaw
- j) “Lot” means lot as defined in the Municipal Government Act
- k) “Municipal Government Act” means the *Municipal Government Act*, R.S.A 2000 Chapter M-26 and amendments thereto

- l) “Offsite Infrastructure” means those components and projects referred to in the Report, in relation to facilities to be paid for in whole or in part by Offsite Levies under the Bylaw
- m) “Offsite Levies” means the Offsite Levies imposed pursuant to this Bylaw
- n) “Report” means the Town of Strathmore: Offsite Levy Rates Review, April 11, 2024, prepared by Corvus Business Advisors, attached as Schedule “C” to this Bylaw.
- o) “Subdivision” means subdivision as defined in the Municipal Government Act.

4. OBJECT OF OFFSITE LEVIES

- 4.1. The object of the Offsite Levy or Levies imposed and collected pursuant to this Bylaw are to pay for all or any part of the capital cost of any or all of the following:
 - a) New or expanded facilities for the storage, transmission, treatment, or supplying of water;
 - b) New or expanded facilities for the treatment, movement, or disposal of sanitary sewage;
 - c) New or expanded storm sewer drainage facilities;
 - d) New or expanded roads required for or impacted by a Subdivision or Development
 - e) New or expanded transportation infrastructure required to connect, or to improve the connection of municipal roads to provincial highways resulting from a subdivision or development; and
 - f) Land required for or in connection with any facilities described within this paragraph

5. IMPOSITION OF LEVY

- 5.1. The Offsite Levies are hereby established and imposed in respect of all Developable Land in Developments Areas (Schedule “A”) and included in the Report (Schedule “C”)
- 5.2. The amount of the Offsite Levies imposed is calculated in the Report and set out in Schedule “B”

- 5.3. The Offsite Levies will be assessed on all Developable Land on a per hectare (ha) basis, excluding those portions of Developable Land that are designated pursuant to Subdivision as:
- a) Environmental Reserve;
 - b) School Reserve;
 - c) Municipal Reserve; or
 - d) Arterial Road Right-of-Way

- 5.4. Unless otherwise agreed, payment of Offsite Levies imposed under this Bylaw is due:

- a) 30% at Signing of Development Agreement
- b) 30% at application for CCC or two (2) years from signing of DA, whichever comes first
- c) Full payment of all outstanding levies at application for FAC or three (3) years from signing of DA, whichever comes first

Nothing in this Section 5.4 shall prevent the CAO or his/her designate from requiring payment in full of Offsite Levies imposed under this Bylaw at the time of signing of a Development Agreement or within such period of time determined to be appropriate by the CAO or his/her designate

6. AUTHORITY OF THE CHIEF ADMINISTRATIVE OFFICER

- 6.1. The Chief Administrative Officer is delegated the authority to enforce and administer this Bylaw, including, but not limited to the authority to:
- a) Enter into Development Agreements on behalf of the Town with respect to, among other things, the collection of Offsite Levies;
 - b) Defer collection of Offsite Levies imposed pursuant to this Bylaw; and
 - c) Require security for payment of any deferred levies.
- 6.2. The Chief Administrative Officer may delegate the authority to enforce and administer this Bylaw.

7. ANNUAL REPORT

- 7.1. To maintain the requirements of the Municipal Government Act, on or before December 31 of each calendar year, the Chief Administrative Officer, or their designate, shall provide an annual report to Council regarding the Offsite Levies imposed under this bylaw, including:
- a) Offsite Infrastructure constructed during the previous calendar year;

- b) Construction costs of Offsite Infrastructure constructed in the previous calendar year;
- c) Estimated construction costs for Offsite Infrastructure yet to be constructed and an explanation as to any adjustments to the estimates since the previous annual report;
- d) Amount collected in Offsite Levies; and
- e) Specifics of total value of Offsite Levies being held by the Town and yet to be expended on Offsite Infrastructure, interest earned and commitments for future expenditures of such monies

8. ACCOUNTING

- 8.1. All funds collected pursuant to this Bylaw shall be accounted for in a special fund for each category of infrastructure and expended only as permitted under the Municipal Government Act

9. REVIEW

- 9.1. The Town shall review the rates for Offsite Levies annually and, if required, shall amend this Bylaw accordingly to update the rates for Offsite Levies

10. GENERAL

- 10.1. Nothing in this Bylaw precludes the Town from:
 - a) Imposing further or different levies, duly enacted by Bylaw, on any portion of the Developable Lands in respect of which the Town has not collected Offsite Levies;
 - b) Deferring collection of Offsite Levies of any portion of Developable Lands, including requiring security for payment of such deferred levies; or
 - c) Reducing payment of the Offsite Levies required pursuant to this Bylaw, or otherwise providing for credits for other Offsite Infrastructure or oversize Infrastructure constructed by a developer in calculating and/or collecting the Offsite Levies that become payable to this Bylaw
- 10.2. Schedules “A” and “B” to this Bylaw, and specifically, without restricting the generality of the foregoing, the rates for the Offsite Levies set out in the Report, may be updated or amended from time to time by amendment to this Bylaw
- 10.3. The Report (Schedule “C”) provides information on the approach and methods used to calculate Offsite Levies in this Bylaw

- 10.4. If any term, clause or condition of the Bylaw or application thereof is found to be invalid or unenforceable, the remainder of this Bylaw or the application of such term, clause or condition shall not be affected and shall remain in force and effect

11. DEFAULT OF PAYMENT

- 11.1. If the registered owner of land fails, neglects, or refuses to pay an Offsite Levy imposed on the land:
- a) Council may cause the levy to be added to the tax roll as a charge against the lands, or on a pro rata basis against each lot within the area in respect of which the Offsite Levies are payable under an Agreement as taxes, and with the same priority as to lien and to payment thereof as in the case of ordinary municipal taxes; or
 - b) The issuance of final Subdivision documents, Development Permits, or Building Permits may be withheld until the owner or purchaser has entered into the Agreement or paid the outstanding levy

12. TRANSITION

- 12.1. This Bylaw applies to:
- a) Any Subdivision where the date of subdivision approval occurs on or after the date this Bylaw comes into force; and
 - b) Any Development where the date of issuance of a development permit occurs on or after the date this Bylaw comes into force
- 12.2. Development Agreements entered into prior to the enactment of this Bylaw shall remain valid and in effect
- 12.3. Any Offsite Levies payable under Development Agreements entered into prior to the enactment of the Bylaw, are confirmed and shall continue to be payable notwithstanding the repeal of previous Offsite Levy Bylaws pursuant to Section 13.1

13. ENACTMENT

- 13.1. The Bylaw 21-07 and any amendments thereto is hereby repealed
- 13.2. This Bylaw shall come into full force and effect upon third and final reading

READ a first time this ____ day of _____, 2024.

READ a second time this ____ day of _____, 2024.

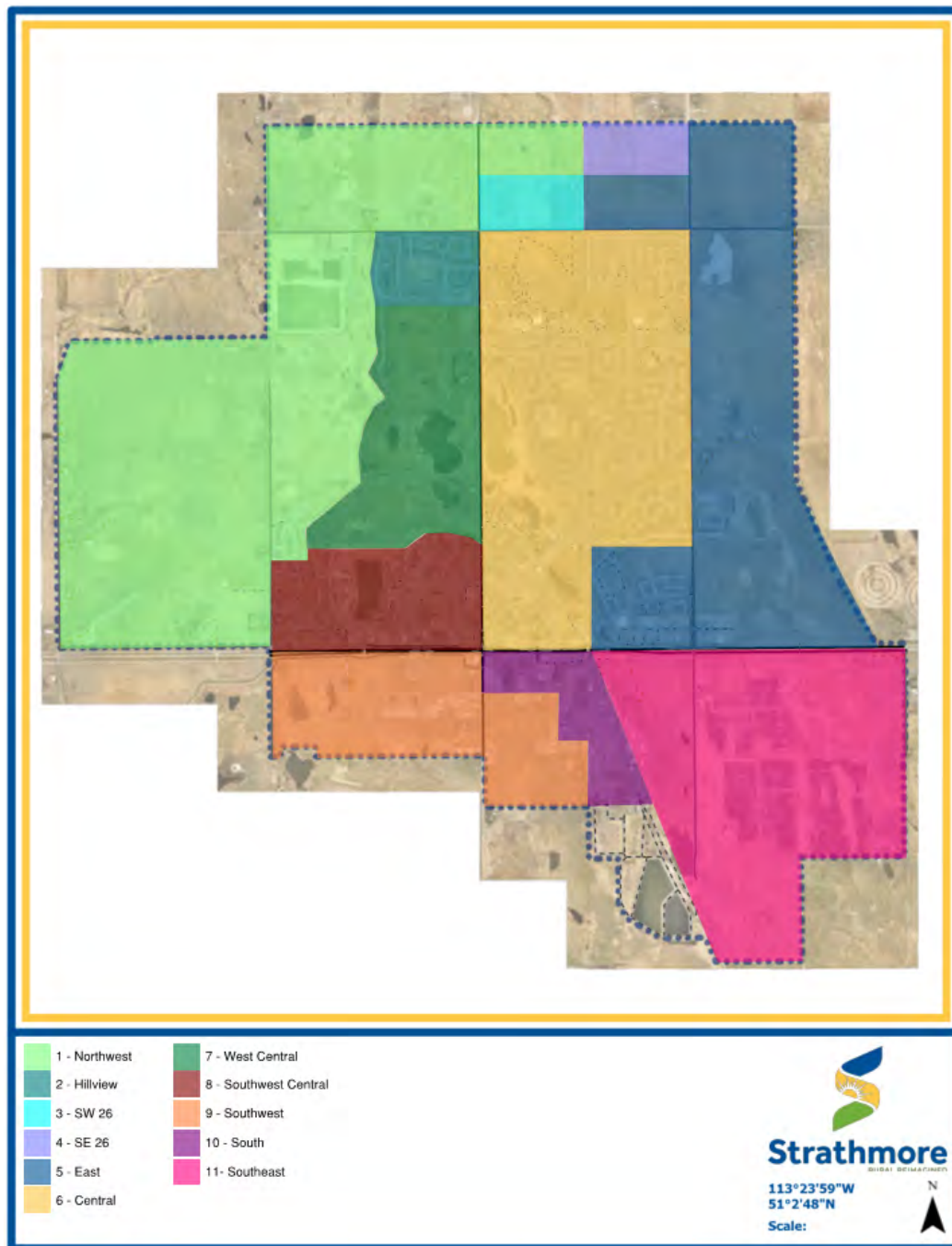
READ a third and final time this ____ day of _____, 2024.

Mayor

Director of Strategic, Administrative
and Financial Services

SCHEDULE "A"

GEOGRAPHIC AREA MAP – DEVELOPABLE LANDS



SCHEDULE "B"

OFFSITE LEVY RATES BY AREA (PER HECTARE)

AREA	Transportation	Water	Sanitary	Stormwater	TOTAL
1	\$71,354	\$42,645	\$58,393	\$2,507	\$174,900
2	\$71,354	\$42,645	\$7,204	\$18,134	\$139,337
3	\$71,330	\$44,267	\$19,721	\$28,986	\$165,305
4	\$71,330	\$44,267	\$24,400	\$5,050	\$146,047
5	\$71,354	\$42,645	\$24,400	\$33,899	\$172,297
6	\$71,354	\$42,645	\$7,204	\$26,443	\$147,646
7	\$71,354	\$42,645	\$7,204	\$26,443	\$147,646
8	\$71,354	\$42,645	\$-	\$26,443	\$140,443
9	\$71,354	\$42,645	\$9,418	\$26,443	\$149,861
10	\$71,354	\$42,645	\$3,819	\$26,443	\$144,262
11	\$71,330	\$44,267	\$324	\$36,441	\$153,363

SCHEDULE "C"

TOWN OF STRATHMORE: OFFSITE LEVY RATES REVIEW
APRIL 11, 2024
CORVUS BUSINESS ADVISORS

(Document Attached)



Town of Strathmore: Offsite Levy Rates Review

April 11th, 2024

Prepared by:

Greg Weiss, President
CORVUS Business Advisors
9670 – 95 Avenue
Edmonton, AB T6C 2A4
(780) 428-4110
gweiss@corvusbusinessadvisors.com
www.corvusbusinessadvisors.com

This document has been prepared by CORVUS Business Advisors for the sole purpose and exclusive use of the Town of Strathmore.



April 11th, 2024

Town of Strathmore
Box 2280, 1 Parklane Dr.
Strathmore AB
T1P 1K2

RE: Town of Strathmore: Offsite Levy Rates Review

Enclosed is our report in support of the Strathmore's offsite levy rate update. If you have any questions do not hesitate to contact me.

Sincerely,

A handwritten signature in dark ink, appearing to read "Greg Weiss", followed by a long horizontal line extending to the right.

Greg Weiss
President

1 DOCUMENT INFORMATION

Revision Date	Description
April 11 th , 2024	Final

2 CONTENTS

1	DOCUMENT INFORMATION	I
2	CONTENTS.....	II
3	INTRODUCTION.....	3
3.1	OVERVIEW	3
3.2	SCOPE AND APPROACH	3
3.3	METHODOLOGY	4
4	KEY FINDINGS.....	4
5	RATE UPDATES	7
6	RECOMMENDATIONS.....	9
7	ACKNOWLEDGEMENTS.....	10
8	DISCLAIMER.....	10
	APPENDIX A: OFFSITE LEVY AREAS AND LAND STAGING.....	11
	APPENDIX B: TRANSPORTATION	15
	APPENDIX C: WATER	25
	APPENDIX D: SANITARY	35
	APPENDIX E: STORMWATER	44
	APPENDIX F: OFFSITE INFRASTRUCTURE DEFINITIONS	52
	APPENDIX G: COMPARISON OF RATES	54
	APPENDIX H: RATE CALCULATION.....	55

3 INTRODUCTION

3.1 Overview

Bylaw 21-07, established by the Town of Strathmore ("the Town") in 2021, defines offsite levy charges for transportation, water, sanitary, and stormwater offsite infrastructure. The Town wishes to update this bylaw, amending offsite infrastructure included in the bylaw in alignment with the Town's recent actual expenditures, receipts, latest capital/master plans, and ensuring updated costs and development forecasts are reflected fairly and equitably in new rates, thereby ensuring a financially sustainable community.

This report outlines the methodology and information used in establishing updated transportation, water, sanitary, and stormwater offsite levy rates for the Town.

3.2 Scope and Approach

The Town has various infrastructure capital/master plans, and these plans have been used by Town staff as a start point for developing key information for this offsite levy review. Town staff reviewed existing plans and verified offsite projects for roads, water, sanitary, and drainage infrastructure¹. The Town's review also included verification of benefits to existing development, future development, and benefiting areas.

Support provided by CORVUS Business Advisors ("CORVUS") included:

- Development and implementation of the offsite levy model—configuration, priming, and data loading.
- Incorporation of area measurements and land development forecasts (provided by Town staff).
- Incorporation of infrastructure costs and allocation percentages for existing development, new development, and other parties (provided by Town staff).
- Determination of reserve opening balances (historical reconciliation details provided by Town staff).
- Determination of roads, water, sanitary, and drainage levy rates.
- Preparation of the offsite levy report
- Presentation of results.

Offsite levy rates are forecast using a rolling 25-year review period. During this review, a cut-off date of December 31st, 2023 was established in alignment with the Town's most recent year-end. Accordingly, the review period stems from **2024 to 2048**. Project expenditures, receipts etc. were gathered as "actuals" from the Town's financial records up to the cut-off date. Beyond the cut-off date, all financial details are estimates. When the Town completes

¹ It was not within CORVUS' scope of work to review the Town's capital/master plans. Plans were reviewed and refined by Town staff and their engineering advisors.

its next rate update, information from January 1st, 2024 up to the new cut-off date will be converted from estimates to actuals, and the rolling 25-year review period will move further out.

3.3 Methodology

Rates are calculated using as an advanced cost-over-area approach, with “base” rates adjusted to ensure forecast levy account balances reach zero at the end of the 25-year review period. A detailed description of the calculation is included in Appendix H.

4 KEY FINDINGS

The following provides a summary of key findings pertaining to the updating of the Town’s offsite levy rates:

Offsite Infrastructure Costs. Offsite infrastructure costs to be included in the offsite levy bylaw total approximately **\$299.83 million**. An overview of offsite infrastructure costs and maps is provided in Appendices B1 (Transportation), C1 (Water), D1 (Sanitary), and E1 (Stormwater); and a definition of each offsite infrastructure type is provided in Appendix F.

Before determining how infrastructure costs will be allocated to parties that benefit (e.g., existing/residual development, future development, other municipalities etc.), financing provided by way of special ear-marked grants and other contributions are deducted from offsite infrastructure costs. For this review, the Town identified approximately **\$0.23 million** in ear-marked grants and contributions. An overview of ear-marked grants and contributions and resulting net costs is provided in Appendices B2, C2, D2, and E2.

The share of costs which benefits existing/residual development (the Town’s share) is **\$32.09 million**; and the share of costs which benefits other stakeholders (e.g., neighbouring municipalities) is **\$0.00**.

The share of costs which benefits future development totals approximately **\$267.51 million (\$98.77 million + \$168.74 million)** and is based on the allocations shown in Appendices B4, C4, D4, and E4. However, **\$98.77 million** of the cost which benefits future development is deemed beyond the 25-year review period (called “financial oversizing”). Financial oversizing is a pro-rated amount based on the anticipated year of construction (i.e., construction staging) which is provided in Appendices B3, C3, D3, and E3.

Of the **\$267.51 million** in total offsite infrastructure costs which benefits future development, the portion that is deemed within the 25-year review period and included in rates today (the offsite levy share) is approximately **\$168.74 million**, as shown in the table below. A summary of offsite infrastructure net cost “flow-thru” is provided in Appendices B6, C6, D6, and E6.

Summary of Infrastructure Costs & Allocations

Infrastructure	Special Grants & Contributions	Muni Share of Costs	Other Stakeholders' Share of Costs	Developer Cost Beyond 25 Yrs (Financial Oversizing)	Developer Costs (In Rates)	Total Costs
Transportation	\$ 230,915	\$ 17,808,257	\$ -	\$ 25,986,569	\$ 45,246,458	\$ 89,272,200
Water	\$ -	\$ 12,501,472	\$ -	\$ 46,438,853	\$ 66,176,417	\$ 125,116,741
Sanitary	\$ -	\$ 1,776,196	\$ -	\$ 22,932,412	\$ 39,975,620	\$ 64,684,228
Stormwater	\$ -	\$ -	\$ -	\$ 3,407,254	\$ 17,345,222	\$ 20,752,476
Total	\$ 230,915	\$ 32,085,924	\$ -	\$ 98,765,088	\$ 168,743,717	\$ 299,825,645

Offsite Levy Collections. Before allocating infrastructure costs to benefitting lands, offsite levy costs must be reduced by the total levies collected to date. Up to **December 31st, 2023**, the Town collected approximately **\$6.02 million** in offsite levies as summarized in the table below. Details associated with levy collections are shown in Appendices B5, C5, D5, and E5.

Summary of Levies Collected to Date

Levies Collected To Date	
Transportation	\$ 633,052
Water	\$ 2,274,813
Sanitary	\$ 1,399,870
Stormwater	\$ 1,716,491
Total	\$ 6,024,226

Offsite Levy Areas and Forecast Development. To facilitate the allocation of infrastructure costs to those lands that benefit from the infrastructure, the Town is parsed into 11 offsite levy areas. The area boundaries, numbering schema, and area measurements are described in Appendix A along with an offsite levy map. An overview of offsite infrastructure allocations to each benefitting area is provided in Appendices B7, C7, D7, and E7.

To calculate offsite levy rates, it is necessary to forecast the amount of land that will develop during the 25-year review period. Land development forms the denominator of the rate calculation. A larger denominator reduces rates but could potentially result in under-collection thereby placing an increased burden on taxpayers. A smaller denominator increases rates but could potentially result in over-collection thereby placing an increased burden on future development. Accordingly, land development forecasts need to be: (a) reasonable and reflect current planning assumptions including the current pace of development in the community, and (b) updated regularly.

For this review, the Town is forecasting development of approximately **793 ha.** during the 25-year review period (the land development forecast is shown in Appendix A). This is a reduction since the last update. A decrease in land development puts upward pressure on rates, all other things being equal.

Offsite Levy Reserves. The Town is currently managing offsite levy receipts and

withdrawals via four accounts (i.e., one account for each infrastructure type), and this in alignment with MGA requirements. The reason the MGA stipulates the requirement for separate accounts is because offsite levies can only be used to construct the type of infrastructure for which they were collected (e.g., water levies can only be used to construct water offsite infrastructure, not sanitary infrastructure etc.).

Interest. Offsite levy account balances (both actual and forecast) are impacted by interest. Actual reserve inflows and forecast reserve balances that are in a positive/surplus position earn interest (as required by the MGA). Actual reserve outflows and forecast reserve balances that are in a negative/deficit position are charged interest (forecast balances that are negative indicate the requirement for front-ending). An overview of account adjustments is discussed further below, and interest rates and forecast balances over the 25-year review period are shown in Appendices B9, C9, D9, and E9.

Front-ending Approach. Front-ending is an extremely important concept that underpins rigorous management of offsite levies. Front-ending represents monies owed by future development to the front-ending party (municipality or developer) for past construction undertaken on behalf of future development—i.e., a front-ending party will often pay for its share of an offsite infrastructure project in addition to that portion of the project which benefits future development when offsite levy reserve balances are insufficient.

There are 2 alternatives for repaying front-ending debts to claimants: (1) the First-In First-Out (FIFO) approach, and (2) the Average Outstanding Claim (AOC) approach. The FIFO approach can create: (a) stagnation of development, and (b) increased pressure on the municipality (i.e., taxpayers) to front-end. Accordingly, it is recommended that the Town establish an offsite levy policy framework that includes an AOC approach for repayment of front-ending.

Under the AOC approach, claimants share distributions based on their proportionate share of outstanding claims. For example, Developer A fronts a \$1 million piece of infrastructure in 2016. The Town front-ends a \$0.5 million piece of infrastructure in 2017. And Developer B is contemplating front-ending a \$0.5 million piece of infrastructure in the future. Using the AOC approach, offsite levy collections are shared between Developer A (66.6% of distributions) and the Town (33.3% of distributions) until fully repaid². If Developer B chooses to front-end in the future, then future claim reimbursements would be shared amongst Developer A (50% of distributions) and the Town (25% of distributions) and Developer B (25% of distributions) until repaid³. This approach is preferred, as it ensures regular positive cash flow to all claimants, and therefore no disincentive to future front-ending.

It is our understanding that (with the exception of water project #22 which is discussed in Section 6) all offsite projects constructed prior to 2021 whose portion of cost was allocated

² $\$1,000,000 / (\$1,000,000 + \$500,000) = 66.6\%$. $\$500,000 / (\$1,000,000 + \$500,000) = 33.3\%$.

³ $\$1,000,000 / (\$1,000,000 + \$500,000 + \$500,000) = 50\%$. $\$500,000 / (\$1,000,000 + \$500,000 + \$500,000) = 25\%$.

to development, were financed via the offsite levy accounts. As such, there was no Town front-ending prior to 2021 and all offsite levy accounts maintained a surplus balance at end-2020.

Offsite Levy Account Balances. At end-2023, the Town is showing a balance of \$335,109 in the transportation account. However, after adjustments the balance in the transportation account should be amended to reflect a surplus of approximately **\$377,710** at end 2023. A complete reconciliation of the transportation account balance is provided in Appendix B8.

At end-2023, the Town is showing a balance of \$1,300,469 in the water account. However, after adjustments the balance in the water account should be amended to a surplus of approximately **\$1,163,577** at end 2023. A complete reconciliation of the water account balance is provided in Appendix C8.

At end-2023, the Town is showing a balance of \$1,114,633 in the sanitary account. However, after adjustments the balance in the sanitary account should be amended to a surplus of approximately **\$1,185,328** at end 2023. A complete reconciliation of the sanitary account balance is provided in Appendix D8.

At end-2023, the Town is showing a balance of \$1,757,639 in the stormwater account. However, after adjustments the balance in the stormwater account should be amended to a surplus of approximately **\$1,777,403** at end 2023. A complete reconciliation of the sanitary account balance is provided in Appendix E8.

5 RATE UPDATES

For future development to pay for its current share of the **\$299.83 million** offsite infrastructure costs contained in the Town's capital plans, rates are approximately **\$165,342** per net hectare on a weighted average basis, as shown in the tables below. A comparison of rates to other municipalities is shown in Appendix G.

The primary reason for the increase in rates is the decrease in forecast land development, and the increase in interest rates.

Offsite Levy Rates (Per Net Hectare): High, Low, & Averages⁴

	Transportation	Water	Sanitary	Stormwater	Total
High	\$ 72,330	\$ 44,267	\$ 58,393	\$ 36,441	\$ 174,900
Low	\$ 71,354	\$ 42,645	\$ -	\$ 2,507	\$ 139,337
Weighted Average	\$ 71,491	\$ 42,874	\$ 30,656	\$ 20,322	\$ 165,342

Summary of Offsite Levy Rates by Area (Per Net Hectare)

Area #	Transportation	Water	Sanitary	Stormwater	Total
1.0	\$ 71,354	\$ 42,645	\$ 58,393	\$ 2,507	\$ 174,900
2.0	\$ 71,354	\$ 42,645	\$ 7,204	\$ 18,134	\$ 139,337
3.0	\$ 72,330	\$ 44,267	\$ 19,721	\$ 28,986	\$ 165,305
4.0	\$ 72,330	\$ 44,267	\$ 24,400	\$ 5,050	\$ 146,047
5.0	\$ 71,354	\$ 42,645	\$ 24,400	\$ 33,899	\$ 172,297
6.0	\$ 71,354	\$ 42,645	\$ 7,204	\$ 26,443	\$ 147,646
7.0	\$ 71,354	\$ 42,645	\$ 7,204	\$ 26,443	\$ 147,646
8.0	\$ 71,354	\$ 42,645	\$ -	\$ 26,443	\$ 140,443
9.0	\$ 71,354	\$ 42,645	\$ 9,418	\$ 26,443	\$ 149,861
10.0	\$ 71,354	\$ 42,645	\$ 3,819	\$ 26,443	\$ 144,262
11.0	\$ 72,330	\$ 44,267	\$ 324	\$ 36,441	\$ 153,363

⁴ Highs, Lows, and Averages are shown for information purposes only. Developers pay the actual rate applicable to their specific development area.

6 RECOMMENDATIONS

In addition to implementing the offsite levy rates outlined in *Section 5*, CORVUS recommends the following:

1. Amend the Town account records and balances to align with the account balances in the offsite levy model and described in Appendices B8, C8, D8, and E8; and in so doing, withdraw excess funds (if any) to pay down front-ending claims, or top-up account shortfalls as required.
2. Establish a formal and regular communication and documentation process between the Finance, Planning, and Engineering departments to enable the accurate documentation of offsite levy expenditures and front-ending details.
3. Ensure withdrawals from offsite levy accounts are limited to only that portion of project cost for which future development is responsible (i.e., Project Cost X Developer Share %).
4. During the reconciliation of future account balances, ensure the interest earning and charge rates that underpin the offsite levy bylaw for that specific time period are used to determine reserve interest impacts.
5. It is our understanding that water project #22 was front-ended by a local developer, and the Town has an agreement in place to repay the front-ended amount over several years. However, it is also our understanding that front-ending repayments to date have from an account other than the offsite levy account. As this project benefits development 100%, the Town's repayments to date should be reimbursed from the water offsite levy account, and future front-ending repayments should be made directly from the water offsite levy account.
6. Changes to the MGA in 2017 enable municipalities to charge offsite levies for recreation, fire, police, library, and interchange facilities. Town Administration and Council should consider whether it wishes to adopt such levies in the future and, if so, begin developing the necessary supporting documentation that will be needed to support such levies. Support documentation requirements for these new levies are outlined in Section 648 of the *Municipal Government Act* and *Regulation AR 187/2017*.

7 ACKNOWLEDGEMENTS

CORVUS Business Advisors would like to thank all Town of Strathmore staff from Engineering, Planning, and Finance who supported the work of this review.

8 DISCLAIMER

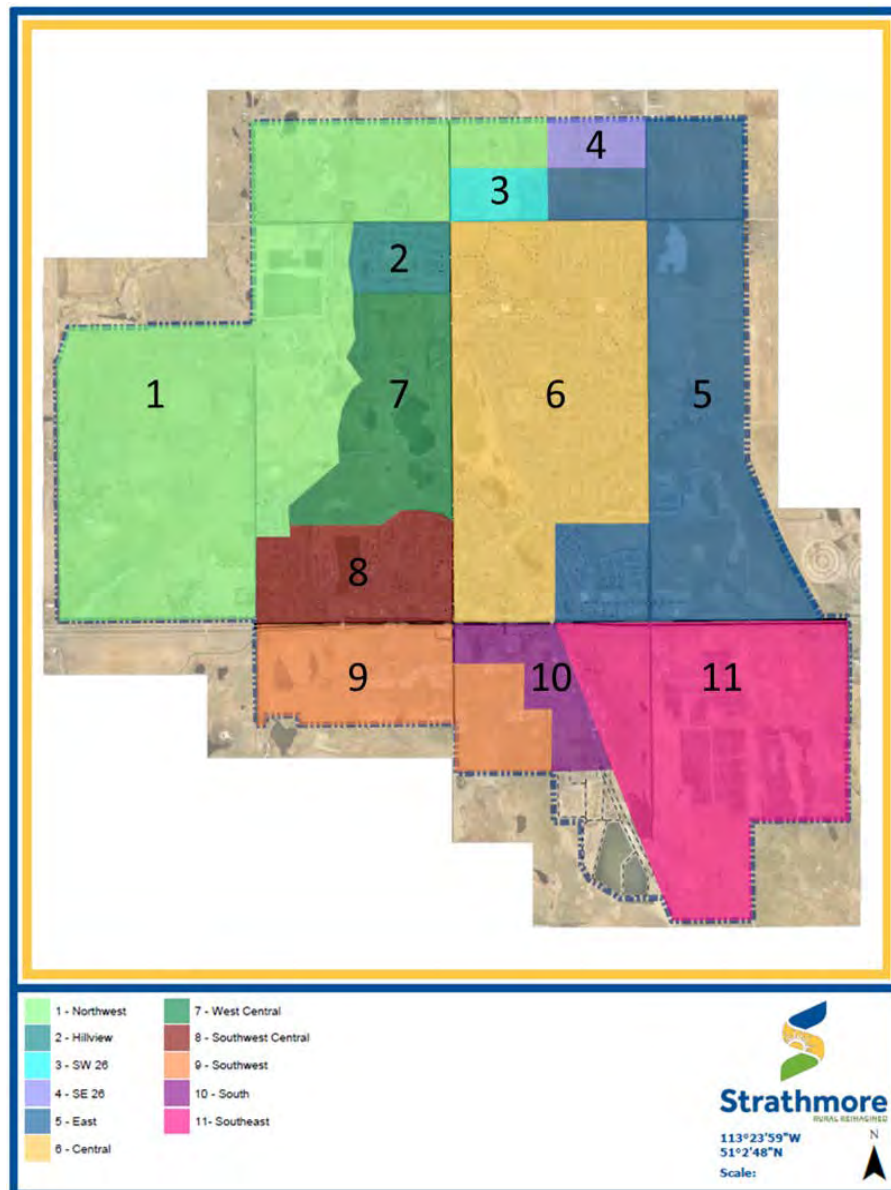
CORVUS Business Advisor has relied upon The Town of Strathmore and its advisors to provide all of the data and information used to construct the offsite levy model and create the rates, such as planning data and assumptions, development forecasts and assumptions, infrastructure costs and costs estimates, allocations to benefitting parties, allocation to benefitting areas, and other assumptions etc. As such, CORVUS Business Advisors makes no guarantee as to the accuracy of the input data and information provided by these groups or the results that stem from this data and information.

Offsite levy rates are not intended to stay static; they are based upon assumptions and the best available information of the day. Planning assumptions, cost estimates etc. can change each year. Accordingly, the Municipal Government Act requires that offsite levy rates be updated with the most available information on a regular basis (usually annually). When information changes, it will be reflected in a future update, and rates adjusted accordingly.

APPENDIX A: OFFSITE LEVY AREAS AND LAND STAGING

During this review, the Town's offsite levy area were amended and organized into **11** offsite levy areas, as shown in the map below to, In so doing: (1) offsite levy area boundaries align with infrastructure benefiting basin described in the Town's master plans, and (2) the amended areas ensure coverage of all Town lands—this is a leading practice and ensures any undeveloped land or redeveloped lands that have not paid levies previously are included in the bylaw. All offsite levy infrastructure costs are allocated to one or more areas.

Offsite Levy Areas



Total net development area at end 2023, the amount of land available for development in all offsite levy areas, was approximately **1,340 ha**. In calculating net development area, allowances have been made for environmental reserves, municipal reserves, and arterial road right of way and other deductions. From 2023 onward, this calculation will remain static, and the Town's model will automatically deduct lands that are developed from the bank of available lands.

Offsite Levy Net Development Area^{5,6}

Area Ref. #	Development Area Location	Gross Area (ha.)	Environmental Reserves (ha.)	Sub-total	Municipal Reserves	Arterial Right of Way and Other Deductions (ha.)	Net Development Area (ha.)
1.5	Northwest	692.40	15.00	677.40	67.74	12.80	596.86
2.5	Hillview	-	-	-	-	-	-
3.5	SW 26	32.40	-	32.40	3.24	-	29.16
4.5	SE 26	32.40	-	32.40	3.24	-	29.16
5.5	East	390.20	18.10	372.10	37.21	13.10	321.79
6.5	Central	15.00	-	15.00	1.50	-	13.50
7.5	West Central	58.10	-	58.10	5.81	4.00	48.29
8.5	Southwest Central	6.80	-	6.80	0.68	-	6.12
9.5	Southwest	147.90	11.10	136.80	13.68	3.40	119.72
10.5	South	5.00	-	5.00	0.50	-	4.50
11.5	Southeast	240.20	37.50	202.70	20.27	11.40	171.03
		1,620.40	81.70	1,538.70	153.87	44.70	1,340.13

Summary of Offsite Levy Net Development Area

Description	ha.
Gross Development Area	1,620.40
Less Environment Reserve	81.70
Less Municipal Reserve	153.87
Less ROW Allowance	44.70
Net Development Area	1,340.13

*Note: 1 Hectare (ha.) = ~2.47 Acres

Net development area definitions will be applied in determining offsite levy obligations of developers on application for subdivision or development within The Town of Strathmore. Net development area is defined as follows:

- Gross Area – The area of lands to be developed in hectares that have not previously paid an offsite levy.
 - o Less: Any environmental reserves contained within the development area Including environmental reserves and environmental easements.
 - o Less: A 10% allowance for Municipal Reserves.
 - o Less: The measurement of arterial road right of way that bisects the development lands.

⁵ Area measurements were provided by Town staff.

⁶ The Town's offsite levy model allows for 5 different land types. All lands are included in the fifth designation, hence the area reference of ".5". This has no bearing on rates.

- Equals: Net Developable Area, which is the area subject to offsite levies.

A rate planning period of 25 years underpins the offsite levy model and rate calculations. Many municipalities use this planning period as it provides a reasonable timeframe to recoup the costs associated with offsite levy infrastructure construction, and it aligns with the timeframes of many municipal capital planning and construction cycles.

Of the **1,140 ha.** of net land available across all offsite levy areas, planners estimate that approximately **793 ha. (59%)** will develop during the next 25-years (the rate planning period) as shown in the tables below.

Summary of Anticipated Development during the 25 Year Rate Planning Period

Developed In Next 25 Years	793.04	59.2%
Developed Beyond 25 Years	547.09	40.8%
Net Development Area	1,340.13	

Anticipated Development during the 25 Year Rate Planning Period

Area Ref. #	Development Area Location	Area Developed in Next 25 years (Net ha.)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048
1.5	Northwest	299,500	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00
2.5	Hillview	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.5	SW 26	29,160	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5.83	5.83	5.83	5.83	5.84	-	-	-	-	-
4.5	SE 26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.5	East	189,800	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	12.00	12.00	12.00	12.00	12.00
6.5	Central	13,500	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7.5	West Central	48,290	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8.5	Southwest Central	6,120	1.53	1.53	1.53	1.53	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9.5	Southwest	119,670	6.57	6.57	6.57	6.57	6.57	6.57	4.90	4.90	4.90	4.90	4.90	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.75
10.5	South	4,500	0.90	0.90	0.90	0.90	0.90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11.5	Southeast	82,500	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
		793.04	34.72	34.72	34.72	34.72	33.19	32.29	30.62	30.62	30.62	30.62	23.69	22.79	22.79	22.79	22.79	35.32	35.32	35.32	35.32	35.33	35.00	35.00	35.00	35.00	34.75

APPENDIX B: TRANSPORTATION

B1. Transportation Offsite Infrastructure

To support future growth, transportation offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) future debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$89.25 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Transportation Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Cost
1	Wildflower Road - Phase 1	\$ -	\$ -	\$ 2,537,500	\$ 2,537,500
2	Wildflower Road - Phase 2	\$ -	\$ -	\$ 7,032,500	\$ 7,032,500
3	Wildflower Road - Phase 3	\$ -	\$ -	\$ 4,845,000	\$ 4,845,000
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ -	\$ -	\$ 137,274	\$ 137,274
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ -	\$ -	\$ 8,990,000	\$ 8,990,000
6	Wheatland Trail Twinning	\$ -	\$ -	\$ 3,114,377	\$ 3,114,377
7	Highway 1/Wildflower Road Signalization	\$ -	\$ -	\$ 1,160,000	\$ 1,160,000
8	Wheatland Trail & Westcreek Access	\$ -	\$ -	\$ 1,139,695	\$ 1,139,695
9	TWP Road 244 & Lakewood Circle Intersection	\$ -	\$ -	\$ 766,940	\$ 766,940
10	TWP Road 244 & Wheatland Trail Intersection	\$ -	\$ -	\$ 362,500	\$ 362,500
11	Highway 1 Signal Timing	\$ -	\$ -	\$ 54,994	\$ 54,994
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ -	\$ -	\$ 4,338,752	\$ 4,338,752
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ -	\$ -	\$ 141,413	\$ 141,413
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ -	\$ -	\$ 112,607	\$ 112,607
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ -	\$ -	\$ 1,403,652	\$ 1,403,652
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ -	\$ -	\$ 12,414,609	\$ 12,414,609
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ -	\$ -	\$ 8,276,436	\$ 8,276,436
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ -	\$ -	\$ 3,310,563	\$ 3,310,563
19	Brent Boulevard Upgrade	\$ -	\$ -	\$ 1,704,790	\$ 1,704,790
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ -	\$ -	\$ 3,310,563	\$ 3,310,563
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ -	\$ -	\$ 7,862,586	\$ 7,862,586
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ -	\$ -	\$ 6,207,305	\$ 6,207,305
23	Westcreek Wildflower Arterial Bridge	\$ -	\$ -	\$ 3,475,615	\$ 3,475,615
24	Westmount Road Extension (South of Highway 1)	\$ -	\$ -	\$ 2,482,922	\$ 2,482,922
25	Strathford Boulevard & Township Road 244 Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
26	George Freeman Trail & Township Road 244 Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
27	Wheatland Trail & Hillview Drive Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
28	Wheatland Trail & Brent Boulevard Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
29	George Freeman Trail & Brent Boulevard Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
30	George Freeman Trail & Centennial Drive Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
31	Wheatland Trail & Westmount Drive Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
32	Wheatland Trail & 2 Avenue Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
33	Centre Street & Archie Klaiber Trail Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 593,265	\$ -	\$ -	\$ 593,265
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 593,265	\$ -	\$ 88,678,935	\$ 89,272,200

*Past expenditures include past financing expenditures (interest) if any.

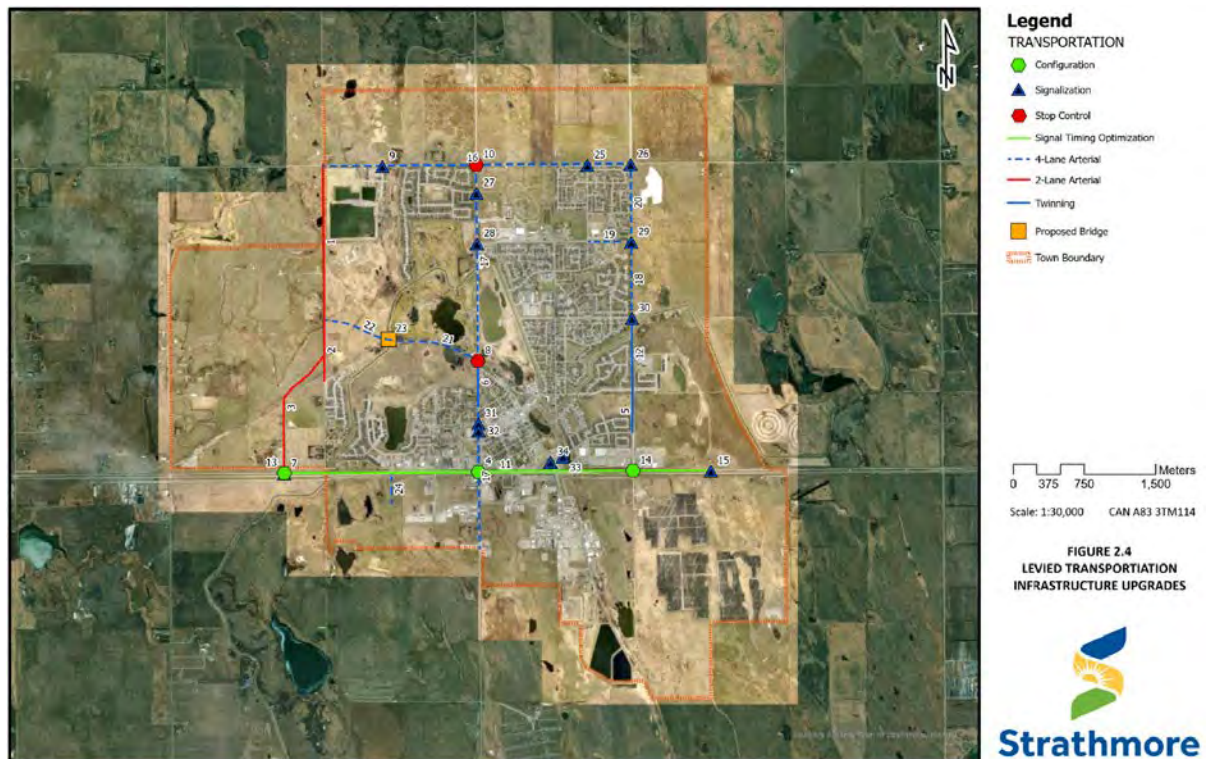
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section B5*).

*****Offsite infrastructure definitions are described in Appendix F.



B2. Transportation Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/will receive **\$0.23 million** in special ear-marked grants or contributions for transportation offsite levy infrastructure as shown in the table below (note, if the Town receives other ear-marked grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$89.04 million**.

Special Grants and Contributions for Transportation Offsite Infrastructure

Item	Project Description	Total Project Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Cost
1	Wildflower Road - Phase 1	\$ 2,537,500	\$ -	\$ -	\$ 2,537,500
2	Wildflower Road - Phase 2	\$ 7,032,500	\$ -	\$ -	\$ 7,032,500
3	Wildflower Road - Phase 3	\$ 4,845,000	\$ -	\$ -	\$ 4,845,000
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 137,274	\$ -	\$ -	\$ 137,274
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 8,990,000	\$ -	\$ -	\$ 8,990,000
6	Wheatland Trail Twinning	\$ 3,114,377	\$ -	\$ -	\$ 3,114,377
7	Highway 1/Wildflower Road Signalization	\$ 1,160,000	\$ -	\$ -	\$ 1,160,000
8	Wheatland Trail & Westcreek Access	\$ 1,139,695	\$ -	\$ -	\$ 1,139,695
9	TWP Road 244 & Lakewood Circle Intersection	\$ 766,940	\$ -	\$ -	\$ 766,940
10	TWP Road 244 & Wheatland Trail Intersection	\$ 362,500	\$ -	\$ -	\$ 362,500
11	Highway 1 Signal Timing	\$ 54,994	\$ -	\$ -	\$ 54,994
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 4,338,752	\$ -	\$ -	\$ 4,338,752
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 141,413	\$ -	\$ -	\$ 141,413
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 112,607	\$ -	\$ -	\$ 112,607
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 1,403,652	\$ -	\$ -	\$ 1,403,652
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 12,414,609	\$ -	\$ -	\$ 12,414,609
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 8,276,436	\$ -	\$ -	\$ 8,276,436
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 3,310,563	\$ -	\$ -	\$ 3,310,563
19	Brent Boulevard Upgrade	\$ 1,704,790	\$ -	\$ -	\$ 1,704,790
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 3,310,563	\$ -	\$ -	\$ 3,310,563
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 7,862,586	\$ -	\$ -	\$ 7,862,586
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 6,207,305	\$ -	\$ -	\$ 6,207,305
23	Westcreek Wildflower Arterial Bridge	\$ 3,475,615	\$ -	\$ -	\$ 3,475,615
24	Westmount Road Extension (South of Highway 1)	\$ 2,482,922	\$ -	\$ -	\$ 2,482,922
25	Strathford Boulevard & Township Road 244 Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
26	George Freeman Trail & Township Road 244 Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
27	Wheatland Trail & Hillview Drive Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
28	Wheatland Trail & Brent Boulevard Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
29	George Freeman Trail & Brent Boulevard Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
30	George Freeman Trail & Centennial Drive Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
31	Wheatland Trail & Westmount Drive Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
32	Wheatland Trail & 2 Avenue Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
33	Centre Street & Archie Klaiber Trail Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 593,265	\$ 230,915	\$ -	\$ 362,350
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 89,272,200	\$ 230,915	\$ -	\$ 89,041,285

B3. Year of Construction

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The Town anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Forecast Year of Construction

Item	Project Description	Construction Start Year
1	Wildflower Road - Phase 1	2027
2	Wildflower Road - Phase 2	2029
3	Wildflower Road - Phase 3	2033
4	Highway 1 & Wheatland Trail Intersection Upgrades	2029
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	2029
6	Wheatland Trail Twinning	2029
7	Highway 1/Wildflower Road Signalization	2036
8	Wheatland Trail & Westcreek Access	2039
9	TWP Road 244 & Lakewood Circle Intersection	2039
10	TWP Road 244 & Wheatland Trail Intersection	2039
11	Highway 1 Signal Timing	2047
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	2047
13	Highway 1 & Wildflower Road Intersection Upgrades	2047
14	Highway 1 & George Freeman Trail Intersection Upgrades	2047
15	Highway 1 & Edgefield Access Intersection Upgrades	2047
16	TWP Road 244 Upgrades (Boundary to Boundary)	2050
17	Wheatland Trail Upgrades (Boundary to Boundary)	2050
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	2050
19	Brent Boulevard Upgrade	2050
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	2050
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	2030
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	2035
23	Westcreek Wildflower Arterial Bridge	2030
24	Westmount Road Extension (South of Highway 1)	2030
25	Strathford Boulevard & Township Road 244 Intersection	2030
26	George Freeman Trail & Township Road 244 Intersection	2030
27	Wheatland Trail & Hillview Drive Intersection	2030
28	Wheatland Trail & Brent Boulevard Intersection	2030
29	George Freeman Trail & Brent Boulevard Intersection	2030
30	George Freeman Trail & Centennial Drive Intersection	2030
31	Wheatland Trail & Westmount Drive Intersection	2030
32	Wheatland Trail & 2 Avenue Intersection	2030
33	Centre Street & Archie Klaiber Trail Intersection	2030
34	Lakeside Blvd & Archie Klaiber Trail Intersection	2023

*Project costs are inflated by 3.0% per annum to the year of construction.

B4. Transportation Offsite Infrastructure Benefiting Parties

The transportation offsite infrastructure listed above will benefit three parties to varying degrees:

1. Town of Strathmore – a portion of the transportation infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
2. Other Stakeholders – other municipalities that benefit from the infrastructure.
3. Future Development:
 - o Financial Oversizing – that portion of deemed cost (i.e., levyable transportation infrastructure costs) which benefits future development beyond the 25-year review period.
 - o **In Rates – that portion of deemed cost (i.e., levyable transportation infrastructure costs) which benefits future development within the 25-**

year review period.

The table below outlines the allocation of transportation offsite levy infrastructure costs to benefiting parties.

Allocation of Transportation Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Wildflower Road - Phase 1	\$ 2,537,500	20.0%		9.6%	70.4%
2	Wildflower Road - Phase 2	\$ 7,032,500	20.0%		16.0%	64.0%
3	Wildflower Road - Phase 3	\$ 4,845,000	20.0%		28.8%	51.2%
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 137,274	20.0%		16.0%	64.0%
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 8,990,000	20.0%		16.0%	64.0%
6	Wheatland Trail Twinning	\$ 3,114,377	20.0%		16.0%	64.0%
7	Highway 1/Wildflower Road Signalization	\$ 1,160,000	20.0%		38.4%	41.6%
8	Wheatland Trail & Westcreek Access	\$ 1,139,695	20.0%		41.0%	39.0%
9	TWP Road 244 & Lakewood Circle Intersection	\$ 766,940	20.0%		41.0%	39.0%
10	TWP Road 244 & Wheatland Trail Intersection	\$ 362,500	20.0%		41.0%	39.0%
11	Highway 1 Signal Timing	\$ 54,994	20.0%		41.0%	39.0%
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 4,338,752	20.0%		41.0%	39.0%
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 141,413	20.0%		41.0%	39.0%
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 112,607	20.0%		41.0%	39.0%
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 1,403,652	20.0%		41.0%	39.0%
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 12,414,609	20.0%		41.0%	39.0%
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 8,276,436	20.0%		41.0%	39.0%
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 3,310,563	20.0%		41.0%	39.0%
19	Brent Boulevard Upgrade	\$ 1,704,790	20.0%		41.0%	39.0%
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 3,310,563	20.0%		41.0%	39.0%
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 7,862,586	20.0%		19.2%	60.8%
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 6,207,305	20.0%		35.2%	44.8%
23	Westcreek Wildflower Arterial Bridge	\$ 3,475,615	20.0%		19.2%	60.8%
24	Westmount Road Extension (South of Highway 1)	\$ 2,482,922	20.0%		19.2%	60.8%
25	Strathford Boulevard & Township Road 244 Intersection	\$ 342,195	20.0%		19.2%	60.8%
26	George Freeman Trail & Township Road 244 Intersection	\$ 342,195	20.0%		19.2%	60.8%
27	Wheatland Trail & Hillview Drive Intersection	\$ 446,341	20.0%		19.2%	60.8%
28	Wheatland Trail & Brent Boulevard Intersection	\$ 446,341	20.0%		19.2%	60.8%
29	George Freeman Trail & Brent Boulevard Intersection	\$ 342,195	20.0%		19.2%	60.8%
30	George Freeman Trail & Centennial Drive Intersection	\$ 342,195	20.0%		19.2%	60.8%
31	Wheatland Trail & Westmount Drive Intersection	\$ 446,341	20.0%		19.2%	60.8%
32	Wheatland Trail & 2 Avenue Intersection	\$ 446,341	20.0%		19.2%	60.8%
33	Centre Street & Archie Klaiber Trail Intersection	\$ 342,195	20.0%		19.2%	60.8%
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 362,350	20.0%		0.0%	80.0%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 89,041,285				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years' of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

B5. Existing Receipts & Adjusted Levy Cost

Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$45.25 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts

collected from developers (if any) need to be considered in determining the residual/net costs to developers. Town staff have advised that **\$0.63 million** (\$0.52 million + \$0.11 million) in transportation levies have been applied/collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$44.61 million**.

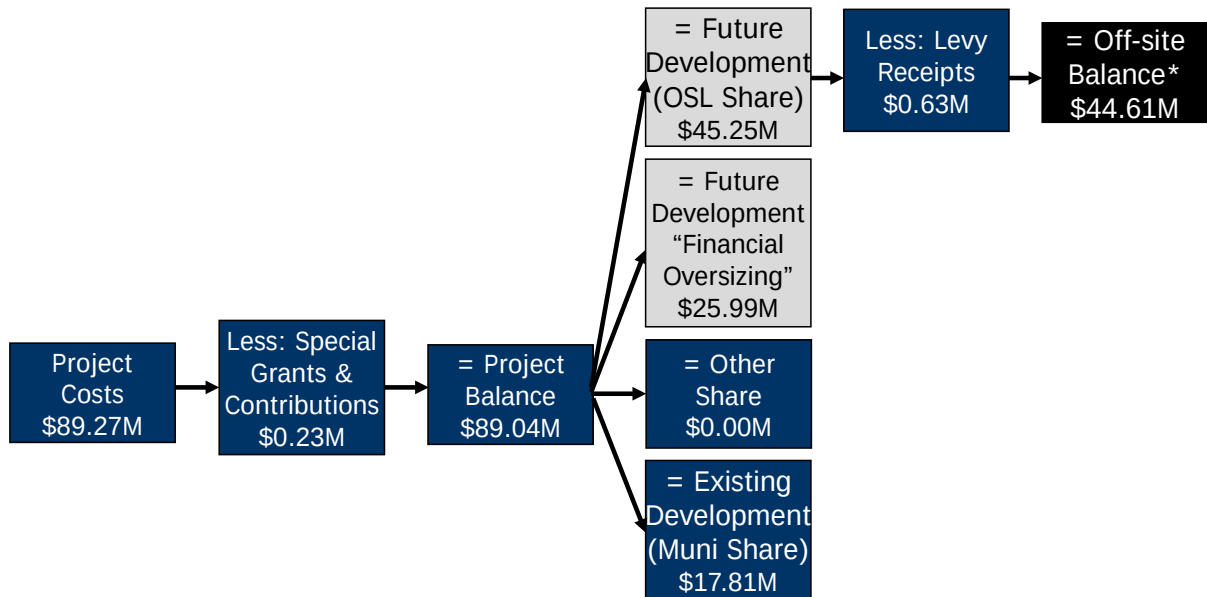
Offsite Levy Funds Applied to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Wildflower Road - Phase 1	\$ 1,786,400	\$ -	\$ -	\$ 1,786,400
2	Wildflower Road - Phase 2	\$ 4,500,800	\$ -	\$ -	\$ 4,500,800
3	Wildflower Road - Phase 3	\$ 2,480,640	\$ -	\$ -	\$ 2,480,640
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 87,855	\$ -	\$ -	\$ 87,855
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 5,753,600	\$ -	\$ -	\$ 5,753,600
6	Wheatland Trail Twinning	\$ 1,993,201	\$ -	\$ -	\$ 1,993,201
7	Highway 1/Wildflower Road Signalization	\$ 482,560	\$ -	\$ -	\$ 482,560
8	Wheatland Trail & Westcreek Access	\$ 444,481	\$ -	\$ -	\$ 444,481
9	TWP Road 244 & Lakewood Circle Intersection	\$ 299,107	\$ -	\$ -	\$ 299,107
10	TWP Road 244 & Wheatland Trail Intersection	\$ 141,375	\$ -	\$ -	\$ 141,375
11	Highway 1 Signal Timing	\$ 21,448	\$ -	\$ -	\$ 21,448
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 1,692,113	\$ -	\$ 8,065	\$ 1,684,048
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 55,151	\$ -	\$ 263	\$ 54,888
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 43,917	\$ -	\$ 209	\$ 43,707
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 547,424	\$ -	\$ 2,609	\$ 544,815
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 4,841,697	\$ -	\$ 23,077	\$ 4,818,621
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 3,227,810	\$ -	\$ 15,385	\$ 3,212,425
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 1,291,120	\$ -	\$ 6,154	\$ 1,284,966
19	Brent Boulevard Upgrade	\$ 664,868	\$ -	\$ 3,169	\$ 661,699
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 1,291,120	\$ -	\$ 6,154	\$ 1,284,966
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 4,780,452	\$ -	\$ 14,615	\$ 4,765,837
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 2,780,873	\$ -	\$ 11,538	\$ 2,769,334
23	Westcreek/Wildflower Arterial Bridge	\$ 2,113,174	\$ -	\$ 6,461	\$ 2,106,713
24	Westmount Road Extension (South of Highway 1)	\$ 1,509,617	\$ -	\$ 4,615	\$ 1,505,001
25	Strathford Boulevard & Township Road 244 Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
26	George Freeman Trail & Township Road 244 Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
27	Wheatland Trail & Hillview Drive Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
28	Wheatland Trail & Brent Boulevard Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
29	George Freeman Trail & Brent Boulevard Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
30	George Freeman Trail & Centennial Drive Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
31	Wheatland Trail & Westmount Drive Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
32	Wheatland Trail & 2 Avenue Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
33	Centre Street & Archie Klaiber Trail Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 289,880	\$ -	\$ 674	\$ 289,206
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 523,565	\$ -	\$ (523,565)
		\$ 45,246,458	\$ 523,565	\$ 109,487	\$ 44,613,406

B6. Summary of Transportation Offsite Levy Cost Flow-through

As shown in the figure below, the total cost for transportation infrastructure that forms the basis of the rate is approximately **\$44.61 million**. The cost allocations to each benefitting party are based on the benefitting percentages shown in previous section. The offsite levy balance (due from developers) is allocated to various benefitting areas (as described in the next section).

Total Transportation Offsite Levy Costs



B7. Transportation Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town staff. The lands anticipated to develop over the 25-years in each offsite levy benefiting area are used to determine rates.

Transportation Allocations to Benefitting Areas

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Wildflower Road - Phase 1	\$ 1,786,400	1	1	1	1	1	1	1	1	1	1	1
2	Wildflower Road - Phase 2	\$ 4,500,800	1	1	1	1	1	1	1	1	1	1	1
3	Wildflower Road - Phase 3	\$ 2,480,640	1	1	1	1	1	1	1	1	1	1	1
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 87,855	1	1	1	1	1	1	1	1	1	1	1
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 5,753,600	1	1	1	1	1	1	1	1	1	1	1
6	Wheatland Trail Twinning	\$ 1,993,201	1	1	1	1	1	1	1	1	1	1	1
7	Highway 1/Wildflower Road Signalization	\$ 482,560	1	1	1	1	1	1	1	1	1	1	1
8	Wheatland Trail & Westcreek Access	\$ 444,481	1	1	1	1	1	1	1	1	1	1	1
9	TWP Road 244 & Lakewood Circle Intersection	\$ 299,107	1	1	1	1	1	1	1	1	1	1	1
10	TWP Road 244 & Wheatland Trail Intersection	\$ 141,375	1	1	1	1	1	1	1	1	1	1	1
11	Highway 1 Signal Timing	\$ 21,448	1	1	1	1	1	1	1	1	1	1	1
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 1,684,048	1	1	1	1	1	1	1	1	1	1	1
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 54,888	1	1	1	1	1	1	1	1	1	1	1
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 43,707	1	1	1	1	1	1	1	1	1	1	1
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 544,815	1	1	1	1	1	1	1	1	1	1	1
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 4,818,621	1	1	1	1	1	1	1	1	1	1	1
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 3,212,425	1	1	1	1	1	1	1	1	1	1	1
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 1,284,966	1	1	1	1	1	1	1	1	1	1	1
19	Brent Boulevard Upgrade	\$ 661,699	1	1	1	1	1	1	1	1	1	1	1
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 1,284,966	1	1	1	1	1	1	1	1	1	1	1
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 4,765,837	1	1	1	1	1	1	1	1	1	1	1
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 2,769,334	1	1	1	1	1	1	1	1	1	1	1
23	Westcreek Wildflower Arterial Bridge	\$ 2,106,713	1	1	1	1	1	1	1	1	1	1	1
24	Westmount Road Extension (South of Highway 1)	\$ 1,505,001	1	1	1	1	1	1	1	1	1	1	1
25	Strathford Boulevard & Township Road 244 Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
26	George Freeman Trail & Township Road 244 Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
27	Wheatland Trail & Hillview Drive Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
28	Wheatland Trail & Brent Boulevard Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
29	George Freeman Trail & Brent Boulevard Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
30	George Freeman Trail & Centennial Drive Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
31	Wheatland Trail & Westmount Drive Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
32	Wheatland Trail & 2 Avenue Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
33	Centre Street & Archie Klaiber Trail Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 289,206	1	1	1	1	1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (523,565)	1	1			1	1	1	1	1	1	1
		\$ 44,613,406											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

B8. Reserve Balance

At December 31st, 2023 Town records showed a balance of \$335,109 in the transportation offsite levy account. However, this was based on an over allocation of costs to developers. The transportation account balance should be amended to reflect a surplus of **\$377,710**.

Transportation Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Unallocated OSL Receipts to December 31, 2020 (Opening Balance)	\$ 523,564.89		\$ 523,564.89
OSL Receipt Allocations 2021-2023	\$ 109,466.90		\$ 633,031.79
Offsite Levy Expenditure Withdrawals 2021-2023		\$ 332,481.14	\$ 300,550.65
Interest Earned/Charged	\$ 34,557.88		\$ 335,108.53
Account Balance per Muni Records December 31, 2023			\$ 335,108.53
OSL Share of Other Expenditures to December 31, 2023		\$ (42,601.14)	\$ 377,709.67
Balance			\$ 377,709.67

*The credit of \$(42,601) in 2023 stems from an overallocation of expenditures for Project #34 whose allocation to developers is 80% (the original account withdrawal in 2023 was based on an allocation of 100%).

B9. Development and Transportation Infrastructure Staging Impacts

Transportation offsite infrastructure will be constructed in staged fashion over the 25-year review period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of transportation infrastructure from time to time—front ending of infrastructure will be required. A front-end is the party that constructs and pays up front for infrastructure that benefits other parties.

To compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%**⁷ interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a **1.85%**⁸ interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph below highlights activity in the transportation levy reserve over the 25-year review period.⁹

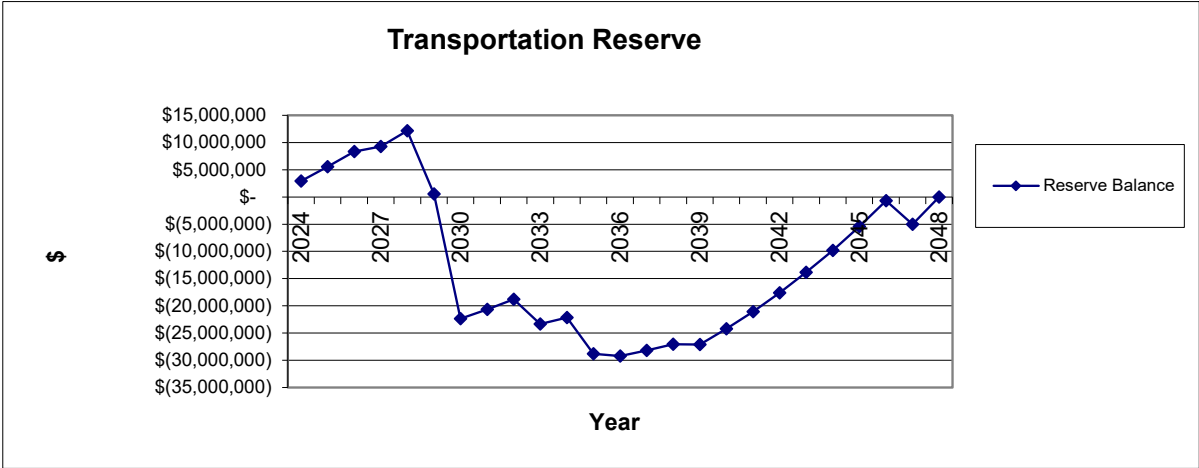
If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).

⁷ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

⁸ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

⁹ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Anticipated Transportation Offsite Levy Reserve Balances



APPENDIX C: WATER

C1. Water Offsite Infrastructure

In order to support future growth, water offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) future debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$125.12 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Water Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Westmount Subdivision Backbone	\$ 1,072,039	\$ -	\$ 2,604,867	\$ 3,676,906
2	5 Avenue Fire Flow Improvements	\$ -	\$ -	\$ 1,031,885	\$ 1,031,885
3	Wildflower Reservoir Upgrades	\$ -	\$ -	\$ 2,320,000	\$ 2,320,000
4	Decommission Brentwood Reservoir	\$ -	\$ -	\$ 159,500	\$ 159,500
5	Upsize Centennial Drive Water Line	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
6	Wildflower Water Line D	\$ -	\$ -	\$ 2,537,500	\$ 2,537,500
7	Wildflower Water Line E	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
8	Wildflower Water Line F	\$ -	\$ -	\$ 76,283	\$ 76,283
9	Wildflower Reservoir Storage	\$ -	\$ -	\$ 26,100,000	\$ 26,100,000
10	Wildflower Reservoir Pumping	\$ -	\$ -	\$ 5,800,000	\$ 5,800,000
11	Heritage Water Line D	\$ -	\$ -	\$ 2,501,250	\$ 2,501,250
12	Prairies Water Line H	\$ -	\$ -	\$ 2,755,000	\$ 2,755,000
13	Prairies Water Line I	\$ -	\$ -	\$ 2,682,500	\$ 2,682,500
14	Prairies Water Line J	\$ -	\$ -	\$ 703,250	\$ 703,250
15	Prairies Water Line K	\$ -	\$ -	\$ 1,595,000	\$ 1,595,000
16	Prairies Water Line L	\$ -	\$ -	\$ 85,550	\$ 85,550
17	East Reservoir Fill Line	\$ -	\$ -	\$ 5,437,500	\$ 5,437,500
18	East Reservoir Fill Line Connection	\$ -	\$ -	\$ 1,568	\$ 1,568
19	East Reservoir Storage	\$ -	\$ -	\$ 43,935,000	\$ 43,935,000
20	East Reservoir Pumping	\$ -	\$ -	\$ 4,205,000	\$ 4,205,000
21	Edgefield Water Line H	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
22	Edgefield Water Line I	\$ 351,300	\$ -	\$ -	\$ 351,300
23	South Strathmore Water Line I	\$ -	\$ -	\$ 2,030,000	\$ 2,030,000
24	South Strathmore Water Line J	\$ -	\$ -	\$ 1,406,500	\$ 1,406,500
25	South Strathmore Water Line K	\$ -	\$ -	\$ 1,413,750	\$ 1,413,750
26	South Strathmore Water Line L	\$ -	\$ -	\$ 3,335,000	\$ 3,335,000
27	West Strathmore Water Line Q	\$ -	\$ -	\$ 3,335,000	\$ 3,335,000
28	West Strathmore Water Line R	\$ -	\$ -	\$ 2,102,500	\$ 2,102,500
29	West Strathmore PRV A	\$ -	\$ -	\$ 159,500	\$ 159,500
30	West Strathmore PRV B	\$ -	\$ -	\$ 159,500	\$ 159,500
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 1,423,339	\$ -	\$ 123,693,402	\$ 125,116,741

*Past expenditures include past financing expenditures (interest) if any.

**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section C5*).

*****Offsite infrastructure definitions are described in Appendix F.



C2. Water Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/will receive approximately **\$0.00** in special ear-marked grants and contributions for water offsite levy infrastructure as shown in the table below (note, if the Town receives other ear-marked grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$125.12 million**.

Special Grants and Contributions for Water Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Estimated Cost
1	Westmount Subdivision Backbone	\$ 3,676,906	\$ -	\$ -	\$ 3,676,906
2	5 Avenue Fire Flow Improvements	\$ 1,031,885	\$ -	\$ -	\$ 1,031,885
3	Wildflower Reservoir Upgrades	\$ 2,320,000	\$ -	\$ -	\$ 2,320,000
4	Decommission Brentwood Reservoir	\$ 159,500	\$ -	\$ -	\$ 159,500
5	Upsize Centennial Drive Water Line	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
6	Wildflower Water Line D	\$ 2,537,500	\$ -	\$ -	\$ 2,537,500
7	Wildflower Water Line E	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
8	Wildflower Water Line F	\$ 76,283	\$ -	\$ -	\$ 76,283
9	Wildflower Reservoir Storage	\$ 26,100,000	\$ -	\$ -	\$ 26,100,000
10	Wildflower Reservoir Pumping	\$ 5,800,000	\$ -	\$ -	\$ 5,800,000
11	Heritage Water Line D	\$ 2,501,250	\$ -	\$ -	\$ 2,501,250
12	Prairies Water Line H	\$ 2,755,000	\$ -	\$ -	\$ 2,755,000
13	Prairies Water Line I	\$ 2,682,500	\$ -	\$ -	\$ 2,682,500
14	Prairies Water Line J	\$ 703,250	\$ -	\$ -	\$ 703,250
15	Prairies Water Line K	\$ 1,595,000	\$ -	\$ -	\$ 1,595,000
16	Prairies Water Line L	\$ 85,550	\$ -	\$ -	\$ 85,550
17	East Reservoir Fill Line	\$ 5,437,500	\$ -	\$ -	\$ 5,437,500
18	East Reservoir Fill Line Connection	\$ 1,568	\$ -	\$ -	\$ 1,568
19	East Reservoir Storage	\$ 43,935,000	\$ -	\$ -	\$ 43,935,000
20	East Reservoir Pumping	\$ 4,205,000	\$ -	\$ -	\$ 4,205,000
21	Edgefield Water Line H	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
22	Edgefield Water Line I	\$ 351,300	\$ -	\$ -	\$ 351,300
23	South Strathmore Water Line I	\$ 2,030,000	\$ -	\$ -	\$ 2,030,000
24	South Strathmore Water Line J	\$ 1,406,500	\$ -	\$ -	\$ 1,406,500
25	South Strathmore Water Line K	\$ 1,413,750	\$ -	\$ -	\$ 1,413,750
26	South Strathmore Water Line L	\$ 3,335,000	\$ -	\$ -	\$ 3,335,000
27	West Strathmore Water Line Q	\$ 3,335,000	\$ -	\$ -	\$ 3,335,000
28	West Strathmore Water Line R	\$ 2,102,500	\$ -	\$ -	\$ 2,102,500
29	West Strathmore PRV A	\$ 159,500	\$ -	\$ -	\$ 159,500
30	West Strathmore PRV B	\$ 159,500	\$ -	\$ -	\$ 159,500
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 125,116,741	\$ -	\$ -	\$ 125,116,741

C3. Year of Construction

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The Town anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Forecast Year of Construction

Item	Project Description	Construction Start Year
1	Westmount Subdivision Backbone	2022
2	5 Avenue Fire Flow Improvements	2031
3	Wildflower Reservoir Upgrades	2024
4	Decommission Brentwood Reservoir	2026
5	Upsize Centennial Drive Water Line	2025
6	Wildflower Water Line D	2030
7	Wildflower Water Line E	2030
8	Wildflower Water Line F	2030
9	Wildflower Reservoir Storage	2060
10	Wildflower Reservoir Pumping	2060
11	Heritage Water Line D	2050
12	Prairies Water Line H	2050
13	Prairies Water Line I	2050
14	Prairies Water Line J	2035
15	Prairies Water Line K	2035
16	Prairies Water Line L	2035
17	East Reservoir Fill Line	2035
18	East Reservoir Fill Line Connection	2035
19	East Reservoir Storage	2040
20	East Reservoir Pumping	2040
21	Edgefield Water Line H	2030
22	Edgefield Water Line I	2019
23	South Strathmore Water Line I	2060
24	South Strathmore Water Line J	2060
25	South Strathmore Water Line K	2060
26	South Strathmore Water Line L	2060
27	West Strathmore Water Line Q	2060
28	West Strathmore Water Line R	2060
29	West Strathmore PRV A	2060
30	West Strathmore PRV B	2060

*Project costs are inflated by 3.0% per annum to the year of construction.

C4. Water Offsite Infrastructure Benefiting Parties

The water offsite infrastructure listed above will benefit three parties to varying degrees:

1. Town of Strathmore – a portion of the water infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
2. Other Stakeholders – other municipalities that benefit from the infrastructure.
3. Future Development:
 - o Financial Oversizing – that portion of deemed cost (i.e., levyable water infrastructure costs) which benefits future development beyond the 25-year review period.
 - o **In Rates – that portion of deemed cost (i.e., levyable water infrastructure costs) which benefits future development within the 25-year review period.**

The table below outlines the allocation of water offsite levy infrastructure costs to benefiting parties.

Allocation of Water Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Westmount Subdivision Backbone	\$ 3,676,906	20.0%		0.0%	80.0%
2	5 Avenue Fire Flow Improvements	\$ 1,031,885	20.0%		22.4%	57.6%
3	Wildflower Reservoir Upgrades	\$ 2,320,000	20.0%		0.0%	80.0%
4	Decommission Brentwood Reservoir	\$ 159,500	20.0%		6.4%	73.6%
5	Upsize Centennial Drive Water Line	\$ 1,740,000	20.0%		3.2%	76.8%
6	Wildflower Water Line D	\$ 2,537,500	0.0%		24.0%	76.0%
7	Wildflower Water Line E	\$ 1,740,000	0.0%		24.0%	76.0%
8	Wildflower Water Line F	\$ 76,283	0.0%		24.0%	76.0%
9	Wildflower Reservoir Storage	\$ 26,100,000	0.0%		41.0%	59.0%
10	Wildflower Reservoir Pumping	\$ 5,800,000	0.0%		41.0%	59.0%
11	Heritage Water Line D	\$ 2,501,250	0.0%		41.0%	59.0%
12	Prairies Water Line H	\$ 2,755,000	0.0%		41.0%	59.0%
13	Prairies Water Line I	\$ 2,682,500	0.0%		41.0%	59.0%
14	Prairies Water Line J	\$ 703,250	0.0%		41.0%	59.0%
15	Prairies Water Line K	\$ 1,595,000	0.0%		41.0%	59.0%
16	Prairies Water Line L	\$ 85,550	0.0%		41.0%	59.0%
17	East Reservoir Fill Line	\$ 5,437,500	20.0%		35.2%	44.8%
18	East Reservoir Fill Line Connection	\$ 1,568	20.0%		35.2%	44.8%
19	East Reservoir Storage	\$ 43,935,000	20.0%		41.0%	39.0%
20	East Reservoir Pumping	\$ 4,205,000	20.0%		41.0%	39.0%
21	Edgefield Water Line H	\$ 1,740,000	0.0%		24.0%	76.0%
22	Edgefield Water Line I	\$ 351,300	0.0%		0.0%	100.0%
23	South Strathmore Water Line I	\$ 2,030,000	0.0%		41.0%	59.0%
24	South Strathmore Water Line J	\$ 1,406,500	0.0%		41.0%	59.0%
25	South Strathmore Water Line K	\$ 1,413,750	0.0%		41.0%	59.0%
26	South Strathmore Water Line L	\$ 3,335,000	0.0%		41.0%	59.0%
27	West Strathmore Water Line Q	\$ 3,335,000	0.0%		41.0%	59.0%
28	West Strathmore Water Line R	\$ 2,102,500	0.0%		41.0%	59.0%
29	West Strathmore PRV A	\$ 159,500	0.0%		41.0%	59.0%
30	West Strathmore PRV B	\$ 159,500	0.0%		41.0%	59.0%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 125,116,741				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years' of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

C5. Existing Receipts & Adjusted Levy Cost

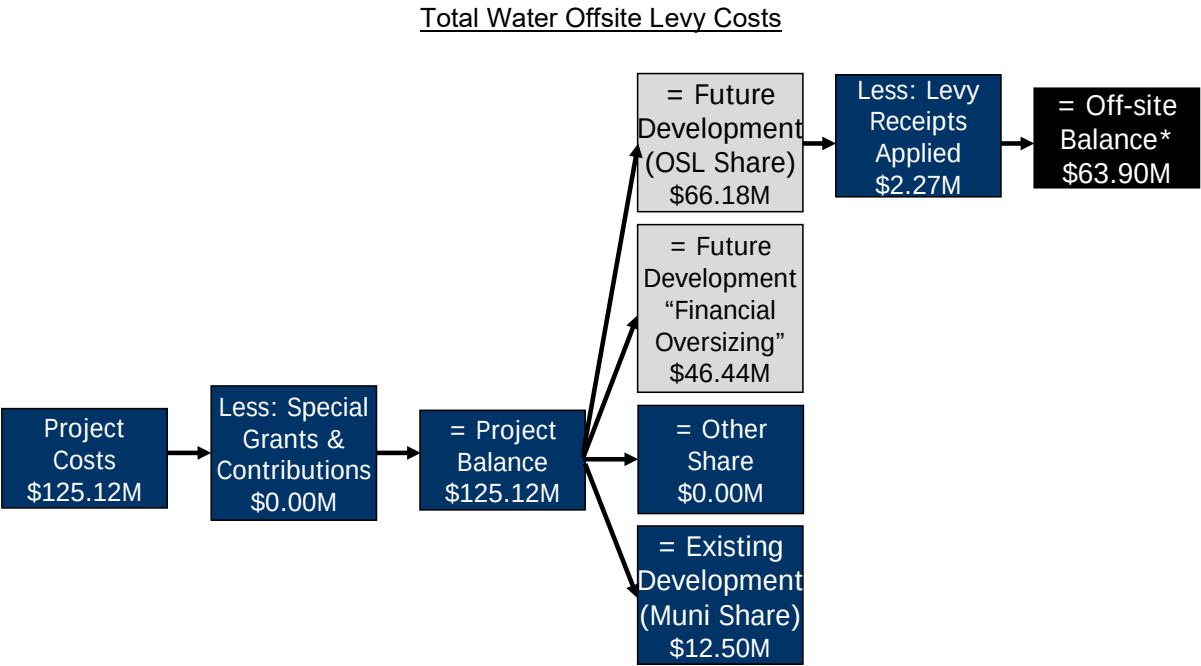
Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$66.18 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. Town staff have advised that approximately **\$2.27 million** (\$2.08 million + \$0.19 million) in water levies have been applied/collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$63.90 million**.

Offsite Levy Funds Applied to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Westmount Subdivision Backbone	\$ 2,941,525	\$ -	\$ 5,144	\$ 2,936,381
2	5 Avenue Fire Flow Improvements	\$ 594,366	\$ -	\$ 1,444	\$ 592,922
3	Wildflower Reservoir Upgrades	\$ 1,856,000	\$ -	\$ 3,246	\$ 1,852,754
4	Decommission Brentwood Reservoir	\$ 117,392	\$ -	\$ 223	\$ 117,169
5	Upsize Centennial Drive Water Line	\$ 1,336,320	\$ -	\$ 2,434	\$ 1,333,886
6	Wildflower Water Line D	\$ 1,928,500	\$ -	\$ 4,438	\$ 1,924,062
7	Wildflower Water Line E	\$ 1,322,400	\$ -	\$ 3,043	\$ 1,319,357
8	Wildflower Water Line F	\$ 57,975	\$ -	\$ 133	\$ 57,841
9	Wildflower Reservoir Storage	\$ 15,399,000	\$ -	\$ 45,643	\$ 15,353,357
10	Wildflower Reservoir Pumping	\$ 3,422,000	\$ -	\$ 10,143	\$ 3,411,857
11	Heritage Water Line D	\$ 1,475,738	\$ -	\$ 4,374	\$ 1,471,363
12	Prairies Water Line H	\$ 1,625,450	\$ -	\$ 4,818	\$ 1,620,632
13	Prairies Water Line I	\$ 1,582,675	\$ -	\$ 4,691	\$ 1,577,984
14	Prairies Water Line J	\$ 414,918	\$ -	\$ 1,230	\$ 413,688
15	Prairies Water Line K	\$ 941,050	\$ -	\$ 2,789	\$ 938,261
16	Prairies Water Line L	\$ 50,475	\$ -	\$ 150	\$ 50,325
17	East Reservoir Fill Line	\$ 2,436,000	\$ -	\$ 7,607	\$ 2,428,393
18	East Reservoir Fill Line Connection	\$ 702	\$ -	\$ 2	\$ 700
19	East Reservoir Storage	\$ 17,134,650	\$ -	\$ 61,466	\$ 17,073,184
20	East Reservoir Pumping	\$ 1,639,950	\$ -	\$ 5,883	\$ 1,634,067
21	Edgefield Water Line H	\$ 1,322,400	\$ -	\$ 3,043	\$ 1,319,357
22	Edgefield Water Line I	\$ 351,300	\$ -	\$ 1,775	\$ 349,525
23	South Strathmore Water Line I	\$ 1,197,700	\$ -	\$ 3,550	\$ 1,194,150
24	South Strathmore Water Line J	\$ 829,835	\$ -	\$ 2,460	\$ 827,375
25	South Strathmore Water Line K	\$ 834,113	\$ -	\$ 2,472	\$ 831,640
26	South Strathmore Water Line L	\$ 1,967,650	\$ -	\$ 5,832	\$ 1,961,818
27	West Strathmore Water Line Q	\$ 1,967,650	\$ -	\$ 5,832	\$ 1,961,818
28	West Strathmore Water Line R	\$ 1,240,475	\$ -	\$ 3,677	\$ 1,236,798
29	West Strathmore PRV A	\$ 94,105	\$ -	\$ 279	\$ 93,826
30	West Strathmore PRV B	\$ 94,105	\$ -	\$ 279	\$ 93,826
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 2,076,714	\$ -	\$ (2,076,714)
		\$ 66,176,417	\$ 2,076,714	\$ 198,099	\$ 63,901,604

C6. Summary of Water Offsite Levy Cost Flow-through

As shown in the figure below, the total cost for water infrastructure that forms the basis of the rate is approximately **\$63.90 million**. The cost allocations to each benefitting party are based on the benefitting percentages shown in previous section. The offsite levy balance (due from developers) is allocated to various benefitting areas (as described in the next section).



C7. Water Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Water Allocations to Benefitting Areas

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Westmount Subdivision Backbone	\$ 2,936,381	1	1	1	1	1	1	1	1	1	1	1
2	5 Avenue Fire Flow Improvements	\$ 592,922	1	1	1	1	1	1	1	1	1	1	1
3	Wildflower Reservoir Upgrades	\$ 1,852,754	1	1	1	1	1	1	1	1	1	1	1
4	Decommission Brentwood Reservoir	\$ 117,169	1	1	1	1	1	1	1	1	1	1	1
5	Upsize Centennial Drive Water Line	\$ 1,333,886	1	1	1	1	1	1	1	1	1	1	1
6	Wildflower Water Line D	\$ 1,924,062	1	1	1	1	1	1	1	1	1	1	1
7	Wildflower Water Line E	\$ 1,319,357	1	1	1	1	1	1	1	1	1	1	1
8	Wildflower Water Line F	\$ 57,841	1	1	1	1	1	1	1	1	1	1	1
9	Wildflower Reservoir Storage	\$ 15,353,357	1	1	1	1	1	1	1	1	1	1	1
10	Wildflower Reservoir Pumping	\$ 3,411,857	1	1	1	1	1	1	1	1	1	1	1
11	Heritage Water Line D	\$ 1,471,363	1	1	1	1	1	1	1	1	1	1	1
12	Prairies Water Line H	\$ 1,620,632	1	1	1	1	1	1	1	1	1	1	1
13	Prairies Water Line I	\$ 1,577,984	1	1	1	1	1	1	1	1	1	1	1
14	Prairies Water Line J	\$ 413,688	1	1	1	1	1	1	1	1	1	1	1
15	Prairies Water Line K	\$ 938,261	1	1	1	1	1	1	1	1	1	1	1
16	Prairies Water Line L	\$ 50,325	1	1	1	1	1	1	1	1	1	1	1
17	East Reservoir Fill Line	\$ 2,428,393	1	1	1	1	1	1	1	1	1	1	1
18	East Reservoir Fill Line Connection	\$ 700	1	1	1	1	1	1	1	1	1	1	1
19	East Reservoir Storage	\$ 17,073,184	1	1	1	1	1	1	1	1	1	1	1
20	East Reservoir Pumping	\$ 1,634,067	1	1	1	1	1	1	1	1	1	1	1
21	Edgefield Water Line H	\$ 1,319,357	1	1	1	1	1	1	1	1	1	1	1
22	Edgefield Water Line I	\$ 349,525	1	1	1	1	1	1	1	1	1	1	1
23	South Strathmore Water Line I	\$ 1,194,150	1	1	1	1	1	1	1	1	1	1	1
24	South Strathmore Water Line J	\$ 827,375	1	1	1	1	1	1	1	1	1	1	1
25	South Strathmore Water Line K	\$ 831,640	1	1	1	1	1	1	1	1	1	1	1
26	South Strathmore Water Line L	\$ 1,961,818	1	1	1	1	1	1	1	1	1	1	1
27	West Strathmore Water Line Q	\$ 1,961,818	1	1	1	1	1	1	1	1	1	1	1
28	West Strathmore Water Line R	\$ 1,236,798	1	1	1	1	1	1	1	1	1	1	1
29	West Strathmore PRV A	\$ 93,826	1	1	1	1	1	1	1	1	1	1	1
30	West Strathmore PRV B	\$ 93,826	1	1	1	1	1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (2,076,714)	1	1			1	1	1	1	1	1	1
		\$ 63,901,604											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

C8. Reserve Balance

At December 31st, 2023 Town records showed a balance of \$1,300,469 in the water offsite levy account. However, this was based on an under allocation of costs to developers. The water account balance should be amended to reflect a surplus of **\$1,163,577**.

Water Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Unallocated OSL Receipts to December 31, 2020 (Opening Balance)	\$ 2,076,714.04		\$ 2,076,714.04
OSL Receipt Allocations 2021-2023	\$ 198,099.06		\$ 2,274,813.10
Offsite Levy Expenditure Withdrawals 2021-2023		\$ 1,072,040.47	\$ 1,202,772.63
Interest Earned/Charged	\$ 97,696.08		\$ 1,300,468.71
Account Balance per Muni Records December 31, 2023			\$ 1,300,468.71
OSL Share of Other Expenditures to December 31, 2023		\$ 136,892.20	\$ 1,163,576.51
Balance			\$ 1,163,576.51

*The credit of \$136,892 in 2023 stems from: (i) an overallocation of expenditures for Project #1 whose allocation to developers is 80% (the original account withdrawals in 2021 and 2022 were based on an allocation of 100%), and (ii) front-ending associated with Project #22.

C9. Development and Water Infrastructure Staging Impacts

Water offsite infrastructure will be constructed in staged fashion over the 25-year review period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of water infrastructure from time to time—front ending of infrastructure will be required. A front-end is the party that constructs and pays up front for infrastructure that benefits other parties.

To compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%**¹⁰ interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a **1.85%**¹¹ interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph below highlights activity in the water levy reserve over the 25-year review period.¹²

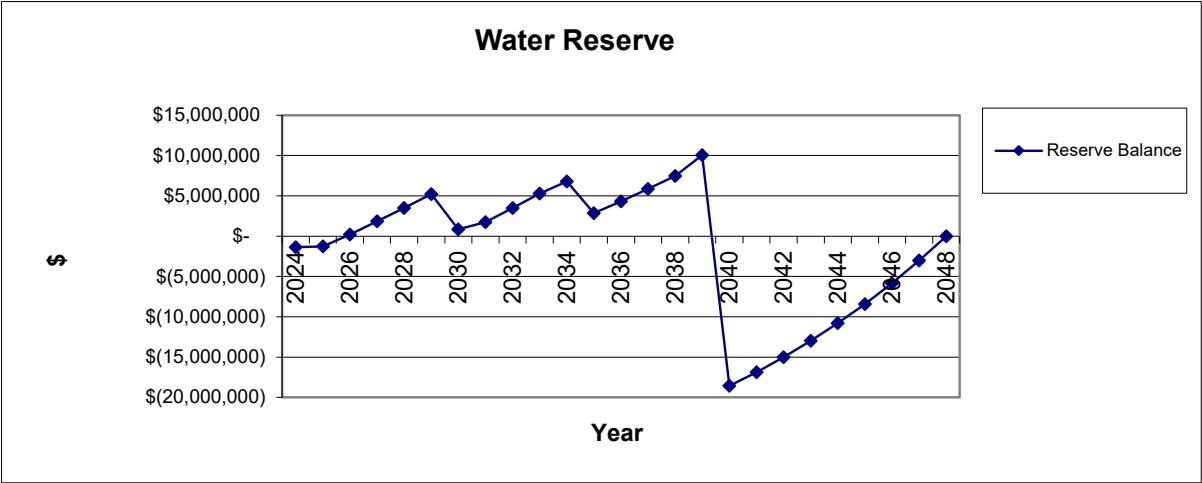
If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).

¹⁰ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

¹¹ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

¹² Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Anticipated Water Offsite Levy Reserve Balances



APPENDIX D: SANITARY

D1. Sanitary Offsite Infrastructure

In order to support future growth, sanitary offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) future debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$64.68 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Sanitary Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 353,474	\$ -	\$ 3,480,000	\$ 3,833,474
2	Central Trunk Sewer Upgrade (Phase 2)	\$ -	\$ -	\$ 916,653	\$ 916,653
3	Central Trunk Sewer Upgrade (Phase 3)	\$ -	\$ -	\$ 1,024,067	\$ 1,024,067
4	Central Trunk Sewer Upgrade (Phase 4)	\$ -	\$ -	\$ 2,465,000	\$ 2,465,000
5	West Trunk	\$ -	\$ -	\$ 1,087,500	\$ 1,087,500
6	Orchard Park Trunk	\$ -	\$ -	\$ 906,250	\$ 906,250
7	Ranch Forcemain Twinning	\$ -	\$ -	\$ 420,500	\$ 420,500
8	Ranch Lift Station Upgrade	\$ -	\$ -	\$ 464,000	\$ 464,000
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ -	\$ -	\$ 1,015,000	\$ 1,015,000
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ -	\$ -	\$ 3,190,000	\$ 3,190,000
11	North Hill Forcemain	\$ -	\$ -	\$ 5,945,000	\$ 5,945,000
12	North Hill Lift Station	\$ -	\$ -	\$ 5,147,500	\$ 5,147,500
13	Prairie's Edge Forcemain	\$ -	\$ -	\$ 6,525,000	\$ 6,525,000
14	Prairie's Edge Lift Station	\$ -	\$ -	\$ 5,147,500	\$ 5,147,500
15	West Strathmore Trunk A	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
16	West Strathmore Trunk B	\$ -	\$ -	\$ 1,957,500	\$ 1,957,500
17	West Strathmore Forcemain	\$ -	\$ -	\$ 8,772,500	\$ 8,772,500
18	West Strathmore Lift Station	\$ -	\$ -	\$ 13,485,000	\$ 13,485,000
19	BTO Effluent Pump Station Upgrade	\$ -	\$ -	\$ 641,784	\$ 641,784
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 353,474	\$ -	\$ 64,330,754	\$ 64,684,228

*Past expenditures include past financing expenditures (interest) if any.

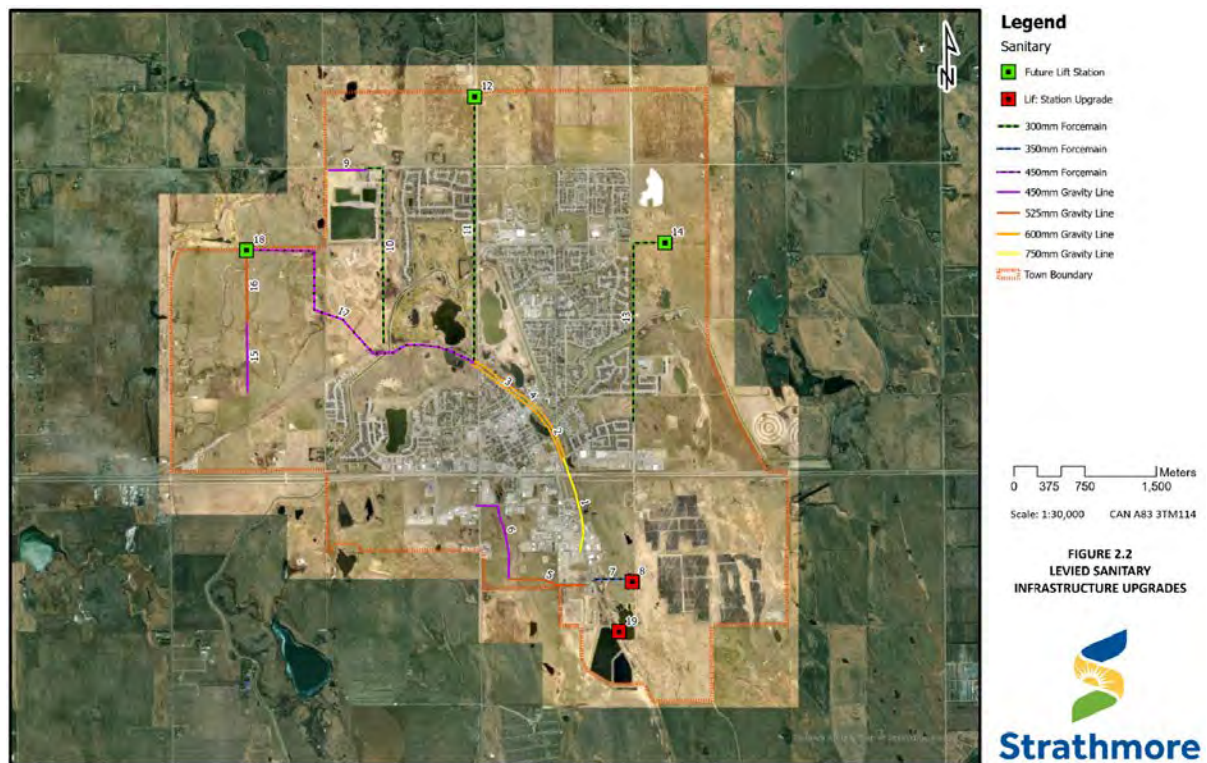
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section D5*).

*****Offsite infrastructure definitions are described in Appendix F.



D2. Sanitary Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/will receive **\$0.00 million** in special ear-marked grants and contributions for sanitary offsite levy infrastructure as shown in the table below (note, if the Town receives additional ear-marked grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$64.68 million**.

Special Grants and Contributions for Sanitary Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Estimated Cost
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,833,474	\$ -	\$ -	\$ 3,833,474
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 916,653	\$ -	\$ -	\$ 916,653
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 1,024,067	\$ -	\$ -	\$ 1,024,067
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 2,465,000	\$ -	\$ -	\$ 2,465,000
5	West Trunk	\$ 1,087,500	\$ -	\$ -	\$ 1,087,500
6	Orchard Park Trunk	\$ 906,250	\$ -	\$ -	\$ 906,250
7	Ranch Forcemain Twinning	\$ 420,500	\$ -	\$ -	\$ 420,500
8	Ranch Lift Station Upgrade	\$ 464,000	\$ -	\$ -	\$ 464,000
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 1,015,000	\$ -	\$ -	\$ 1,015,000
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 3,190,000	\$ -	\$ -	\$ 3,190,000
11	North Hill Forcemain	\$ 5,945,000	\$ -	\$ -	\$ 5,945,000
12	North Hill Lift Station	\$ 5,147,500	\$ -	\$ -	\$ 5,147,500
13	Prairie's Edge Forcemain	\$ 6,525,000	\$ -	\$ -	\$ 6,525,000
14	Prairie's Edge Lift Station	\$ 5,147,500	\$ -	\$ -	\$ 5,147,500
15	West Strathmore Trunk A	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
16	West Strathmore Trunk B	\$ 1,957,500	\$ -	\$ -	\$ 1,957,500
17	West Strathmore Forcemain	\$ 8,772,500	\$ -	\$ -	\$ 8,772,500
18	West Strathmore Lift Station	\$ 13,485,000	\$ -	\$ -	\$ 13,485,000
19	BTO Effluent Pump Station Upgrade	\$ 641,784	\$ -	\$ -	\$ 641,784
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 64,684,228	\$ -	\$ -	\$ 64,684,228

D3. Year of Construction

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The Town anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Forecast Year of Construction

Item	Project Description	Construction Start Year
1	Central Trunk Sewer Upgrade (Phase 1)	2022
2	Central Trunk Sewer Upgrade (Phase 2)	2029
3	Central Trunk Sewer Upgrade (Phase 3)	2032
4	Central Trunk Sewer Upgrade (Phase 4)	2037
5	West Trunk	2032
6	Orchard Park Trunk	2034
7	Ranch Forcemain Twinning	2032
8	Ranch Lift Station Upgrade	2032
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	2032
10	Lakewood Meadows Forcemain (Lift Station to 55M)	2030
11	North Hill Forcemain	2040
12	North Hill Lift Station	2040
13	Prairie's Edge Forcemain	2040
14	Prairie's Edge Lift Station	2040
15	West Strathmore Trunk A	2062
16	West Strathmore Trunk B	2062
17	West Strathmore Forcemain	2060
18	West Strathmore Lift Station	2060
19	BTO Effluent Pump Station Upgrade	2032

*Project costs are inflated by 3.0% per annum to the year of construction.

D4. Sanitary Offsite Infrastructure Benefiting Parties

The sanitary offsite infrastructure listed above will benefit three parties to varying degrees:

1. Town of Strathmore – a portion of the sanitary infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
2. Other Stakeholders – other municipalities that benefit from the infrastructure.
3. Future Development:
 - o Financial Oversizing – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development beyond the 25-year review period.
 - o **In Rates – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development within the 25-year review period.**

The table below outlines the allocation of sanitary offsite levy infrastructure costs to benefiting parties.

Allocation of Sanitary Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,833,474	20.0%		0.0%	80.0%
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 916,653	20.0%		16.0%	64.0%
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 1,024,067	20.0%		25.6%	54.4%
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 2,465,000	20.0%		41.0%	39.0%
5	West Trunk	\$ 1,087,500	0.0%			100.0%
6	Orchard Park Trunk	\$ 906,250	0.0%			100.0%
7	Ranch Forcemain Twinning	\$ 420,500	0.0%		32.0%	68.0%
8	Ranch Lift Station Upgrade	\$ 464,000	0.0%		32.0%	68.0%
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 1,015,000	0.0%		32.0%	68.0%
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 3,190,000	0.0%		24.0%	76.0%
11	North Hill Forcemain	\$ 5,945,000	0.0%		41.0%	59.0%
12	North Hill Lift Station	\$ 5,147,500	0.0%		41.0%	59.0%
13	Prairie's Edge Forcemain	\$ 6,525,000	0.0%		41.0%	59.0%
14	Prairie's Edge Lift Station	\$ 5,147,500	0.0%		41.0%	59.0%
15	West Strathmore Trunk A	\$ 1,740,000	0.0%		41.0%	59.0%
16	West Strathmore Trunk B	\$ 1,957,500	0.0%		41.0%	59.0%
17	West Strathmore Forcemain	\$ 8,772,500	0.0%		41.0%	59.0%
18	West Strathmore Lift Station	\$ 13,485,000	0.0%		41.0%	59.0%
19	BTO Effluent Pump Station Upgrade	\$ 641,784	20.0%		25.6%	54.4%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 64,684,228				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years' of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

D5. Existing Receipts & Adjusted Levy Cost

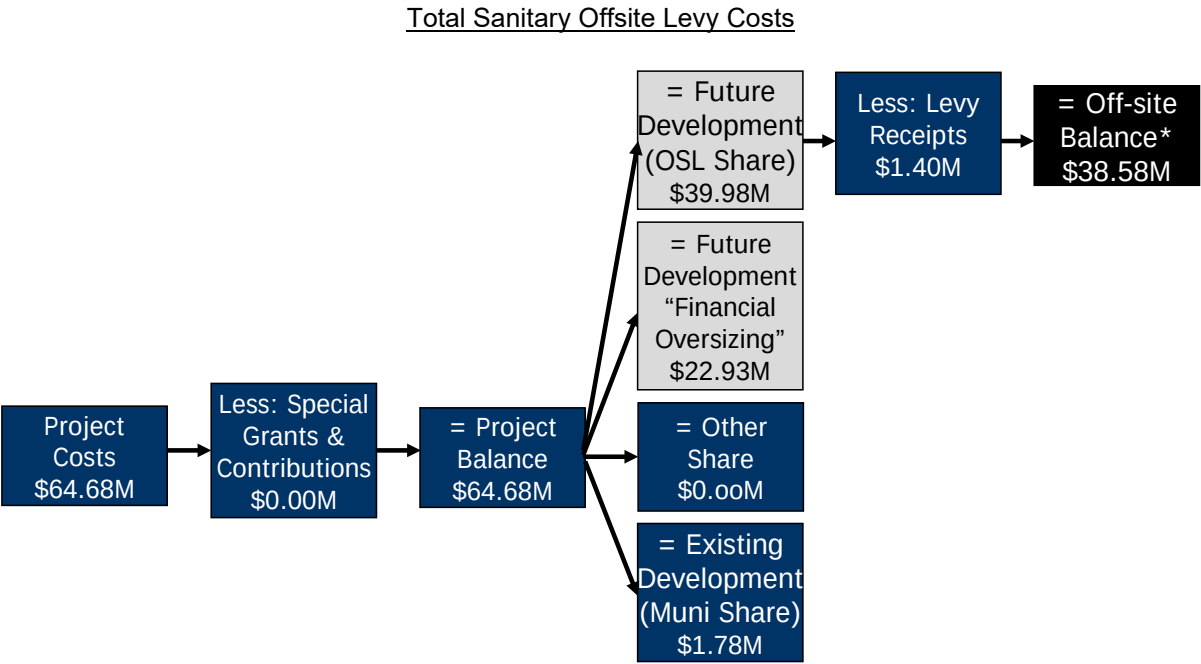
Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$39.98 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. Town staff have advised that approximately **\$1.40 million** (\$1.28 million + \$0.12 million) in sanitary levies have been applied/collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$38.58 million**.

Offsite Levy Funds Applied to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,066,779	\$ -	\$ 6,498	\$ 3,060,281
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 586,658	\$ -	\$ 1,572	\$ 585,086
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 557,093	\$ -	\$ 1,756	\$ 555,337
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 961,350	\$ -	\$ 4,227	\$ 957,123
5	West Trunk	\$ 1,087,500	\$ -	\$ 1,612	\$ 1,085,888
6	Orchard Park Trunk	\$ 906,250	\$ -	\$ 1,344	\$ 904,906
7	Ranch Forcemain Twinning	\$ 285,940	\$ -	\$ 945	\$ 284,995
8	Ranch Lift Station Upgrade	\$ 315,520	\$ -	\$ 1,043	\$ 314,477
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 690,200	\$ -	\$ 1,507	\$ 688,693
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 2,424,400	\$ -	\$ 4,736	\$ 2,419,664
11	North Hill Forcemain	\$ 3,507,550	\$ -	\$ 8,043	\$ 3,499,507
12	North Hill Lift Station	\$ 3,037,025	\$ -	\$ 6,964	\$ 3,030,061
13	Prairie's Edge Forcemain	\$ 3,849,750	\$ -	\$ 21,038	\$ 3,828,712
14	Prairie's Edge Lift Station	\$ 3,037,025	\$ -	\$ 16,597	\$ 3,020,428
15	West Strathmore Trunk A	\$ 1,026,600	\$ -	\$ 2,583	\$ 1,024,017
16	West Strathmore Trunk B	\$ 1,154,925	\$ -	\$ 2,906	\$ 1,152,019
17	West Strathmore Forcemain	\$ 5,175,775	\$ -	\$ 13,025	\$ 5,162,750
18	West Strathmore Lift Station	\$ 7,956,150	\$ -	\$ 20,021	\$ 7,936,129
19	BTO Effluent Pump Station Upgrade	\$ 349,130	\$ -	\$ 1,053	\$ 348,077
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 1,282,399	\$ -	\$ (1,282,399)
		\$ 39,975,620	\$ 1,282,399	\$ 117,471	\$ 38,575,750

D6. Summary of Sanitary Offsite Levy Cost Flow-through

As shown in the figure below, the total costs for sanitary infrastructure that forms the basis of the rate is approximately **\$38.58 million**. The cost allocations to each benefiting party are based on the benefiting percentages shown in the previous section. The offsite levy balance (due from developers) is allocated to various benefiting areas (as described in the next section).



D7. Sanitary Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Sanitary Allocations to Benefitting Areas

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,060,281	1	1	1			1	1			1	
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 585,086	1	1	1			1	1				
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 555,337	1	1	1			1	1				
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 957,123	1	1	1			1	1				
5	West Trunk	\$ 1,085,888									1		
6	Orchard Park Trunk	\$ 904,906									1		
7	Ranch Forcemain Twinning	\$ 284,995				1	1						1
8	Ranch Lift Station Upgrade	\$ 314,477				1	1						1
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 688,693	1										
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 2,419,664	1										
11	North Hill Forcemain	\$ 3,499,507	1		1								
12	North Hill Lift Station	\$ 3,030,061	1		1								
13	Prairie's Edge Forcemain	\$ 3,828,712				1	1						
14	Prairie's Edge Lift Station	\$ 3,020,428				1	1						
15	West Strathmore Trunk A	\$ 1,024,017	1										
16	West Strathmore Trunk B	\$ 1,152,019	1										
17	West Strathmore Forcemain	\$ 5,162,750	1										
18	West Strathmore Lift Station	\$ 7,936,129	1										
19	BTO Effluent Pump Station Upgrade	\$ 348,077	1	1	1	1	1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (1,282,399)	1	1	1			1	1	1	1	1	1
		\$ 38,575,750											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

D8. Reserve Balance

At December 31st, 2023 Town records showed a balance of \$1,114,633 in the sanitary offsite levy account. However, this was based on an over allocation of costs to developers. The sanitary account balance should be amended to reflect a surplus of **\$1,185,328**.

Sanitary Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Unallocated OSL Receipts to December 31, 2020 (Opening Balance)	\$ 1,282,398.53		\$ 1,282,398.53
OSL Receipt Allocations 2021-2023	\$ 117,471.08		\$ 1,399,869.61
Offsite Levy Expenditure Withdrawals 2021-2023		\$ 353,474.21	\$ 1,046,395.40
Interest Earned/Charged	\$ 68,237.52		\$ 1,114,632.92
Account Balance per Muni Records December 31, 2023			\$ 1,114,632.92
OSL Share of Other Expenditures to December 31, 2023		\$ (70,694.80)	\$ 1,185,327.72
Balance			\$ 1,185,327.72

*The credit of \$(70,695) in 2023 stems from an overallocation of expenditures for Project #1 whose allocation to developers is 80% (the original account withdrawal in 2022 was based on an allocation of 100%).

D9. Development and Sanitary Infrastructure Staging Impacts

Sanitary offsite infrastructure will be constructed in staged fashion over the 25-year development period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of sanitary infrastructure from time to time—front ending of infrastructure will be required. A front-end is the party that constructs and pays up front for infrastructure that benefits other parties.

To compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%**¹³ interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a **1.85%**¹⁴ interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph below highlights activity in the sanitary levy reserve over the 25-year review period.¹⁵

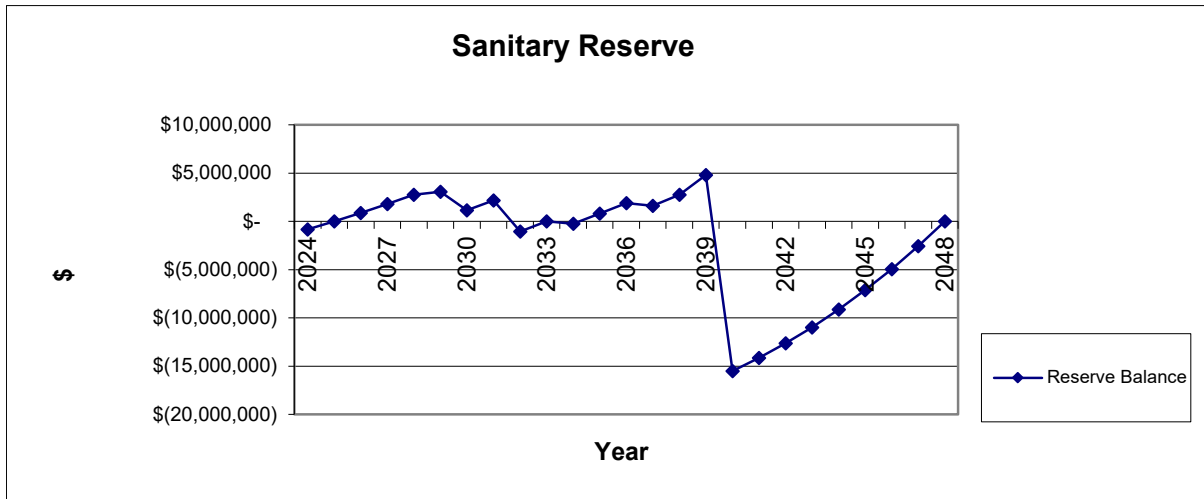
If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).

¹³ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

¹⁴ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

¹⁵ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Anticipated Sanitary Offsite Levy Reserve Balances



APPENDIX E: STORMWATER

E1. Stormwater Offsite Infrastructure

In order to support future growth, stormwater offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$20.75 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Stormwater Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Stormpond 7 (Phase 1)	\$ -	\$ -	\$ 1,624,000	\$ 1,624,000
2	Stormpond 7 (Phase 2)	\$ -	\$ -	\$ 984,550	\$ 984,550
3	Stormpond 7 (Phase 3)	\$ -	\$ -	\$ 6,749,750	\$ 6,749,750
4	CSMI Projects	\$ 39,593	\$ -	\$ 1,450,000	\$ 1,489,593
5	WID Capital Levy	\$ -	\$ -	\$ 9,904,583	\$ 9,904,583
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 39,593	\$ -	\$ 20,712,883	\$ 20,752,476

*Past expenditures include past financing expenditures (interest) if any.

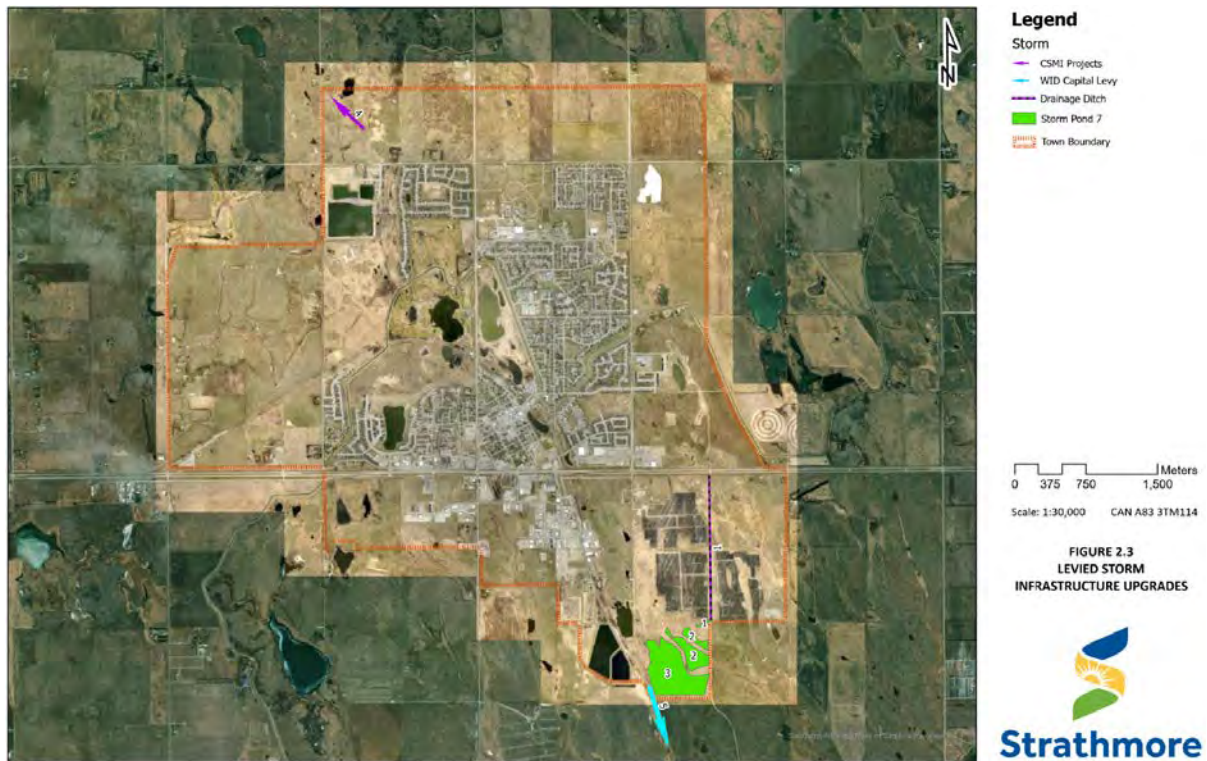
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section E5*).

*****Offsite infrastructure definitions are described in Appendix F.



E1. Stormwater Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/may receive **\$0.00 million** in special grants and contributions for stormwater offsite levy infrastructure as shown in the table below (note, if the Town receives additional grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$20.75 million**.

Special Grants and Contributions for Stormwater Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Estimated Cost
1	Stormpond 7 (Phase 1)	\$ 1,624,000	\$ -	\$ -	\$ 1,624,000
2	Stormpond 7 (Phase 2)	\$ 984,550	\$ -	\$ -	\$ 984,550
3	Stormpond 7 (Phase 3)	\$ 6,749,750	\$ -	\$ -	\$ 6,749,750
4	CSMI Projects	\$ 1,489,593	\$ -	\$ -	\$ 1,489,593
5	WID Capital Levy	\$ 9,904,583	\$ -	\$ -	\$ 9,904,583
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 20,752,476	\$ -	\$ -	\$ 20,752,476

E2. Stormwater Infrastructure Staging

The timing of construction is used to determine the impact of inflation on cost, and the impact of forecast account balances. The Town anticipates construction of offsite

infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Stormwater Infrastructure Staging

Item	Project Description	Construction Start Year
1	Stormpond 7 (Phase 1)	2029
2	Stormpond 7 (Phase 2)	2032
3	Stormpond 7 (Phase 3)	2035
4	CSMI Projects	2021
5	WID Capital Levy	2020

*Project costs are inflated by 3.0% per annum to the year of construction.

E3. Stormwater Offsite Infrastructure Benefiting Parties

The stormwater offsite infrastructure listed above will benefit three parties to varying degrees:

4. Town of Strathmore – a portion of the sanitary infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
5. Other Stakeholders – other municipalities that benefit from the infrastructure.
6. Future Development:
 - o Financial Oversizing – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development beyond the 25-year review period.
 - o **In Rates – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development within the 25-year review period.**

The table below outlines the allocation of stormwater offsite levy infrastructure costs to benefiting parties. Percentage allocations are determined after reducing stormwater offsite levy infrastructure costs for grants described earlier.

Allocation of Stormwater Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Stormpond 7 (Phase 1)	\$ 1,624,000	0.0%		20.0%	80.0%
2	Stormpond 7 (Phase 2)	\$ 984,550	0.0%		32.0%	68.0%
3	Stormpond 7 (Phase 3)	\$ 6,749,750	0.0%		41.0%	59.0%
4	CSMI Projects	\$ 1,489,593	0.0%		0.0%	100.0%
5	WID Capital Levy	\$ 9,904,583	0.0%		0.0%	100.0%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 20,752,476				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years'

of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

E4. Existing Receipts

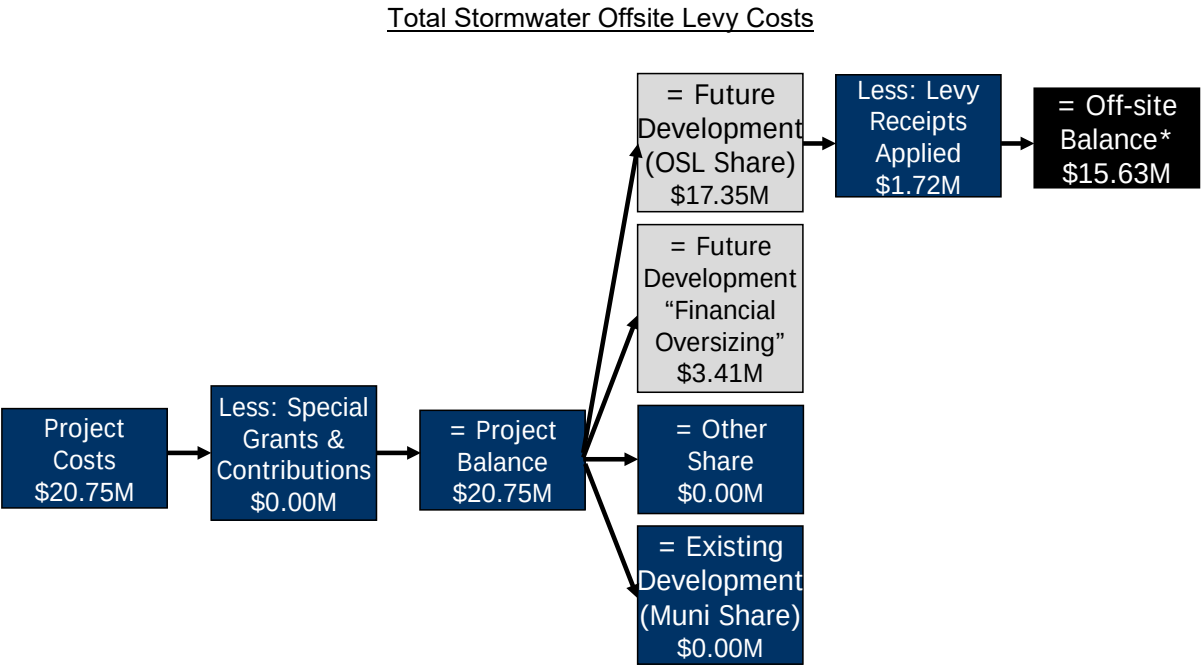
Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$17.35 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. Approximately **\$1.72million** (\$1.68 million + \$0.04 million) in stormwater levies has been collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$15.63 million**.

Offsite Levy Funds Collected to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Stormpond 7 (Phase 1)	\$ 1,299,200	\$ -	\$ -	\$ 1,299,200
2	Stormpond 7 (Phase 2)	\$ 669,494	\$ -	\$ -	\$ 669,494
3	Stormpond 7 (Phase 3)	\$ 3,982,353	\$ -	\$ 5,439	\$ 3,976,914
4	CSMI Projects	\$ 1,489,593	\$ -	\$ 22,740	\$ 1,466,853
5	WID Capital Levy	\$ 9,904,583	\$ -	\$ 7,981	\$ 9,896,602
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 1,680,331	\$ -	\$ (1,680,331)
		\$ 17,345,222	\$ 1,680,331	\$ 36,160	\$ 15,628,731

E5. Summary of Stormwater Offsite Levy Cost Flow-through

As shown in the figure below, the total costs for stormwater infrastructure that forms the basis of the rate is approximately **\$15.63 million**. The cost allocations to each benefiting party are based on the benefiting percentages shown in *Appendix E4*. The offsite levy balance (due from developers) is allocated to various benefiting areas (as described in the next section).



E6. Stormwater Infrastructure Benefiting Areas

Net developer costs for each project are allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town engineering staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Benefiting Areas for Stormwater Offsite Infrastructure

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Stormpond 7 (Phase 1)	\$ 1,299,200					1						1
2	Stormpond 7 (Phase 2)	\$ 669,494					1						1
3	Stormpond 7 (Phase 3)	\$ 3,976,914			1		1	1	1	1	1	1	1
4	CSMI Projects	\$ 1,466,853	1			1							
5	WID Capital Levy	\$ 9,896,602		1	1		1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (1,680,331)	1	1			1	1	1	1	1	1	
		\$ 15,628,731											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

E7. Account Balance

At December 31st, 2023 Town records showed a balance of \$335,109 in the stormwater offsite levy account. However, this is based on an over allocation of costs to developers. The stormwater account balance should be amended to reflect a surplus of **\$377,710**.

Stormwater Offsite Levy Account Balance

2022			\$ (1,049,114.10)
Opening Balance			\$ (1,049,114.10)
Interest on Opening Balance		\$ 24,549.27	\$ (1,073,663.37)
Withdrawals From Levy Account (Applied to Projects)		\$ -	\$ (1,073,663.37)
Additional OSL Expenditures (Front-ending) Incl Debenture Interest (If any)		\$ -	\$ (1,073,663.37)
OSL Receipts	\$ 1,929.20		\$ (1,071,734.17)
Non-Levy Contributions (If Any)	\$ -		\$ (1,071,734.17)
Interest on OSL Expenditures		\$ -	\$ (1,071,734.17)
Interest on OSL Receipts	\$ 9.65		\$ (1,071,724.53)
Interest on Non-Levy Contributions (If Any)	\$ -		\$ (1,071,724.53)
Town Front-ending Adjustment	\$ 1,071,724.53		\$ 0.00
Closing Balance			\$ 0.00

E8. Development and Stormwater Infrastructure Staging Impacts

Stormwater offsite infrastructure will be constructed in staged fashion over the 25-year development period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy account funds will not be sufficient to pay for construction of stormwater infrastructure from time to time—front ending of infrastructure will be required. A front-end is the party (to date the Town of Sylvan Lake has been the primary front-end) that constructs and pays up front for infrastructure that benefits other parties.

In order to compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%** interest allowance has been charged to the account when in a negative balance¹⁶. Further, a **1.85%** interest credit has been provided to the account when it is in a positive balance¹⁷. The graph and table below outline stormwater levy account balances over the 25-year development period¹⁸.

If necessary, a staging adjustment is applied to rates (positive or negative) to ensure that the forecast account balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).A

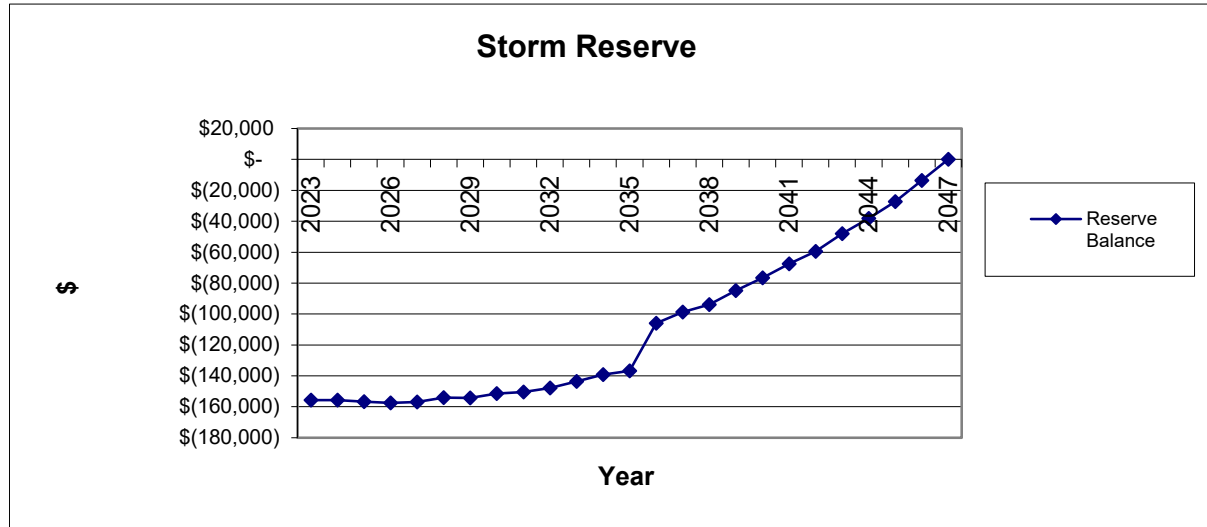
¹⁶ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

¹⁷ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

¹⁸ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

detailed overview of offsite levy calculations, including staging adjustments, is outlined in *Appendix H*.

Anticipated Stormwater Offsite Levy Account Balances



Anticipated Stormwater Offsite Levy Account Balances

		Opening Balance		0
Year	Receipts	Expenditure	Interest	Balance
2023	\$ 6,105	\$ 154,200	\$ (7,701)	\$ (155,796)
2024	\$ 7,810	\$ -	\$ (7,695)	\$ (155,681)
2025	\$ 6,688	\$ -	\$ (7,748)	\$ (156,741)
2026	\$ 6,940	\$ -	\$ (7,790)	\$ (157,591)
2027	\$ 8,358	\$ -	\$ (7,760)	\$ (156,992)
2028	\$ 10,573	\$ -	\$ (7,614)	\$ (154,034)
2029	\$ 7,365	\$ -	\$ (7,627)	\$ (154,295)
2030	\$ 10,332	\$ -	\$ (7,486)	\$ (151,449)
2031	\$ 8,502	\$ -	\$ (7,433)	\$ (150,380)
2032	\$ 9,839	\$ -	\$ (7,308)	\$ (147,850)
2033	\$ 11,233	\$ -	\$ (7,104)	\$ (143,721)
2034	\$ 11,353	\$ -	\$ (6,883)	\$ (139,250)
2035	\$ 9,245	\$ -	\$ (6,760)	\$ (136,765)
2036	\$ 36,107	\$ -	\$ (5,234)	\$ (105,893)
2037	\$ 11,979	\$ -	\$ (4,883)	\$ (98,797)
2038	\$ 9,458	\$ -	\$ (4,646)	\$ (93,984)
2039	\$ 13,346	\$ -	\$ (4,193)	\$ (84,832)
2040	\$ 11,942	\$ -	\$ (3,790)	\$ (76,680)
2041	\$ 12,523	\$ -	\$ (3,336)	\$ (67,493)
2042	\$ 10,970	\$ -	\$ (2,939)	\$ (59,463)
2043	\$ 13,878	\$ -	\$ (2,370)	\$ (47,955)
2044	\$ 11,638	\$ -	\$ (1,888)	\$ (38,205)
2045	\$ 12,308	\$ -	\$ (1,347)	\$ (27,244)
2046	\$ 14,287	\$ -	\$ (674)	\$ (13,631)
2047	\$ 13,631	\$ -	\$ 0	\$ 0

APPENDIX F: OFFSITE INFRASTRUCTURE DEFINITIONS¹⁹

F1. Water

The Town of Strathmore's water system conforms to the Standard's and Guidelines for Municipal Waterworks, Wastewater, and Storm Drainage Systems and published by Alberta Environment and Protected Areas.

The Town's water is supplied by the City of Calgary via the East Calgary Regional Waterline (ECRW) and delivered to the Wildflower Reservoir. Distribution throughout the Town is achieved via a network of transmission and distribution lines varying in size, materials, and age. Leivable water infrastructure focuses on primary distribution only, following a generalized grid pattern throughout the community that delivers water to the edge of each development area. A future East Reservoir and the transmission network to connect to the existing reservoir and ECRW are also included, all other upgrades, unless a direct impact of the Reservoir Upgrades, are the responsibility of the individual developments.

F2. Sanitary

The sanitary system in the Town also conforms to the Standard's and Guidelines for Municipal Waterworks, Wastewater, and Storm Drainage Systems and published by Alberta Environment and Protected Areas.

Sanitary Sewers are interconnected and utilize a trunk system to deliver the full Town's sanitary flows to the Waste Water Treatment Plant (WWTP) at the south edge of the Town. This Biological Nutrient Removal (BNR) style treatment plant is relatively new and operates well within its existing capacity. Leivable sanitary infrastructure is primarily attributed to upgrades to the Trunk System which runs in a Northwest to Southeast direction. Delivery systems (lift stations) associated with the Trunk Network which service more than two (2) development areas are also included within the Levy Structure; sanitary work within a community is not generally seen as a Levy project and is the responsibility of the development.

F3. Stormwater

The Town of Strathmore's stormwater system conforms to the Standard's and Guidelines for Municipal Waterworks, Wastewater, and Storm Drainage Systems and published by Alberta Environment and Protected Areas.

The Town's topography requires multiple stormwater catchment areas to be considered, primarily a North (Serviceberry) and a South (Bow) catchment area. Each has their own dedicated discharge location and restrictions on stormwater flow related to each of the discharge points. Levies are collected to provide the applicable discharge points at the Northwest and Southeast corners of Town. A regional collection system (storm ponds)

¹⁹ Offsite infrastructure definitions were developed by the Town and are intended to be a guide only. The Town reserves the right to modify these definitions as required to address unique or changing circumstances.

necessary to achieve the flow restrictions at the Southeast discharge point is also included. Stormwater minor systems and community containment is the responsibility of each developer.

F4. Transportation

The Town of Strathmore primarily consists of local roadways and collector roads along with select arterial cross sections and Provincial Highways #1 and #817. The Transportation Master Plan outlines the cross section of each roadway however these generally follow the Transportation Association of Canada (TAC) Geometric Design Guide and other local (provincial) guidelines where appropriate.

Leviable Transportation upgrades focus on the primary collector or arterial roadways in a generalized grid pattern which support the community as a whole. These roadways generally follow the Alberta Township System (ATS) grid with minor exceptions where necessary. Roadways within a community which feed to this primary grid are the responsibility of each development and not considered in the Levy Projects.

APPENDIX G: COMPARISON OF RATES

The table below compares the Town's new offsite levy rates to rates in other municipalities.

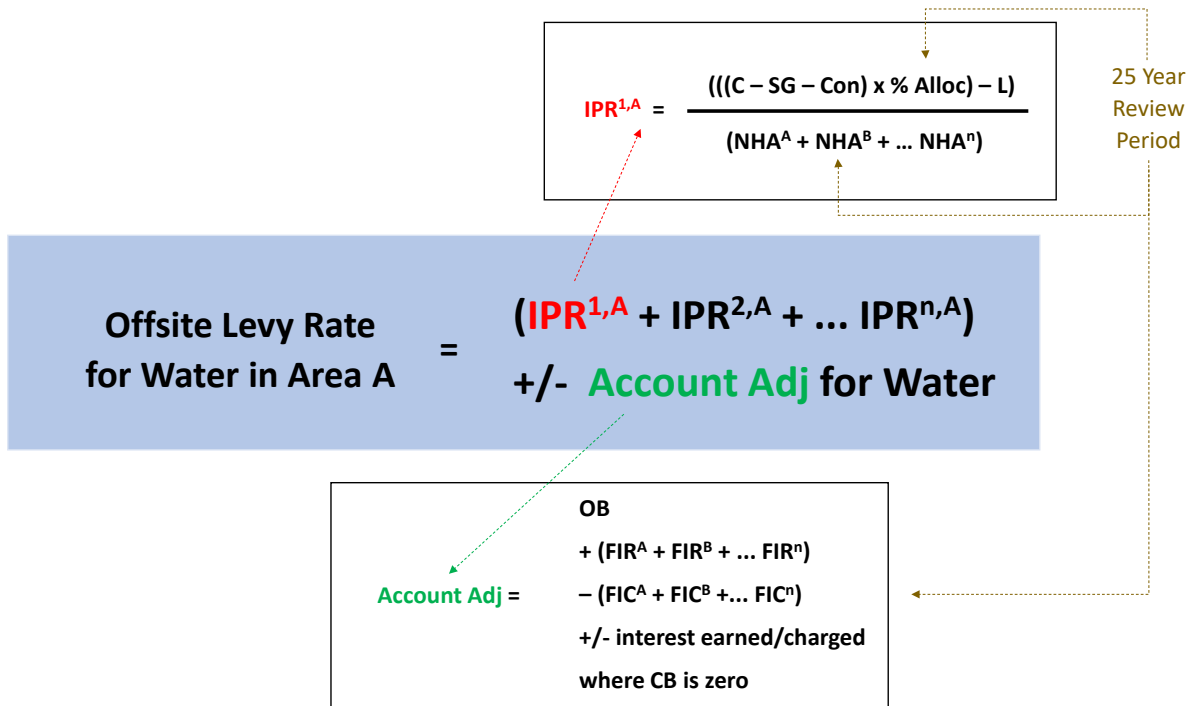
Municipality / Area	Average Per Ha.
Town of Crossfield	\$51,900 - \$84,800 (2023)
Town of Blackfalds (roads, water, sewer, storm)	\$90,100 (2015)
City of Airdrie	\$91,200-\$102,200 (2022)
Town of Strathmore* (roads, water, sewer)	\$165,342 (2024)
City of Medicine Hat* (roads, water, sewer, storm)	\$102,012 (2022)
Town of Redcliff* (roads, water, sewer, storm)	\$109,200 (2016)
Town of High River (roads, water, sewer)	\$138,052 - \$290,481 (2021)
City of Brooks* (roads, water, sewer, storm)	\$79,823 (2021)
Town of Cochrane (roads, water, sewer, storm, hwy int, police)	\$281,711 - \$320,613 (2023)
Town of Okotoks (roads, water, sewer)	\$198,600 (2020)
City of Red Deer* (roads, water, sewer, storm)	\$203,300 (2019)
City of Chestermere* (roads, water, sewer, storm, recreation)	\$295,960 (2022)
Red Deer County (Gasoline Alley) (roads, water, sewer, storm)	\$220,000 (2017)
City of Lethbridge (roads, water, sewer, storm)	\$290,000 (2023)
City of Calgary Green Field Area (roads, water, sewer, storm, comm,stab)	\$495,000 - \$544,000 (2023)
Foothills County	Not current (2002)
Town of Irricana	Not current (2007)
Rocky View County	N/A - \$/m3
Wheatland County	Incomplete (Road only)
Town of Diamond Valley	N/A – none

*CORVUS clients

**Information adapted from online sources as at early 2024.

APPENDIX H: RATE CALCULATION

The diagram below depicts the rate calculation formula. The offsite levy rate in each offsite levy area (e.g., Area A) for a given infrastructure type (e.g., water) is equal to the sum of all Individual Projects Rates (IPRs) applicable to the Area, plus or minus a reserve/account Adjustment (Adj) for that specific infrastructure type (e.g., water reserve/account).



Where:

"IPR^{1,A}" is the **Individual Project Rate** for Project 1 in Area A and is calculated as: the total remaining cost allocated to future development, divided by the forecast adjusted net hectares that will develop during the 25-year review period in all areas that benefit from Project 1.

"C" is the total **Cost** of Project 1 and is calculated as: the actual historical costs for completed construction, plus actual historical loan interest (if any), plus estimated future construction costs, plus estimated future loan interest (if any). Cost estimates are prepared by the municipality (or engineering advisors or facility advisors for the municipality) and are often outlined in master plans or other technical documents.

"SG" are **Special Grants** received and anticipated. These grants are earmarked/restricted to a specific project.

"Con" is **Contributions** received and anticipated. These are unique contributions received from developers or other third parties which are not offsite levies and which are not already reflected in allocations to other municipalities etc. They are similar to special grants in that

they are contributions earmarked/restricted to a specific project.

“% Alloc” is the **Percentage of Project Cost Allocated** to future development within the 25-year review period. This percentage is determined by the municipality (or engineering advisors or facility advisors for the municipality). Project cost is allocated to three parties: (1) future development, (2) the existing municipality, and (3) third parties. Because infrastructure is often built solely to support future land development, project cost is often allocated 100% to future development. But when infrastructure is built to support an existing need, a percentage of cost is allocated to the municipality (i.e., existing taxpayers). Similarly, there may be circumstances when a project is constructed to support a need in a neighbouring municipality (e.g., a stormwater management facility to deal with drainage issues stemming from a neighbouring municipality, or an arterial road that straddles the boundary of both municipalities, or a water treatment plant intended to provide water to a neighbouring municipality). In this case, a percentage of cost is allocated to the third party.

“L” are the **Levies** collected to date for a specific project.

“NHA^A” are the **Net Hectares** of land in Area A that are forecast to be developed within the 25-year review period. Net hectares are usually equal to gross hectares less environmental lands (if any), less an allowance for municipal reserves (usually 10%), less arterial road rights of way and any other land allowances (if any). The total net hectares from all areas that benefit from a given project (i.e., the benefitting basin) are included in the denominator of the Individual Project Rate calculation (see IPR).

“Adj” is the overall offsite levy reserve/account **Adjustment** and is calculated as a percentage and applied to all offsite levy rates for a given infrastructure type (e.g., water). This is a complex calculation because legislation contemplates one account/reserve for each infrastructure type. The staging adjustment is revised each time rates are updated. This ensures rates reflect the most up-to-date data and assumptions.

Note: though municipalities must track levies collected for each project, legislation does not contemplate one account/reserve for each project. If this were the case, no project would be built until all lands in the benefitting basin were developed and associated levies collected. This would not be practicable. By utilizing one account/reserve for a family of projects of a given infrastructure type, monies collected can be used to construct the next project in the construction staging schedule.

“OB” is the **Opening Balance** of the applicable offsite levy account/reserve (e.g., water reserve) and is calculated as the sum of all actual levy contributions received, less the % of actual project costs to date allocated to future development (including financing costs if any), plus/minus the application of interest earned and interest charged. Interest within offsite levy reserves/accounts may be calculated by applying the interest earning rate for the applicable year at mid-year (the “Half Year Rule”) and the interest charge rate for the applicable year at September (the “Quarter Year Rule”).

“FIR^A” is the estimated **Future Inflated Revenues** for Area A in the applicable offsite levy account/reserve (e.g., water revenues). Future inflated revenues are determined using the amount of land and timing stemming from the development staging plan in Area A, multiplied by offsite levy rates anticipated in the future in Area A (inflation is applied to current levy rates to forecast future rates).

“FIC^A” is the estimated **Future Inflated Costs** for Area A in the applicable offsite levy

account/reserve (e.g., water project costs). Future inflated costs are determined using the percentage of project costs in each year stemming from the construction staging plan for each project (inflation is applied to current cost estimates to forecast future costs).

“CB” is the **Closing Balance** in the applicable offsite levy account/reserve at the conclusion of the 25-year review period. The closing balance at the end of the 25-year review period must be zero—the municipality cannot over collect from future development, and future development cannot under pay.²⁰

²⁰ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.



Request for Decision

To: Council

Staff Contact: Veronica Anderson, Legislative Services Officer

Date Prepared: October 16, 2024

Meeting Date: November 6, 2024

SUBJECT: Regular Council Meeting Minutes - October 16, 2024

RECOMMENDATION: THAT Council adopt the October 16, 2024 Regular Council Meeting Minutes as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable
Housing



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 16, 2024 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 October 16, 2024 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 - 16 Oct 2024 - Minutes](#)

Claudette Thorhaug, Legislative Services Officer

Approved
- 22 Oct
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 23 Oct
2024



MINUTES

REGULAR COUNCIL MEETING

6:00 PM - Wednesday, October 16, 2024

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT:

Councillor Melissa Langmaid, Councillor Jason Montgomery, Councillor Denise Peterson, Councillor Richard Wegener, and Deputy Mayor Brent Wiley

COUNCIL ABSENT:

Mayor Pat Fule and Councillor Debbie Mitzner

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

Deputy Mayor Wiley called the October 16, 2024 Regular Council Meeting to order at 6:02 p.m.

2. CONFIRMATION OF AGENDA

Resolution No. 227.10.24

Moved by Councillor Langmaid

THAT Council adopt the October 16, 2024 Regular Council Meeting Agenda as presented.

FOR: Councillor Langmaid, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Deputy Mayor Wiley

AGAINST: None.

CARRIED

3. CLOSED MEETING

Resolution No. 228.10.24

Moved by Councillor Peterson

THAT Council move In Camera to discuss items related to sections 24(1)(b)(i) of the *Freedom of Information and Protection of Privacy Act* at 6:03 p.m.

FOR: Councillor Langmaid, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Deputy Mayor Wiley

AGAINST: None.

CARRIED

3.1. WHMB Requisitions – Advice from officials – FOIP S. 24(1)(b)(i)

3.2. Council/CAO Dialogue – Advice from officials – FOIP S. 24(1)(b)(i)

Resolution No. 229.10.24

Moved by Councillor Langmaid

THAT Council move out of Camera at 6:54 p.m.

FOR: Councillor Langmaid, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Deputy Mayor Wiley

AGAINST: None.

CARRIED

4. PUBLIC HEARING

None.

5. PUBLIC COMMENTS

None.

6. DELEGATIONS

None.

7. CONSENT AGENDA

Resolution No. 230.10.24

Moved by Councillor Montgomery

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

8.1 Regular Council Meeting Minutes – October 2, 2024

9.1 Alberta Municipalities Energy Program – 2027 Natural Gas Agreement (NatGas+)

9.3 Animal Control Shelter Capacity

FOR: Councillor Langmaid, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Deputy Mayor Wiley

AGAINST: None.

CARRIED

8. CONFIRMATION OF MINUTES

8.1. Regular Council Meeting Minutes – October 2, 2024

The following motion was adopted by the consent agenda:

THAT Council adopt the October 2, 2024 Regular Council Meeting Minutes as presented in Attachment I.

9. BUSINESS

9.1. Alberta Municipalities Energy Program – 2027 Natural Gas Agreement (NatGas+)

The following motion was adopted by the consent agenda:

THAT Council authorize the Chief Administrative Officer to sign the Alberta Municipalities Natural Gas Agreement, as presented in Attachment I.

9.2. Wheatland Housing Management Body (WHMB) – Response Letter

Resolution No. 231.10.24

Moved by Councillor Montgomery

THAT Council authorize Mayor Fule to sign the WHMB Response Letter, dated October 16, 2024, as presented in Attachment I.

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

AGAINST: Deputy Mayor Wiley

CARRIED

9.3. Animal Control Shelter Capacity

9.4. Citizen Satisfaction Survey Results

10. **BYLAWS**

None.

11. **COUNCILLOR INFORMATION & INQUIRIES**

11.1. **QUESTIONS BETWEEN COUNCILLORS AND COUNCIL STATEMENTS**

None.

11.2. **BOARD AND COMMITTEE REPORTS**

None.

11.3. **QUESTION AND ANSWER PERIOD**

None.

11.4. **ADMINISTRATIVE INQUIRIES**

None.

11.5. **NOTICES OF MOTION**

None.

12. **CORRESPONDENCE**

None.

13. **ADJOURNMENT**

Deputy Mayor Wiley adjourned the October 16, 2024 Regular Council Meeting at 7:35 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 23, 2024

Meeting Date: November 6, 2024

SUBJECT: Organizational Meeting Minutes - October 23, 2024

RECOMMENDATION: THAT Council adopt the October 23, 2024 Organizational Meeting Minutes as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable
Housing



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 23, 2024 Organizational 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 October 23, 2024 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 - 23 Oct 2024 - Minutes](#)

Claudette Thorhaug, Legislative Services Officer

Approved
- 24 Oct
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 25 Oct
2024



MINUTES

ORGANIZATIONAL MEETING

6:00 PM - Wednesday, October 23, 2024

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT:

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

STAFF PRESENT:

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

1. **CALL TO ORDER**

Mayor Fule called the October 23, 2024 Organizational Meeting to order at 6:00 p.m.

2. **CONFIRMATION OF AGENDA**

Resolution No. 232.10.24

Moved by Councillor Montgomery

THAT Council adopt the October 23, 2024 Organizational Meeting agenda as presented.

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

AGAINST: None.

CARRIED

3. **CLOSED MEETING**

Resolution No. 233.10.24

Moved by Councillor Montgomery

THAT Council move In Camera to discuss items related to section 17(1), of the *Freedom of Information and Protection of Privacy Act* at 6:02 p.m.

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

AGAINST: None.

CARRIED

3.1. Board and Committee Appointment (Public) - Disclosure harmful to personal privacy - FOIP S. 17(1)

Resolution No. 234.10.24

Moved by Councillor Montgomery

THAT Council move out of Camera at 6:16 p.m.

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

AGAINST: None.

CARRIED

Resolution No. 235.10.24

Moved by Councillor Langmaid

THAT Council make the following appointments to the Town's boards and committees:

- Ian Anderson to the Subdivision and Development Appeal Board for a term of one (1) year ending October 31, 2025.
- June Pirie to the Subdivision and Development Appeal Board for a term of one (1) year ending October 31, 2025.
- Beverley Bell to the Subdivision and Development Appeal Board for a term of one (1) year ending October 31, 2025
- Alan Kostrosky to the Subdivision and Development Appeal Board for a term of one (1) year ending October 31, 2025
- Ethan Chow to the Subdivision and Development Appeal Board for a term of one (1) year ending October 31, 2025
- Doug Anderson to the Assessment Review Board for a term of one (1) year ending October 31, 2025
- June Pirie to the Community Improvement Program Committee for a term of one (1) year ending October 31, 2025.
- Beverley Bell to the Community Improvement Program Committee for a term of one (1) year ending October 31, 2025.
- Jon Moore to the Community Improvement Program Committee for a term of one (1) year ending October 31, 2025.

AND THAT Council direct Administration to advertise current board and committee vacancies and bring applications to a future Council meeting for consideration.

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

AGAINST: None.

CARRIED

4. BUSINESS

4.1. Town of Strathmore's Meeting Schedule 2024-2025

Resolution No. 236.10.24

Moved by Councillor Peterson

THAT Council adopt the Town of Strathmore's 2024-2025 Meeting Schedule, as presented in Attachment I.

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

AGAINST: None.

CARRIED

4.2. Deputy Mayor Rotation Schedule

Resolution No. 237.10.24

Moved by Councillor Montgomery

THAT Council confirm the Deputy Mayor Rotation Schedule as indicated in the agenda.

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

AGAINST: None.

CARRIED

4.3. Council Seating Arrangement 2024-2025

Resolution No. 238.10.24

Moved by Councillor Montgomery

THAT Council confirm the 2024-2025 Council Seating Arrangement as presented in the agenda.

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

AGAINST: None.

CARRIED

4.4. Board and Committee Appointments (Councillor)

Resolution No. 239.10.24

Moved by Councillor Peterson

THAT Councillor Montgomery be appointed to the Intermunicipal Collaboration Committee for a period of one (1) year ending October 20, 2025.

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

AGAINST: None.

CARRIED

Resolution No. 240.10.24

Moved by Councillor Wiley

THAT Councillor Wiley be appointed to the Wheatland Housing Management Body Board for a period of one (1) year ending October 20, 2025.

FOR: Councillor Montgomery and Councillor Wiley

AGAINST: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Peterson, and Councillor Wegener

DEFEATED

Resolution No. 241.10.24

Moved by Councillor Peterson

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

- Councillor Montgomery to the Community Futures Wild Rose Board for a term of one (1) year ending October 20, 2025.
- Councillor Mitzner to the Community Futures Wild Rose Board as an alternate for a term of one (1) year ending October 20, 2025.
- Councillor Langmaid to the Marigold Library Board for a term of one (1) year ending October 20, 2025.
- Councillor Peterson to the Wheatland and District Emergency Medical Services Association for a term of one (1) year ending October 20, 2025.
- Councillor Wegener to the Wheatland and District Emergency Medical Services Association for a term of one (1) year ending October 20, 2025.
- Councillor Mitzner to the Wheatland and District Emergency Medical Services Association as an alternate for a term of one (1) year ending October 20, 2025.
- Councillor Peterson to the Wheatland Housing Management Body Board for a term of one (1) year ending October 20, 2025.
- Councillor Wegener to the Wheatland Housing Management Body Board for a term of one (1) year ending October 20, 2025.

- Councillor Langmaid to the Municipal Library Board for a term of one (1) year ending October 20, 2025.

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

AGAINST: None.

CARRIED

Resolution No. 242.10.24

Moved by Councillor Langmaid

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

- Councillor Wegener to the Regional Emergency Management Committee for a term of one (1) year ending October 20, 2025.
- Councillor Langmaid to the Regional Emergency Management Committee as an alternate for a term of one (1) year ending October 20, 2025.
- Councillor Langmaid to the FCSS Advisory Board for a term of one (1) year ending October 20, 2025.
- Councillor Langmaid to the Culture and Wellbeing Task Force until May 31, 2025.

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

AGAINST: None.

CARRIED

Resolution No. 243.10.24

Moved by Councillor Peterson

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

- Mayor Fule for a term of one year ending October 20, 2025.
- Councillor Mitzner for a term of one year ending October 20, 2025.
- Councillor Montgomery for a term of one year ending October 20, 2025.
- Councillor Peterson for a term of one year ending October 20, 2025.

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

AGAINST: None.

CARRIED

5. **ADJOURNMENT**

Mayor Fule adjourned the October 23, 2024 Organizational Meeting at 6:37 p.m.

Mayor

Director of Strategic, Administrative,
and Financial Services



Request for Decision

To: Mayor & Council

Staff Contact: Ethan Wilson, Manager of Infrastructure

Date Prepared: September 16, 2024

Meeting Date: November 6, 2024

SUBJECT: Offsite Levy Bylaw No. 24-17

RECOMMENDATION: THAT Council give Second Reading to Bylaw 24-17, being the Offsite Levy Bylaw.

THAT Council give Third Reading to Bylaw 24-17, being the Offsite Levy Bylaw.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

Offsite Levies provide necessary funds for projects which are required due to new development. Infrastructure is provided to all residents and funded through utilities charges and taxes while off site levies allow for new development to pay their proportionate share.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

Levies allow for predictable incomes and expenditures to occur, reducing the burden to the town's financial capacity.

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

The current Levy Bylaw, 21-07, is in effect and this is an update to that bylaw.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

Bylaw 24-17 is an update to the existing bylaw, ensuring that funds collected match the anticipated expenditures of the future.

POLICY:

This is an existing Bylaw, which is in alignment with other Town policies and the Municipal Government Act.

IMPLEMENTATION:

Bylaw 24-17 will be implemented upon third reading and replace the current Bylaw 21-07. Operationally no changes are planned and this bylaw will be implemented with minimal impact.

BACKGROUND:

Offsite Levies are standard for most municipalities in Alberta and it is prudent to continually evaluate and update Levies to ensure they are in alignment with the communities plans. As the most recent Bylaw was passed in 2021 and references a study completed in 2020, the study is nearing its end of relevancy and needs to be updated.

- Council gave first reading to Offsite Levy Bylaw No. 24-17 on October 2, 2024.
- A Public Hearing was advertised and subsequently held on November 6, 2024.
 - Social Media (Facebook):
 - o September 13 (discussed in Sept 12 Committee of the Whole Highlights)

- o October 3 (Public Hearing scheduling discussed in Oct 2 Council Meeting)
Highlights
- o October 9
- o October 18
- o October 23
- o October 30
- o November 6
- Newspaper (Strathmore Times):
 - o October 9
 - o October 16
 - o October 23
- Utility Insert
 - o November

KEY ISSUE(S)/CONCEPT(S):

The rates being proposed in this new bylaw are slightly higher than those in the current bylaw however inflation and timing are the main factors for this. The report is included in the Bylaw as support for the new costs and consultation with the Development Community supports the tentative plan presented within the report.

DESIRED OUTCOMES:

For Council to give second and third reading to Bylaw No. 24-17, being the Offsite Levy Bylaw as presented in Attachment I.

Updating the Bylaw allows the Town to remain current on it's collections and ensure proper funding is available for future projects.

COMMUNICATIONS:

A developer meeting was held in June with this item being a major topic. The public hearing on November 6, 2024 allowed time for further feedback to be provided.

ALTERNATIVE ACTIONS/MOTIONS:

Council could refer this item to a Committee of the Whole for discussion, if desired.

ATTACHMENTS:

[Attachment I: Offsite Levy Bylaw No. 24-17](#)

[Attachment II: Strathmore OSL Report v1 FINAL](#)

Ethan Wilson, Manager of Infrastructure

Approved
- 21 Oct
2024

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

Approved
- 22 Oct
2024

Veronica Anderson, Legislative Services Officer

Approved
- 22 Oct
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 24 Oct
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 24 Oct
2024

BYLAW NO. 24-17
THE TOWN OF STRATHMNORE
IN THE PROVINCE OF ALBERTA

A BYLAW OF THE TOWN OF STRATHMORE IN THE PROVINCE OF ALBERTA TO IMPOSE OFF-SITE LEVIES IN RESPECT OF LAND OR BUILDINGS THAT ARE TO BE SUBDIVIDED, DEVELOPED, OR ARE TO UNDERGO A CHANGE OF USE OR INTENSITY OF USE

WHEREAS Section 648 of the *Municipal Government Act*, R.S.A 2000 Chapter M-26 and amendments thereto provides that a Municipal Council may pass a bylaw for the imposition and payment of Offsite Levies in respect of land that is to be developed or subdivided;

AND WHEREAS Council deems it necessary and expedient to collect Offsite Levies to pay for the capital cost of infrastructure required to service the growth of the Town;

AND WHEREAS the Town has engaged in consultation with landowners and representatives of the development industry to address and define existing and future infrastructure required for growth of the Town and the allocation of the capital costs of such infrastructure;

AND WHEREAS Council has received the Report, which set out a fair and equitable calculation Offsite Levies in accordance with the *Municipal Government Act* and the regulations enacted thereunder;

AND WHEREAS Council has advertised its intention to consider the enactment of this Bylaw pursuant to the requirements of the *Municipal Government Act*;

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 “Offsite Levy Bylaw”

2. PURPOSE

2.1. This Bylaw is intended to:

- a) Impose and provide for the payment of a levy to be known as an Offsite Levy in respect of Developable Land; and
- b) Authorize agreements to be entered in respect to payment of Offsite Levies to ensure that the developer of each parcel of Developable Land pays a proportionate share of the cost to provide new or expanded

infrastructure required for the area in which the Developable Land is located.

3. DEFINITIONS

3.1. In this Bylaw, unless the context otherwise requires:

- a) “Bylaw” means this Offsite Levy Bylaw
- b) “Chief Administrative Officer” means the Chief Administrative Officer for the Town, regardless of the specific title that may be conferred on that officer from time to time
- c) “Town” means the Town of Strathmore
- d) “Council” means the Municipal Council for the Town
- e) “Developable Land” means all land contained within the Development Area:
 - i. For which a Development Permit is obtained after the date of enactment of this Bylaw, or;
 - ii. For which Subdivisions approval is obtained after the date of enactment of this Bylaw, excluding all Developed Land; and
 - iii. Excludes all Developed Land
- f) “Developed Land” means land that has been subject to Development or a Subdivision prior to the date the Bylaw comes into force, and in respect of which Offsite Levies for the same infrastructure has been paid
- g) “Development” means development as defined in the Municipal Government Act
- h) “Development Agreement” means development agreement as referred to thin the Municipal Government Act
- i) “Development Area” includes the area of land within the municipal boundaries of the Town. For the purpose of imposing Offsite Levies, the Town is divided into eleven (11) geographic areas as shown in Schedule “A” of this Bylaw
- j) “Lot” means lot as defined in the Municipal Government Act
- k) “Municipal Government Act” means the *Municipal Government Act*, R.S.A 2000 Chapter M-26 and amendments thereto

- l) “Offsite Infrastructure” means those components and projects referred to in the Report, in relation to facilities to be paid for in whole or in part by Offsite Levies under the Bylaw
- m) “Offsite Levies” means the Offsite Levies imposed pursuant to this Bylaw
- n) “Report” means the Town of Strathmore: Offsite Levy Rates Review, April 11, 2024, prepared by Corvus Business Advisors, attached as Schedule “C” to this Bylaw.
- o) “Subdivision” means subdivision as defined in the Municipal Government Act.

4. OBJECT OF OFFSITE LEVIES

- 4.1. The object of the Offsite Levy or Levies imposed and collected pursuant to this Bylaw are to pay for all or any part of the capital cost of any or all of the following:
 - a) New or expanded facilities for the storage, transmission, treatment, or supplying of water;
 - b) New or expanded facilities for the treatment, movement, or disposal of sanitary sewage;
 - c) New or expanded storm sewer drainage facilities;
 - d) New or expanded roads required for or impacted by a Subdivision or Development
 - e) New or expanded transportation infrastructure required to connect, or to improve the connection of municipal roads to provincial highways resulting from a subdivision or development; and
 - f) Land required for or in connection with any facilities described within this paragraph

5. IMPOSITION OF LEVY

- 5.1. The Offsite Levies are hereby established and imposed in respect of all Developable Land in Developments Areas (Schedule “A”) and included in the Report (Schedule “C”)
- 5.2. The amount of the Offsite Levies imposed is calculated in the Report and set out in Schedule “B”

- 5.3. The Offsite Levies will be assessed on all Developable Land on a per hectare (ha) basis, excluding those portions of Developable Land that are designated pursuant to Subdivision as:
- a) Environmental Reserve;
 - b) School Reserve;
 - c) Municipal Reserve; or
 - d) Arterial Road Right-of-Way

- 5.4. Unless otherwise agreed, payment of Offsite Levies imposed under this Bylaw is due:

- a) 30% at Signing of Development Agreement
- b) 30% at application for CCC or two (2) years from signing of DA, whichever comes first
- c) Full payment of all outstanding levies at application for FAC or three (3) years from signing of DA, whichever comes first

Nothing in this Section 5.4 shall prevent the CAO or his/her designate from requiring payment in full of Offsite Levies imposed under this Bylaw at the time of signing of a Development Agreement or within such period of time determined to be appropriate by the CAO or his/her designate

6. AUTHORITY OF THE CHIEF ADMINISTRATIVE OFFICER

- 6.1. The Chief Administrative Officer is delegated the authority to enforce and administer this Bylaw, including, but not limited to the authority to:
- a) Enter into Development Agreements on behalf of the Town with respect to, among other things, the collection of Offsite Levies;
 - b) Defer collection of Offsite Levies imposed pursuant to this Bylaw; and
 - c) Require security for payment of any deferred levies.
- 6.2. The Chief Administrative Officer may delegate the authority to enforce and administer this Bylaw.

7. ANNUAL REPORT

- 7.1. To maintain the requirements of the Municipal Government Act, on or before December 31 of each calendar year, the Chief Administrative Officer, or their designate, shall provide an annual report to Council regarding the Offsite Levies imposed under this bylaw, including:
- a) Offsite Infrastructure constructed during the previous calendar year;

- b) Construction costs of Offsite Infrastructure constructed in the previous calendar year;
- c) Estimated construction costs for Offsite Infrastructure yet to be constructed and an explanation as to any adjustments to the estimates since the previous annual report;
- d) Amount collected in Offsite Levies; and
- e) Specifics of total value of Offsite Levies being held by the Town and yet to be expended on Offsite Infrastructure, interest earned and commitments for future expenditures of such monies

8. ACCOUNTING

- 8.1. All funds collected pursuant to this Bylaw shall be accounted for in a special fund for each category of infrastructure and expended only as permitted under the Municipal Government Act

9. REVIEW

- 9.1. The Town shall review the rates for Offsite Levies annually and, if required, shall amend this Bylaw accordingly to update the rates for Offsite Levies

10. GENERAL

- 10.1. Nothing in this Bylaw precludes the Town from:
 - a) Imposing further or different levies, duly enacted by Bylaw, on any portion of the Developable Lands in respect of which the Town has not collected Offsite Levies;
 - b) Deferring collection of Offsite Levies of any portion of Developable Lands, including requiring security for payment of such deferred levies; or
 - c) Reducing payment of the Offsite Levies required pursuant to this Bylaw, or otherwise providing for credits for other Offsite Infrastructure or oversize Infrastructure constructed by a developer in calculating and/or collecting the Offsite Levies that become payable to this Bylaw
- 10.2. Schedules “A” and “B” to this Bylaw, and specifically, without restricting the generality of the foregoing, the rates for the Offsite Levies set out in the Report, may be updated or amended from time to time by amendment to this Bylaw
- 10.3. The Report (Schedule “C”) provides information on the approach and methods used to calculate Offsite Levies in this Bylaw

- 10.4. If any term, clause or condition of the Bylaw or application thereof is found to be invalid or unenforceable, the remainder of this Bylaw or the application of such term, clause or condition shall not be affected and shall remain in force and effect

11. DEFAULT OF PAYMENT

- 11.1. If the registered owner of land fails, neglects, or refuses to pay an Offsite Levy imposed on the land:
- a) Council may cause the levy to be added to the tax roll as a charge against the lands, or on a pro rata basis against each lot within the area in respect of which the Offsite Levies are payable under an Agreement as taxes, and with the same priority as to lien and to payment thereof as in the case of ordinary municipal taxes; or
 - b) The issuance of final Subdivision documents, Development Permits, or Building Permits may be withheld until the owner or purchaser has entered into the Agreement or paid the outstanding levy

12. TRANSITION

- 12.1. This Bylaw applies to:
- a) Any Subdivision where the date of subdivision approval occurs on or after the date this Bylaw comes into force; and
 - b) Any Development where the date of issuance of a development permit occurs on or after the date this Bylaw comes into force
- 12.2. Development Agreements entered into prior to the enactment of this Bylaw shall remain valid and in effect
- 12.3. Any Offsite Levies payable under Development Agreements entered into prior to the enactment of the Bylaw, are confirmed and shall continue to be payable notwithstanding the repeal of previous Offsite Levy Bylaws pursuant to Section 13.1

13. ENACTMENT

- 13.1. The Bylaw 21-07 and any amendments thereto is hereby repealed
- 13.2. This Bylaw shall come into full force and effect upon third and final reading

READ a first time this ____ day of _____, 2024.

READ a second time this ____ day of _____, 2024.

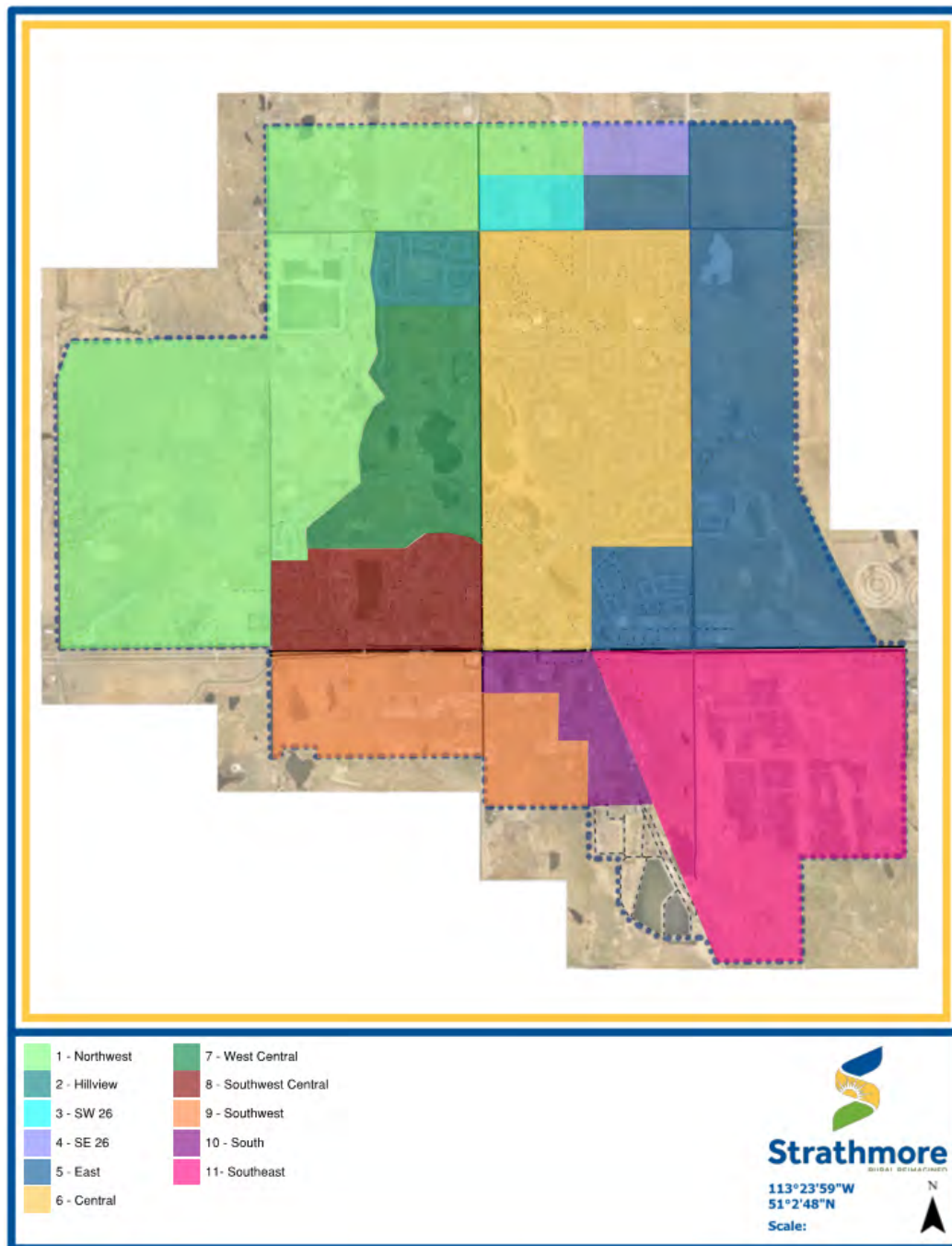
READ a third and final time this ____ day of _____, 2024.

Mayor

Director of Strategic, Administrative
and Financial Services

SCHEDULE "A"

GEOGRAPHIC AREA MAP – DEVELOPABLE LANDS



SCHEDULE "B"

OFFSITE LEVY RATES BY AREA (PER HECTARE)

AREA	Transportation	Water	Sanitary	Stormwater	TOTAL
1	\$71,354	\$42,645	\$58,393	\$2,507	\$174,900
2	\$71,354	\$42,645	\$7,204	\$18,134	\$139,337
3	\$71,330	\$44,267	\$19,721	\$28,986	\$165,305
4	\$71,330	\$44,267	\$24,400	\$5,050	\$146,047
5	\$71,354	\$42,645	\$24,400	\$33,899	\$172,297
6	\$71,354	\$42,645	\$7,204	\$26,443	\$147,646
7	\$71,354	\$42,645	\$7,204	\$26,443	\$147,646
8	\$71,354	\$42,645	\$-	\$26,443	\$140,443
9	\$71,354	\$42,645	\$9,418	\$26,443	\$149,861
10	\$71,354	\$42,645	\$3,819	\$26,443	\$144,262
11	\$71,330	\$44,267	\$324	\$36,441	\$153,363

SCHEDULE "C"

TOWN OF STRATHMORE: OFFSITE LEVY RATES REVIEW
APRIL 11, 2024
CORVUS BUSINESS ADVISORS

(Document Attached)



Town of Strathmore: Offsite Levy Rates Review

April 11th, 2024

Prepared by:

Greg Weiss, President
CORVUS Business Advisors
9670 – 95 Avenue
Edmonton, AB T6C 2A4
(780) 428-4110
gweiss@corvusbusinessadvisors.com
www.corvusbusinessadvisors.com

This document has been prepared by CORVUS Business Advisors for the sole purpose and exclusive use of the Town of Strathmore.



April 11th, 2024

Town of Strathmore
Box 2280, 1 Parklane Dr.
Strathmore AB
T1P 1K2

RE: Town of Strathmore: Offsite Levy Rates Review

Enclosed is our report in support of the Strathmore's offsite levy rate update. If you have any questions do not hesitate to contact me.

Sincerely,

A handwritten signature in dark ink, appearing to read "Greg Weiss", followed by a long horizontal line extending to the right.

Greg Weiss
President

1 DOCUMENT INFORMATION

Revision Date	Description
April 11 th , 2024	Final

2 CONTENTS

1	DOCUMENT INFORMATION	I
2	CONTENTS.....	II
3	INTRODUCTION.....	3
3.1	OVERVIEW	3
3.2	SCOPE AND APPROACH	3
3.3	METHODOLOGY	4
4	KEY FINDINGS.....	4
5	RATE UPDATES	7
6	RECOMMENDATIONS.....	9
7	ACKNOWLEDGEMENTS.....	10
8	DISCLAIMER.....	10
	APPENDIX A: OFFSITE LEVY AREAS AND LAND STAGING.....	11
	APPENDIX B: TRANSPORTATION	15
	APPENDIX C: WATER	25
	APPENDIX D: SANITARY	35
	APPENDIX E: STORMWATER	44
	APPENDIX F: OFFSITE INFRASTRUCTURE DEFINITIONS	52
	APPENDIX G: COMPARISON OF RATES	54
	APPENDIX H: RATE CALCULATION.....	55

3 INTRODUCTION

3.1 Overview

Bylaw 21-07, established by the Town of Strathmore ("the Town") in 2021, defines offsite levy charges for transportation, water, sanitary, and stormwater offsite infrastructure. The Town wishes to update this bylaw, amending offsite infrastructure included in the bylaw in alignment with the Town's recent actual expenditures, receipts, latest capital/master plans, and ensuring updated costs and development forecasts are reflected fairly and equitably in new rates, thereby ensuring a financially sustainable community.

This report outlines the methodology and information used in establishing updated transportation, water, sanitary, and stormwater offsite levy rates for the Town.

3.2 Scope and Approach

The Town has various infrastructure capital/master plans, and these plans have been used by Town staff as a start point for developing key information for this offsite levy review. Town staff reviewed existing plans and verified offsite projects for roads, water, sanitary, and drainage infrastructure¹. The Town's review also included verification of benefits to existing development, future development, and benefiting areas.

Support provided by CORVUS Business Advisors ("CORVUS") included:

- Development and implementation of the offsite levy model—configuration, priming, and data loading.
- Incorporation of area measurements and land development forecasts (provided by Town staff).
- Incorporation of infrastructure costs and allocation percentages for existing development, new development, and other parties (provided by Town staff).
- Determination of reserve opening balances (historical reconciliation details provided by Town staff).
- Determination of roads, water, sanitary, and drainage levy rates.
- Preparation of the offsite levy report
- Presentation of results.

Offsite levy rates are forecast using a rolling 25-year review period. During this review, a cut-off date of December 31st, 2023 was established in alignment with the Town's most recent year-end. Accordingly, the review period stems from **2024 to 2048**. Project expenditures, receipts etc. were gathered as "actuals" from the Town's financial records up to the cut-off date. Beyond the cut-off date, all financial details are estimates. When the Town completes

¹ It was not within CORVUS' scope of work to review the Town's capital/master plans. Plans were reviewed and refined by Town staff and their engineering advisors.

its next rate update, information from January 1st, 2024 up to the new cut-off date will be converted from estimates to actuals, and the rolling 25-year review period will move further out.

3.3 Methodology

Rates are calculated using as an advanced cost-over-area approach, with “base” rates adjusted to ensure forecast levy account balances reach zero at the end of the 25-year review period. A detailed description of the calculation is included in Appendix H.

4 KEY FINDINGS

The following provides a summary of key findings pertaining to the updating of the Town’s offsite levy rates:

Offsite Infrastructure Costs. Offsite infrastructure costs to be included in the offsite levy bylaw total approximately **\$299.83 million**. An overview of offsite infrastructure costs and maps is provided in Appendices B1 (Transportation), C1 (Water), D1 (Sanitary), and E1 (Stormwater); and a definition of each offsite infrastructure type is provided in Appendix F.

Before determining how infrastructure costs will be allocated to parties that benefit (e.g., existing/residual development, future development, other municipalities etc.), financing provided by way of special ear-marked grants and other contributions are deducted from offsite infrastructure costs. For this review, the Town identified approximately **\$0.23 million** in ear-marked grants and contributions. An overview of ear-marked grants and contributions and resulting net costs is provided in Appendices B2, C2, D2, and E2.

The share of costs which benefits existing/residual development (the Town’s share) is **\$32.09 million**; and the share of costs which benefits other stakeholders (e.g., neighbouring municipalities) is **\$0.00**.

The share of costs which benefits future development totals approximately **\$267.51 million (\$98.77 million + \$168.74 million)** and is based on the allocations shown in Appendices B4, C4, D4, and E4. However, **\$98.77 million** of the cost which benefits future development is deemed beyond the 25-year review period (called “financial oversizing”). Financial oversizing is a pro-rated amount based on the anticipated year of construction (i.e., construction staging) which is provided in Appendices B3, C3, D3, and E3.

Of the **\$267.51 million** in total offsite infrastructure costs which benefits future development, the portion that is deemed within the 25-year review period and included in rates today (the offsite levy share) is approximately **\$168.74 million**, as shown in the table below. A summary of offsite infrastructure net cost “flow-thru” is provided in Appendices B6, C6, D6, and E6.

Summary of Infrastructure Costs & Allocations

Infrastructure	Special Grants & Contributions	Muni Share of Costs	Other Stakeholders' Share of Costs	Developer Cost Beyond 25 Yrs (Financial Oversizing)	Developer Costs (In Rates)	Total Costs
Transportation	\$ 230,915	\$ 17,808,257	\$ -	\$ 25,986,569	\$ 45,246,458	\$ 89,272,200
Water	\$ -	\$ 12,501,472	\$ -	\$ 46,438,853	\$ 66,176,417	\$ 125,116,741
Sanitary	\$ -	\$ 1,776,196	\$ -	\$ 22,932,412	\$ 39,975,620	\$ 64,684,228
Stormwater	\$ -	\$ -	\$ -	\$ 3,407,254	\$ 17,345,222	\$ 20,752,476
Total	\$ 230,915	\$ 32,085,924	\$ -	\$ 98,765,088	\$ 168,743,717	\$ 299,825,645

Offsite Levy Collections. Before allocating infrastructure costs to benefitting lands, offsite levy costs must be reduced by the total levies collected to date. Up to **December 31st, 2023**, the Town collected approximately **\$6.02 million** in offsite levies as summarized in the table below. Details associated with levy collections are shown in Appendices B5, C5, D5, and E5.

Summary of Levies Collected to Date

Levies Collected To Date	
Transportation	\$ 633,052
Water	\$ 2,274,813
Sanitary	\$ 1,399,870
Stormwater	\$ 1,716,491
Total	\$ 6,024,226

Offsite Levy Areas and Forecast Development. To facilitate the allocation of infrastructure costs to those lands that benefit from the infrastructure, the Town is parsed into 11 offsite levy areas. The area boundaries, numbering schema, and area measurements are described in Appendix A along with an offsite levy map. An overview of offsite infrastructure allocations to each benefitting area is provided in Appendices B7, C7, D7, and E7.

To calculate offsite levy rates, it is necessary to forecast the amount of land that will develop during the 25-year review period. Land development forms the denominator of the rate calculation. A larger denominator reduces rates but could potentially result in under-collection thereby placing an increased burden on taxpayers. A smaller denominator increases rates but could potentially result in over-collection thereby placing an increased burden on future development. Accordingly, land development forecasts need to be: (a) reasonable and reflect current planning assumptions including the current pace of development in the community, and (b) updated regularly.

For this review, the Town is forecasting development of approximately **793 ha.** during the 25-year review period (the land development forecast is shown in Appendix A). This is a reduction since the last update. A decrease in land development puts upward pressure on rates, all other things being equal.

Offsite Levy Reserves. The Town is currently managing offsite levy receipts and

withdrawals via four accounts (i.e., one account for each infrastructure type), and this in alignment with MGA requirements. The reason the MGA stipulates the requirement for separate accounts is because offsite levies can only be used to construct the type of infrastructure for which they were collected (e.g., water levies can only be used to construct water offsite infrastructure, not sanitary infrastructure etc.).

Interest. Offsite levy account balances (both actual and forecast) are impacted by interest. Actual reserve inflows and forecast reserve balances that are in a positive/surplus position earn interest (as required by the MGA). Actual reserve outflows and forecast reserve balances that are in a negative/deficit position are charged interest (forecast balances that are negative indicate the requirement for front-ending). An overview of account adjustments is discussed further below, and interest rates and forecast balances over the 25-year review period are shown in Appendices B9, C9, D9, and E9.

Front-ending Approach. Front-ending is an extremely important concept that underpins rigorous management of offsite levies. Front-ending represents monies owed by future development to the front-ending party (municipality or developer) for past construction undertaken on behalf of future development—i.e., a front-ending party will often pay for its share of an offsite infrastructure project in addition to that portion of the project which benefits future development when offsite levy reserve balances are insufficient.

There are 2 alternatives for repaying front-ending debts to claimants: (1) the First-In First-Out (FIFO) approach, and (2) the Average Outstanding Claim (AOC) approach. The FIFO approach can create: (a) stagnation of development, and (b) increased pressure on the municipality (i.e., taxpayers) to front-end. Accordingly, it is recommended that the Town establish an offsite levy policy framework that includes an AOC approach for repayment of front-ending.

Under the AOC approach, claimants share distributions based on their proportionate share of outstanding claims. For example, Developer A fronts a \$1 million piece of infrastructure in 2016. The Town front-ends a \$0.5 million piece of infrastructure in 2017. And Developer B is contemplating front-ending a \$0.5 million piece of infrastructure in the future. Using the AOC approach, offsite levy collections are shared between Developer A (66.6% of distributions) and the Town (33.3% of distributions) until fully repaid². If Developer B chooses to front-end in the future, then future claim reimbursements would be shared amongst Developer A (50% of distributions) and the Town (25% of distributions) and Developer B (25% of distributions) until repaid³. This approach is preferred, as it ensures regular positive cash flow to all claimants, and therefore no disincentive to future front-ending.

It is our understanding that (with the exception of water project #22 which is discussed in Section 6) all offsite projects constructed prior to 2021 whose portion of cost was allocated

² $\$1,000,000 / (\$1,000,000 + \$500,000) = 66.6\%$. $\$500,000 / (\$1,000,000 + \$500,000) = 33.3\%$.

³ $\$1,000,000 / (\$1,000,000 + \$500,000 + \$500,000) = 50\%$. $\$500,000 / (\$1,000,000 + \$500,000 + \$500,000) = 25\%$.

to development, were financed via the offsite levy accounts. As such, there was no Town front-ending prior to 2021 and all offsite levy accounts maintained a surplus balance at end-2020.

Offsite Levy Account Balances. At end-2023, the Town is showing a balance of \$335,109 in the transportation account. However, after adjustments the balance in the transportation account should be amended to reflect a surplus of approximately **\$377,710** at end 2023. A complete reconciliation of the transportation account balance is provided in Appendix B8.

At end-2023, the Town is showing a balance of \$1,300,469 in the water account. However, after adjustments the balance in the water account should be amended to a surplus of approximately **\$1,163,577** at end 2023. A complete reconciliation of the water account balance is provided in Appendix C8.

At end-2023, the Town is showing a balance of \$1,114,633 in the sanitary account. However, after adjustments the balance in the sanitary account should be amended to a surplus of approximately **\$1,185,328** at end 2023. A complete reconciliation of the sanitary account balance is provided in Appendix D8.

At end-2023, the Town is showing a balance of \$1,757,639 in the stormwater account. However, after adjustments the balance in the stormwater account should be amended to a surplus of approximately **\$1,777,403** at end 2023. A complete reconciliation of the sanitary account balance is provided in Appendix E8.

5 RATE UPDATES

For future development to pay for its current share of the **\$299.83 million** offsite infrastructure costs contained in the Town's capital plans, rates are approximately **\$165,342** per net hectare on a weighted average basis, as shown in the tables below. A comparison of rates to other municipalities is shown in Appendix G.

The primary reason for the increase in rates is the decrease in forecast land development, and the increase in interest rates.

Offsite Levy Rates (Per Net Hectare): High, Low, & Averages⁴

	Transportation	Water	Sanitary	Stormwater	Total
High	\$ 72,330	\$ 44,267	\$ 58,393	\$ 36,441	\$ 174,900
Low	\$ 71,354	\$ 42,645	\$ -	\$ 2,507	\$ 139,337
Weighted Average	\$ 71,491	\$ 42,874	\$ 30,656	\$ 20,322	\$ 165,342

Summary of Offsite Levy Rates by Area (Per Net Hectare)

Area #	Transportation	Water	Sanitary	Stormwater	Total
1.0	\$ 71,354	\$ 42,645	\$ 58,393	\$ 2,507	\$ 174,900
2.0	\$ 71,354	\$ 42,645	\$ 7,204	\$ 18,134	\$ 139,337
3.0	\$ 72,330	\$ 44,267	\$ 19,721	\$ 28,986	\$ 165,305
4.0	\$ 72,330	\$ 44,267	\$ 24,400	\$ 5,050	\$ 146,047
5.0	\$ 71,354	\$ 42,645	\$ 24,400	\$ 33,899	\$ 172,297
6.0	\$ 71,354	\$ 42,645	\$ 7,204	\$ 26,443	\$ 147,646
7.0	\$ 71,354	\$ 42,645	\$ 7,204	\$ 26,443	\$ 147,646
8.0	\$ 71,354	\$ 42,645	\$ -	\$ 26,443	\$ 140,443
9.0	\$ 71,354	\$ 42,645	\$ 9,418	\$ 26,443	\$ 149,861
10.0	\$ 71,354	\$ 42,645	\$ 3,819	\$ 26,443	\$ 144,262
11.0	\$ 72,330	\$ 44,267	\$ 324	\$ 36,441	\$ 153,363

⁴ Highs, Lows, and Averages are shown for information purposes only. Developers pay the actual rate applicable to their specific development area.

6 RECOMMENDATIONS

In addition to implementing the offsite levy rates outlined in *Section 5*, CORVUS recommends the following:

1. Amend the Town account records and balances to align with the account balances in the offsite levy model and described in Appendices B8, C8, D8, and E8; and in so doing, withdraw excess funds (if any) to pay down front-ending claims, or top-up account shortfalls as required.
2. Establish a formal and regular communication and documentation process between the Finance, Planning, and Engineering departments to enable the accurate documentation of offsite levy expenditures and front-ending details.
3. Ensure withdrawals from offsite levy accounts are limited to only that portion of project cost for which future development is responsible (i.e., Project Cost X Developer Share %).
4. During the reconciliation of future account balances, ensure the interest earning and charge rates that underpin the offsite levy bylaw for that specific time period are used to determine reserve interest impacts.
5. It is our understanding that water project #22 was front-ended by a local developer, and the Town has an agreement in place to repay the front-ended amount over several years. However, it is also our understanding that front-ending repayments to date have from an account other than the offsite levy account. As this project benefits development 100%, the Town's repayments to date should be reimbursed from the water offsite levy account, and future front-ending repayments should be made directly from the water offsite levy account.
6. Changes to the MGA in 2017 enable municipalities to charge offsite levies for recreation, fire, police, library, and interchange facilities. Town Administration and Council should consider whether it wishes to adopt such levies in the future and, if so, begin developing the necessary supporting documentation that will be needed to support such levies. Support documentation requirements for these new levies are outlined in Section 648 of the *Municipal Government Act* and *Regulation AR 187/2017*.

7 ACKNOWLEDGEMENTS

CORVUS Business Advisors would like to thank all Town of Strathmore staff from Engineering, Planning, and Finance who supported the work of this review.

8 DISCLAIMER

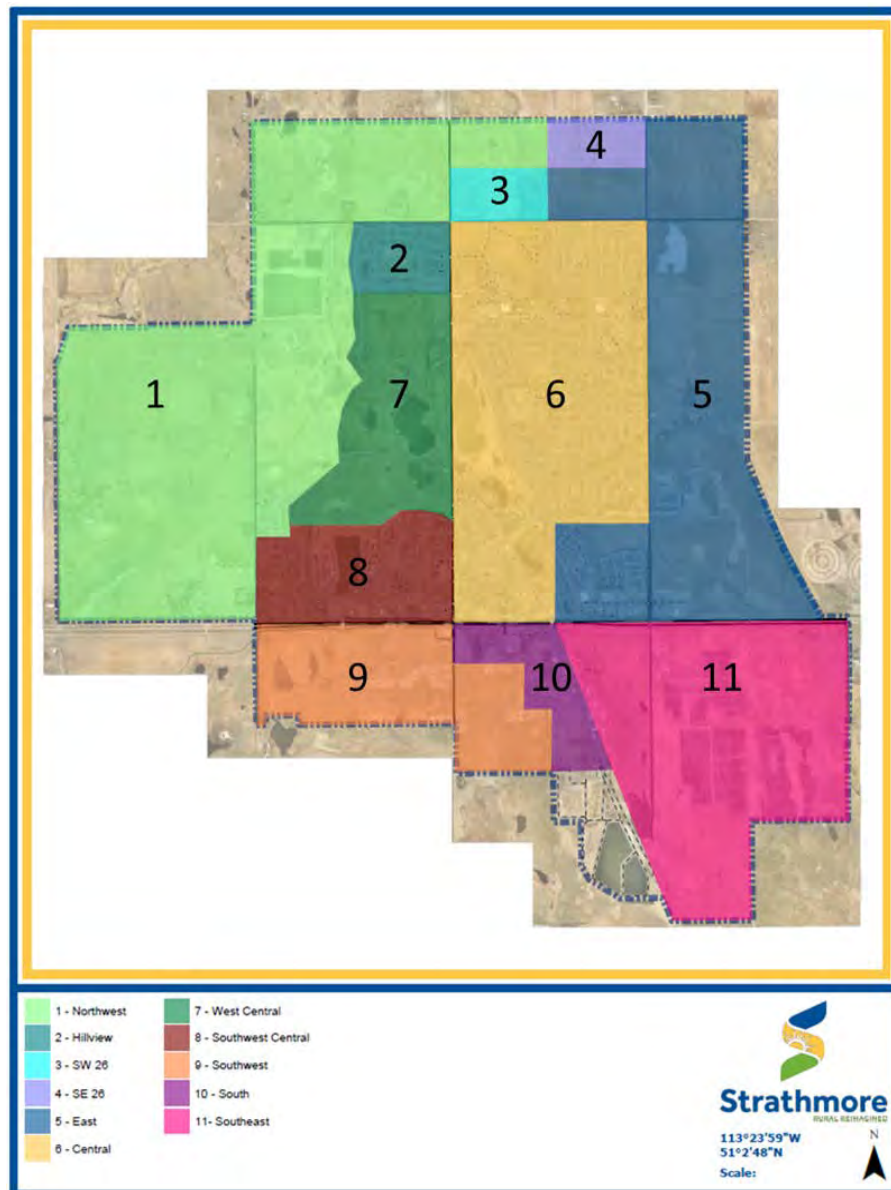
CORVUS Business Advisor has relied upon The Town of Strathmore and its advisors to provide all of the data and information used to construct the offsite levy model and create the rates, such as planning data and assumptions, development forecasts and assumptions, infrastructure costs and costs estimates, allocations to benefitting parties, allocation to benefitting areas, and other assumptions etc. As such, CORVUS Business Advisors makes no guarantee as to the accuracy of the input data and information provided by these groups or the results that stem from this data and information.

Offsite levy rates are not intended to stay static; they are based upon assumptions and the best available information of the day. Planning assumptions, cost estimates etc. can change each year. Accordingly, the Municipal Government Act requires that offsite levy rates be updated with the most available information on a regular basis (usually annually). When information changes, it will be reflected in a future update, and rates adjusted accordingly.

APPENDIX A: OFFSITE LEVY AREAS AND LAND STAGING

During this review, the Town's offsite levy area were amended and organized into **11** offsite levy areas, as shown in the map below to, In so doing: (1) offsite levy area boundaries align with infrastructure benefiting basin described in the Town's master plans, and (2) the amended areas ensure coverage of all Town lands—this is a leading practice and ensures any undeveloped land or redeveloped lands that have not paid levies previously are included in the bylaw. All offsite levy infrastructure costs are allocated to one or more areas.

Offsite Levy Areas



Total net development area at end 2023, the amount of land available for development in all offsite levy areas, was approximately **1,340 ha**. In calculating net development area, allowances have been made for environmental reserves, municipal reserves, and arterial road right of way and other deductions. From 2023 onward, this calculation will remain static, and the Town's model will automatically deduct lands that are developed from the bank of available lands.

Offsite Levy Net Development Area^{5,6}

Area Ref. #	Development Area Location	Gross Area (ha.)	Environmental Reserves (ha.)	Sub-total	Municipal Reserves	Arterial Right of Way and Other Deductions (ha.)	Net Development Area (ha.)
1.5	Northwest	692.40	15.00	677.40	67.74	12.80	596.86
2.5	Hillview	-	-	-	-	-	-
3.5	SW 26	32.40	-	32.40	3.24	-	29.16
4.5	SE 26	32.40	-	32.40	3.24	-	29.16
5.5	East	390.20	18.10	372.10	37.21	13.10	321.79
6.5	Central	15.00	-	15.00	1.50	-	13.50
7.5	West Central	58.10	-	58.10	5.81	4.00	48.29
8.5	Southwest Central	6.80	-	6.80	0.68	-	6.12
9.5	Southwest	147.90	11.10	136.80	13.68	3.40	119.72
10.5	South	5.00	-	5.00	0.50	-	4.50
11.5	Southeast	240.20	37.50	202.70	20.27	11.40	171.03
		1,620.40	81.70	1,538.70	153.87	44.70	1,340.13

Summary of Offsite Levy Net Development Area

Description	ha.
Gross Development Area	1,620.40
Less Environment Reserve	81.70
Less Municipal Reserve	153.87
Less ROW Allowance	44.70
Net Development Area	1,340.13

*Note: 1 Hectare (ha.) = ~2.47 Acres

Net development area definitions will be applied in determining offsite levy obligations of developers on application for subdivision or development within The Town of Strathmore. Net development area is defined as follows:

- Gross Area – The area of lands to be developed in hectares that have not previously paid an offsite levy.
 - o Less: Any environmental reserves contained within the development area Including environmental reserves and environmental easements.
 - o Less: A 10% allowance for Municipal Reserves.
 - o Less: The measurement of arterial road right of way that bisects the development lands.

⁵ Area measurements were provided by Town staff.

⁶ The Town's offsite levy model allows for 5 different land types. All lands are included in the fifth designation, hence the area reference of ".5". This has no bearing on rates.

- Equals: Net Developable Area, which is the area subject to offsite levies.

A rate planning period of 25 years underpins the offsite levy model and rate calculations. Many municipalities use this planning period as it provides a reasonable timeframe to recoup the costs associated with offsite levy infrastructure construction, and it aligns with the timeframes of many municipal capital planning and construction cycles.

Of the **1,140 ha.** of net land available across all offsite levy areas, planners estimate that approximately **793 ha. (59%)** will develop during the next 25-years (the rate planning period) as shown in the tables below.

Summary of Anticipated Development during the 25 Year Rate Planning Period

Developed In Next 25 Years	793.04	59.2%
Developed Beyond 25 Years	547.09	40.8%
Net Development Area	1,340.13	

Anticipated Development during the 25 Year Rate Planning Period

Area Ref. #	Development Area Location	Area Developed in Next 25 years (Net ha.)	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048
1.5	Northwest	299,500	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	9.30	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00	16.00
2.5	Hillview	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
3.5	SW 26	29,160	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	5.83	5.83	5.83	5.83	5.84	-	-	-	-	-
4.5	SE 26	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
5.5	East	189,800	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	6.49	12.00	12.00	12.00	12.00	12.00
6.5	Central	13,500	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	1.35	-	-	-	-	-	-	-	-	-	-	-	-	-	-
7.5	West Central	48,290	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	4.83	-	-	-	-	-	-	-	-	-	-	-	-	-	-
8.5	Southwest Central	6,120	1.53	1.53	1.53	1.53	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
9.5	Southwest	119,670	6.57	6.57	6.57	6.57	6.57	6.57	4.90	4.90	4.90	4.90	4.90	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	4.00	3.75
10.5	South	4,500	0.90	0.90	0.90	0.90	0.90	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
11.5	Southeast	82,500	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.75	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
		793.04	34.72	34.72	34.72	34.72	33.19	32.29	30.62	30.62	30.62	30.62	23.69	22.79	22.79	22.79	22.79	35.32	35.32	35.32	35.32	35.33	35.00	35.00	35.00	35.00	34.75

APPENDIX B: TRANSPORTATION

B1. Transportation Offsite Infrastructure

To support future growth, transportation offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) future debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$89.25 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Transportation Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Cost
1	Wildflower Road - Phase 1	\$ -	\$ -	\$ 2,537,500	\$ 2,537,500
2	Wildflower Road - Phase 2	\$ -	\$ -	\$ 7,032,500	\$ 7,032,500
3	Wildflower Road - Phase 3	\$ -	\$ -	\$ 4,845,000	\$ 4,845,000
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ -	\$ -	\$ 137,274	\$ 137,274
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ -	\$ -	\$ 8,990,000	\$ 8,990,000
6	Wheatland Trail Twinning	\$ -	\$ -	\$ 3,114,377	\$ 3,114,377
7	Highway 1/Wildflower Road Signalization	\$ -	\$ -	\$ 1,160,000	\$ 1,160,000
8	Wheatland Trail & Westcreek Access	\$ -	\$ -	\$ 1,139,695	\$ 1,139,695
9	TWP Road 244 & Lakewood Circle Intersection	\$ -	\$ -	\$ 766,940	\$ 766,940
10	TWP Road 244 & Wheatland Trail Intersection	\$ -	\$ -	\$ 362,500	\$ 362,500
11	Highway 1 Signal Timing	\$ -	\$ -	\$ 54,994	\$ 54,994
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ -	\$ -	\$ 4,338,752	\$ 4,338,752
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ -	\$ -	\$ 141,413	\$ 141,413
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ -	\$ -	\$ 112,607	\$ 112,607
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ -	\$ -	\$ 1,403,652	\$ 1,403,652
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ -	\$ -	\$ 12,414,609	\$ 12,414,609
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ -	\$ -	\$ 8,276,436	\$ 8,276,436
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ -	\$ -	\$ 3,310,563	\$ 3,310,563
19	Brent Boulevard Upgrade	\$ -	\$ -	\$ 1,704,790	\$ 1,704,790
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ -	\$ -	\$ 3,310,563	\$ 3,310,563
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ -	\$ -	\$ 7,862,586	\$ 7,862,586
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ -	\$ -	\$ 6,207,305	\$ 6,207,305
23	Westcreek Wildflower Arterial Bridge	\$ -	\$ -	\$ 3,475,615	\$ 3,475,615
24	Westmount Road Extension (South of Highway 1)	\$ -	\$ -	\$ 2,482,922	\$ 2,482,922
25	Strathford Boulevard & Township Road 244 Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
26	George Freeman Trail & Township Road 244 Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
27	Wheatland Trail & Hillview Drive Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
28	Wheatland Trail & Brent Boulevard Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
29	George Freeman Trail & Brent Boulevard Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
30	George Freeman Trail & Centennial Drive Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
31	Wheatland Trail & Westmount Drive Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
32	Wheatland Trail & 2 Avenue Intersection	\$ -	\$ -	\$ 446,341	\$ 446,341
33	Centre Street & Archie Klaiber Trail Intersection	\$ -	\$ -	\$ 342,195	\$ 342,195
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 593,265	\$ -	\$ -	\$ 593,265
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 593,265	\$ -	\$ 88,678,935	\$ 89,272,200

*Past expenditures include past financing expenditures (interest) if any.

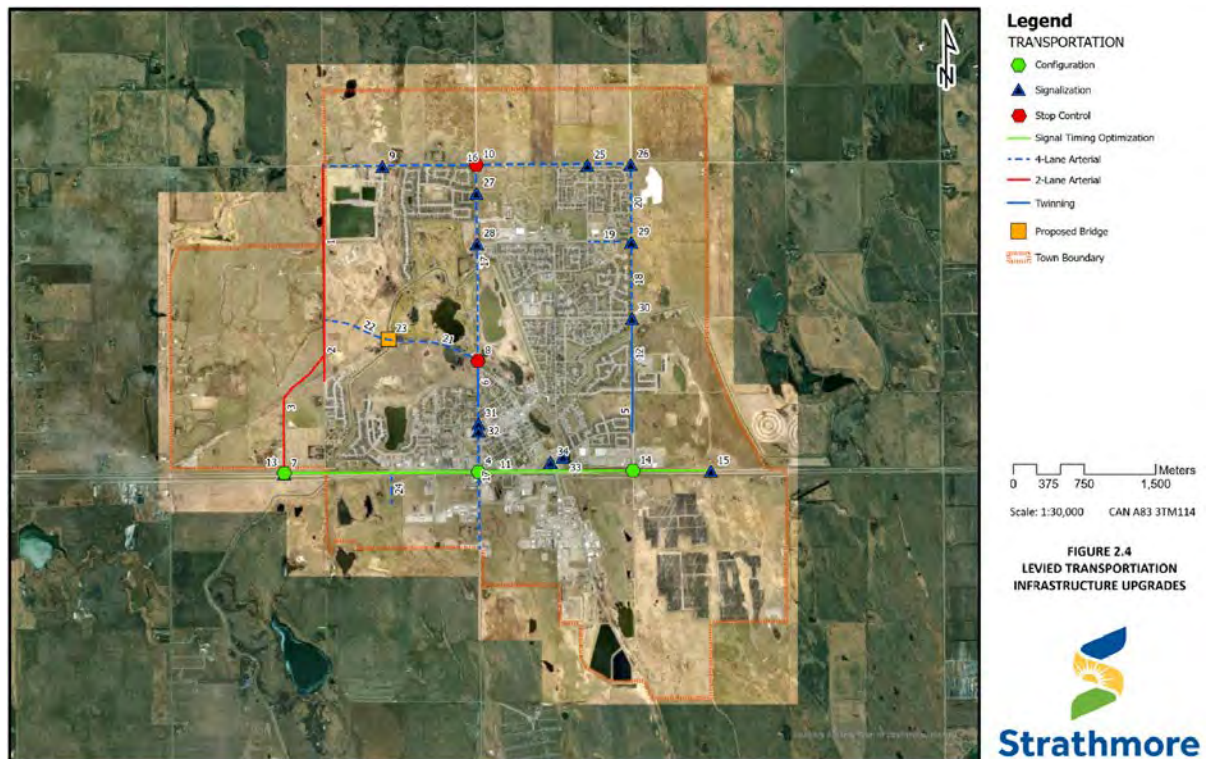
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section B5*).

*****Offsite infrastructure definitions are described in Appendix F.



B2. Transportation Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/will receive **\$0.23 million** in special ear-marked grants or contributions for transportation offsite levy infrastructure as shown in the table below (note, if the Town receives other ear-marked grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$89.04 million**.

Special Grants and Contributions for Transportation Offsite Infrastructure

Item	Project Description	Total Project Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Cost
1	Wildflower Road - Phase 1	\$ 2,537,500	\$ -	\$ -	\$ 2,537,500
2	Wildflower Road - Phase 2	\$ 7,032,500	\$ -	\$ -	\$ 7,032,500
3	Wildflower Road - Phase 3	\$ 4,845,000	\$ -	\$ -	\$ 4,845,000
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 137,274	\$ -	\$ -	\$ 137,274
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 8,990,000	\$ -	\$ -	\$ 8,990,000
6	Wheatland Trail Twinning	\$ 3,114,377	\$ -	\$ -	\$ 3,114,377
7	Highway 1/Wildflower Road Signalization	\$ 1,160,000	\$ -	\$ -	\$ 1,160,000
8	Wheatland Trail & Westcreek Access	\$ 1,139,695	\$ -	\$ -	\$ 1,139,695
9	TWP Road 244 & Lakewood Circle Intersection	\$ 766,940	\$ -	\$ -	\$ 766,940
10	TWP Road 244 & Wheatland Trail Intersection	\$ 362,500	\$ -	\$ -	\$ 362,500
11	Highway 1 Signal Timing	\$ 54,994	\$ -	\$ -	\$ 54,994
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 4,338,752	\$ -	\$ -	\$ 4,338,752
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 141,413	\$ -	\$ -	\$ 141,413
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 112,607	\$ -	\$ -	\$ 112,607
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 1,403,652	\$ -	\$ -	\$ 1,403,652
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 12,414,609	\$ -	\$ -	\$ 12,414,609
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 8,276,436	\$ -	\$ -	\$ 8,276,436
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 3,310,563	\$ -	\$ -	\$ 3,310,563
19	Brent Boulevard Upgrade	\$ 1,704,790	\$ -	\$ -	\$ 1,704,790
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 3,310,563	\$ -	\$ -	\$ 3,310,563
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 7,862,586	\$ -	\$ -	\$ 7,862,586
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 6,207,305	\$ -	\$ -	\$ 6,207,305
23	Westcreek Wildflower Arterial Bridge	\$ 3,475,615	\$ -	\$ -	\$ 3,475,615
24	Westmount Road Extension (South of Highway 1)	\$ 2,482,922	\$ -	\$ -	\$ 2,482,922
25	Strathford Boulevard & Township Road 244 Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
26	George Freeman Trail & Township Road 244 Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
27	Wheatland Trail & Hillview Drive Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
28	Wheatland Trail & Brent Boulevard Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
29	George Freeman Trail & Brent Boulevard Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
30	George Freeman Trail & Centennial Drive Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
31	Wheatland Trail & Westmount Drive Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
32	Wheatland Trail & 2 Avenue Intersection	\$ 446,341	\$ -	\$ -	\$ 446,341
33	Centre Street & Archie Klaiber Trail Intersection	\$ 342,195	\$ -	\$ -	\$ 342,195
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 593,265	\$ 230,915	\$ -	\$ 362,350
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 89,272,200	\$ 230,915	\$ -	\$ 89,041,285

B3. Year of Construction

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The Town anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Forecast Year of Construction

Item	Project Description	Construction Start Year
1	Wildflower Road - Phase 1	2027
2	Wildflower Road - Phase 2	2029
3	Wildflower Road - Phase 3	2033
4	Highway 1 & Wheatland Trail Intersection Upgrades	2029
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	2029
6	Wheatland Trail Twinning	2029
7	Highway 1/Wildflower Road Signalization	2036
8	Wheatland Trail & Westcreek Access	2039
9	TWP Road 244 & Lakewood Circle Intersection	2039
10	TWP Road 244 & Wheatland Trail Intersection	2039
11	Highway 1 Signal Timing	2047
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	2047
13	Highway 1 & Wildflower Road Intersection Upgrades	2047
14	Highway 1 & George Freeman Trail Intersection Upgrades	2047
15	Highway 1 & Edgefield Access Intersection Upgrades	2047
16	TWP Road 244 Upgrades (Boundary to Boundary)	2050
17	Wheatland Trail Upgrades (Boundary to Boundary)	2050
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	2050
19	Brent Boulevard Upgrade	2050
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	2050
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	2030
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	2035
23	Westcreek Wildflower Arterial Bridge	2030
24	Westmount Road Extension (South of Highway 1)	2030
25	Strathford Boulevard & Township Road 244 Intersection	2030
26	George Freeman Trail & Township Road 244 Intersection	2030
27	Wheatland Trail & Hillview Drive Intersection	2030
28	Wheatland Trail & Brent Boulevard Intersection	2030
29	George Freeman Trail & Brent Boulevard Intersection	2030
30	George Freeman Trail & Centennial Drive Intersection	2030
31	Wheatland Trail & Westmount Drive Intersection	2030
32	Wheatland Trail & 2 Avenue Intersection	2030
33	Centre Street & Archie Klaiber Trail Intersection	2030
34	Lakeside Blvd & Archie Klaiber Trail Intersection	2023

*Project costs are inflated by 3.0% per annum to the year of construction.

B4. Transportation Offsite Infrastructure Benefiting Parties

The transportation offsite infrastructure listed above will benefit three parties to varying degrees:

1. Town of Strathmore – a portion of the transportation infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
2. Other Stakeholders – other municipalities that benefit from the infrastructure.
3. Future Development:
 - o Financial Oversizing – that portion of deemed cost (i.e., levyable transportation infrastructure costs) which benefits future development beyond the 25-year review period.
 - o **In Rates – that portion of deemed cost (i.e., levyable transportation infrastructure costs) which benefits future development within the 25-**

year review period.

The table below outlines the allocation of transportation offsite levy infrastructure costs to benefiting parties.

Allocation of Transportation Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Wildflower Road - Phase 1	\$ 2,537,500	20.0%		9.6%	70.4%
2	Wildflower Road - Phase 2	\$ 7,032,500	20.0%		16.0%	64.0%
3	Wildflower Road - Phase 3	\$ 4,845,000	20.0%		28.8%	51.2%
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 137,274	20.0%		16.0%	64.0%
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 8,990,000	20.0%		16.0%	64.0%
6	Wheatland Trail Twinning	\$ 3,114,377	20.0%		16.0%	64.0%
7	Highway 1/Wildflower Road Signalization	\$ 1,160,000	20.0%		38.4%	41.6%
8	Wheatland Trail & Westcreek Access	\$ 1,139,695	20.0%		41.0%	39.0%
9	TWP Road 244 & Lakewood Circle Intersection	\$ 766,940	20.0%		41.0%	39.0%
10	TWP Road 244 & Wheatland Trail Intersection	\$ 362,500	20.0%		41.0%	39.0%
11	Highway 1 Signal Timing	\$ 54,994	20.0%		41.0%	39.0%
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 4,338,752	20.0%		41.0%	39.0%
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 141,413	20.0%		41.0%	39.0%
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 112,607	20.0%		41.0%	39.0%
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 1,403,652	20.0%		41.0%	39.0%
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 12,414,609	20.0%		41.0%	39.0%
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 8,276,436	20.0%		41.0%	39.0%
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 3,310,563	20.0%		41.0%	39.0%
19	Brent Boulevard Upgrade	\$ 1,704,790	20.0%		41.0%	39.0%
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 3,310,563	20.0%		41.0%	39.0%
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 7,862,586	20.0%		19.2%	60.8%
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 6,207,305	20.0%		35.2%	44.8%
23	Westcreek Wildflower Arterial Bridge	\$ 3,475,615	20.0%		19.2%	60.8%
24	Westmount Road Extension (South of Highway 1)	\$ 2,482,922	20.0%		19.2%	60.8%
25	Strathford Boulevard & Township Road 244 Intersection	\$ 342,195	20.0%		19.2%	60.8%
26	George Freeman Trail & Township Road 244 Intersection	\$ 342,195	20.0%		19.2%	60.8%
27	Wheatland Trail & Hillview Drive Intersection	\$ 446,341	20.0%		19.2%	60.8%
28	Wheatland Trail & Brent Boulevard Intersection	\$ 446,341	20.0%		19.2%	60.8%
29	George Freeman Trail & Brent Boulevard Intersection	\$ 342,195	20.0%		19.2%	60.8%
30	George Freeman Trail & Centennial Drive Intersection	\$ 342,195	20.0%		19.2%	60.8%
31	Wheatland Trail & Westmount Drive Intersection	\$ 446,341	20.0%		19.2%	60.8%
32	Wheatland Trail & 2 Avenue Intersection	\$ 446,341	20.0%		19.2%	60.8%
33	Centre Street & Archie Klaiber Trail Intersection	\$ 342,195	20.0%		19.2%	60.8%
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 362,350	20.0%		0.0%	80.0%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 89,041,285				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years' of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

B5. Existing Receipts & Adjusted Levy Cost

Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$45.25 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts

collected from developers (if any) need to be considered in determining the residual/net costs to developers. Town staff have advised that **\$0.63 million** (\$0.52 million + \$0.11 million) in transportation levies have been applied/collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$44.61 million**.

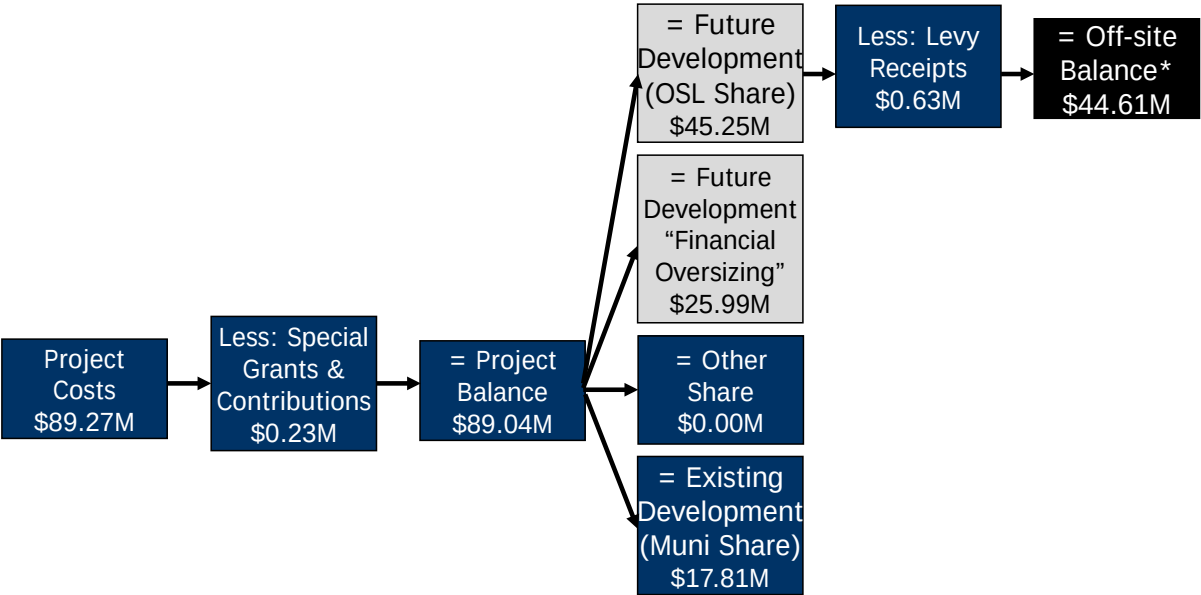
Offsite Levy Funds Applied to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Wildflower Road - Phase 1	\$ 1,786,400	\$ -	\$ -	\$ 1,786,400
2	Wildflower Road - Phase 2	\$ 4,500,800	\$ -	\$ -	\$ 4,500,800
3	Wildflower Road - Phase 3	\$ 2,480,640	\$ -	\$ -	\$ 2,480,640
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 87,855	\$ -	\$ -	\$ 87,855
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 5,753,600	\$ -	\$ -	\$ 5,753,600
6	Wheatland Trail Twinning	\$ 1,993,201	\$ -	\$ -	\$ 1,993,201
7	Highway 1/Wildflower Road Signalization	\$ 482,560	\$ -	\$ -	\$ 482,560
8	Wheatland Trail & Westcreek Access	\$ 444,481	\$ -	\$ -	\$ 444,481
9	TWP Road 244 & Lakewood Circle Intersection	\$ 299,107	\$ -	\$ -	\$ 299,107
10	TWP Road 244 & Wheatland Trail Intersection	\$ 141,375	\$ -	\$ -	\$ 141,375
11	Highway 1 Signal Timing	\$ 21,448	\$ -	\$ -	\$ 21,448
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 1,692,113	\$ -	\$ 8,065	\$ 1,684,048
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 55,151	\$ -	\$ 263	\$ 54,888
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 43,917	\$ -	\$ 209	\$ 43,707
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 547,424	\$ -	\$ 2,609	\$ 544,815
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 4,841,697	\$ -	\$ 23,077	\$ 4,818,621
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 3,227,810	\$ -	\$ 15,385	\$ 3,212,425
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 1,291,120	\$ -	\$ 6,154	\$ 1,284,966
19	Brent Boulevard Upgrade	\$ 664,868	\$ -	\$ 3,169	\$ 661,699
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 1,291,120	\$ -	\$ 6,154	\$ 1,284,966
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 4,780,452	\$ -	\$ 14,615	\$ 4,765,837
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 2,780,873	\$ -	\$ 11,538	\$ 2,769,334
23	Westcreek/Wildflower Arterial Bridge	\$ 2,113,174	\$ -	\$ 6,461	\$ 2,106,713
24	Westmount Road Extension (South of Highway 1)	\$ 1,509,617	\$ -	\$ 4,615	\$ 1,505,001
25	Strathford Boulevard & Township Road 244 Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
26	George Freeman Trail & Township Road 244 Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
27	Wheatland Trail & Hillview Drive Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
28	Wheatland Trail & Brent Boulevard Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
29	George Freeman Trail & Brent Boulevard Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
30	George Freeman Trail & Centennial Drive Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
31	Wheatland Trail & Westmount Drive Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
32	Wheatland Trail & 2 Avenue Intersection	\$ 271,376	\$ -	\$ 830	\$ 270,546
33	Centre Street & Archie Klaiber Trail Intersection	\$ 208,055	\$ -	\$ 636	\$ 207,419
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 289,880	\$ -	\$ 674	\$ 289,206
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 523,565	\$ -	\$ (523,565)
		\$ 45,246,458	\$ 523,565	\$ 109,487	\$ 44,613,406

B6. Summary of Transportation Offsite Levy Cost Flow-through

As shown in the figure below, the total cost for transportation infrastructure that forms the basis of the rate is approximately **\$44.61 million**. The cost allocations to each benefitting party are based on the benefitting percentages shown in previous section. The offsite levy balance (due from developers) is allocated to various benefitting areas (as described in the next section).

Total Transportation Offsite Levy Costs



B7. Transportation Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town staff. The lands anticipated to develop over the 25-years in each offsite levy benefiting area are used to determine rates.

Transportation Allocations to Benefiting Areas

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Wildflower Road - Phase 1	\$ 1,786,400	1	1	1	1	1	1	1	1	1	1	1
2	Wildflower Road - Phase 2	\$ 4,500,800	1	1	1	1	1	1	1	1	1	1	1
3	Wildflower Road - Phase 3	\$ 2,480,640	1	1	1	1	1	1	1	1	1	1	1
4	Highway 1 & Wheatland Trail Intersection Upgrades	\$ 87,855	1	1	1	1	1	1	1	1	1	1	1
5	George Freeman Trail Upgrades (Parklane to Archie Klaiber Trail)	\$ 5,753,600	1	1	1	1	1	1	1	1	1	1	1
6	Wheatland Trail Twinning	\$ 1,993,201	1	1	1	1	1	1	1	1	1	1	1
7	Highway 1/Wildflower Road Signalization	\$ 482,560	1	1	1	1	1	1	1	1	1	1	1
8	Wheatland Trail & Westcreek Access	\$ 444,481	1	1	1	1	1	1	1	1	1	1	1
9	TWP Road 244 & Lakewood Circle Intersection	\$ 299,107	1	1	1	1	1	1	1	1	1	1	1
10	TWP Road 244 & Wheatland Trail Intersection	\$ 141,375	1	1	1	1	1	1	1	1	1	1	1
11	Highway 1 Signal Timing	\$ 21,448	1	1	1	1	1	1	1	1	1	1	1
12	George Freeman Trail Twinning (Parklane Drive to Centennial Drive)	\$ 1,684,048	1	1	1	1	1	1	1	1	1	1	1
13	Highway 1 & Wildflower Road Intersection Upgrades	\$ 54,888	1	1	1	1	1	1	1	1	1	1	1
14	Highway 1 & George Freeman Trail Intersection Upgrades	\$ 43,707	1	1	1	1	1	1	1	1	1	1	1
15	Highway 1 & Edgefield Access Intersection Upgrades	\$ 544,815	1	1	1	1	1	1	1	1	1	1	1
16	TWP Road 244 Upgrades (Boundary to Boundary)	\$ 4,818,621	1	1	1	1	1	1	1	1	1	1	1
17	Wheatland Trail Upgrades (Boundary to Boundary)	\$ 3,212,425	1	1	1	1	1	1	1	1	1	1	1
18	George Freeman Trail Twinning (Centennial Drive to Brent Blvd)	\$ 1,284,966	1	1	1	1	1	1	1	1	1	1	1
19	Brent Boulevard Upgrade	\$ 661,699	1	1	1	1	1	1	1	1	1	1	1
20	George Freeman Trail Twinning (Brent Blvd to TWP Road 244)	\$ 1,284,966	1	1	1	1	1	1	1	1	1	1	1
21	Westcreek/Wildflower Arterial (Wheatland Trail to WID Canal)	\$ 4,765,837	1	1	1	1	1	1	1	1	1	1	1
22	Westcreek/Wildflower Arterial (WID Canal to Wildflower Road)	\$ 2,769,334	1	1	1	1	1	1	1	1	1	1	1
23	Westcreek Wildflower Arterial Bridge	\$ 2,106,713	1	1	1	1	1	1	1	1	1	1	1
24	Westmount Road Extension (South of Highway 1)	\$ 1,505,001	1	1	1	1	1	1	1	1	1	1	1
25	Strathford Boulevard & Township Road 244 Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
26	George Freeman Trail & Township Road 244 Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
27	Wheatland Trail & Hillview Drive Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
28	Wheatland Trail & Brent Boulevard Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
29	George Freeman Trail & Brent Boulevard Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
30	George Freeman Trail & Centennial Drive Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
31	Wheatland Trail & Westmount Drive Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
32	Wheatland Trail & 2 Avenue Intersection	\$ 270,546	1	1	1	1	1	1	1	1	1	1	1
33	Centre Street & Archie Klaiber Trail Intersection	\$ 207,419	1	1	1	1	1	1	1	1	1	1	1
34	Lakeside Blvd & Archie Klaiber Trail Intersection	\$ 289,206	1	1	1	1	1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (523,565)	1	1			1	1	1	1	1	1	1
		\$ 44,613,406											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

B8. Reserve Balance

At December 31st, 2023 Town records showed a balance of \$335,109 in the transportation offsite levy account. However, this was based on an over allocation of costs to developers. The transportation account balance should be amended to reflect a surplus of **\$377,710**.

Transportation Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Unallocated OSL Receipts to December 31, 2020 (Opening Balance)	\$ 523,564.89		\$ 523,564.89
OSL Receipt Allocations 2021-2023	\$ 109,466.90		\$ 633,031.79
Offsite Levy Expenditure Withdrawals 2021-2023		\$ 332,481.14	\$ 300,550.65
Interest Earned/Charged	\$ 34,557.88		\$ 335,108.53
Account Balance per Muni Records December 31, 2023			\$ 335,108.53
OSL Share of Other Expenditures to December 31, 2023		\$ (42,601.14)	\$ 377,709.67
Balance			\$ 377,709.67

*The credit of \$(42,601) in 2023 stems from an overallocation of expenditures for Project #34 whose allocation to developers is 80% (the original account withdrawal in 2023 was based on an allocation of 100%).

B9. Development and Transportation Infrastructure Staging Impacts

Transportation offsite infrastructure will be constructed in staged fashion over the 25-year review period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of transportation infrastructure from time to time—front ending of infrastructure will be required. A front-end is the party that constructs and pays up front for infrastructure that benefits other parties.

To compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%**⁷ interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a **1.85%**⁸ interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph below highlights activity in the transportation levy reserve over the 25-year review period.⁹

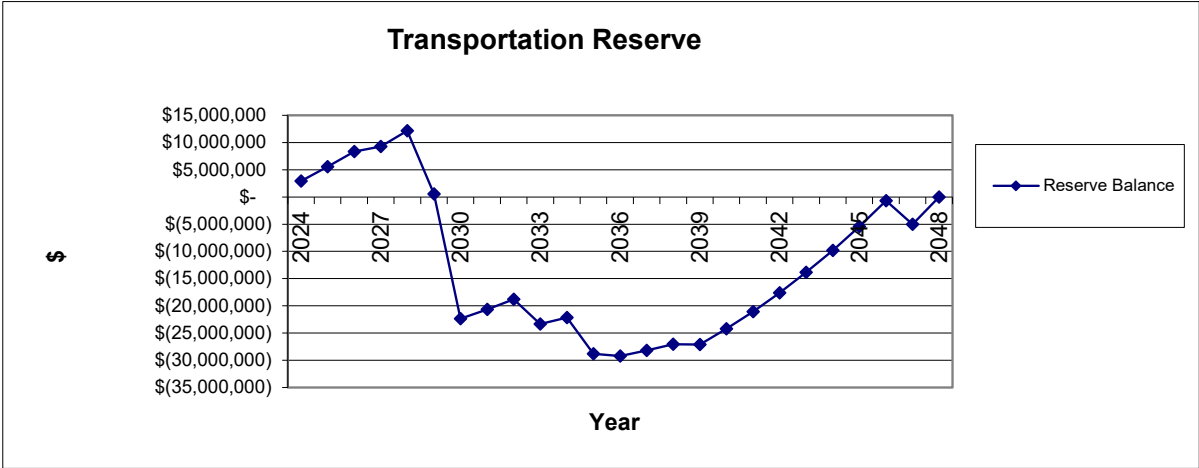
If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).

⁷ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

⁸ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

⁹ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Anticipated Transportation Offsite Levy Reserve Balances



APPENDIX C: WATER

C1. Water Offsite Infrastructure

In order to support future growth, water offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) future debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$125.12 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Water Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Westmount Subdivision Backbone	\$ 1,072,039	\$ -	\$ 2,604,867	\$ 3,676,906
2	5 Avenue Fire Flow Improvements	\$ -	\$ -	\$ 1,031,885	\$ 1,031,885
3	Wildflower Reservoir Upgrades	\$ -	\$ -	\$ 2,320,000	\$ 2,320,000
4	Decommission Brentwood Reservoir	\$ -	\$ -	\$ 159,500	\$ 159,500
5	Upsize Centennial Drive Water Line	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
6	Wildflower Water Line D	\$ -	\$ -	\$ 2,537,500	\$ 2,537,500
7	Wildflower Water Line E	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
8	Wildflower Water Line F	\$ -	\$ -	\$ 76,283	\$ 76,283
9	Wildflower Reservoir Storage	\$ -	\$ -	\$ 26,100,000	\$ 26,100,000
10	Wildflower Reservoir Pumping	\$ -	\$ -	\$ 5,800,000	\$ 5,800,000
11	Heritage Water Line D	\$ -	\$ -	\$ 2,501,250	\$ 2,501,250
12	Prairies Water Line H	\$ -	\$ -	\$ 2,755,000	\$ 2,755,000
13	Prairies Water Line I	\$ -	\$ -	\$ 2,682,500	\$ 2,682,500
14	Prairies Water Line J	\$ -	\$ -	\$ 703,250	\$ 703,250
15	Prairies Water Line K	\$ -	\$ -	\$ 1,595,000	\$ 1,595,000
16	Prairies Water Line L	\$ -	\$ -	\$ 85,550	\$ 85,550
17	East Reservoir Fill Line	\$ -	\$ -	\$ 5,437,500	\$ 5,437,500
18	East Reservoir Fill Line Connection	\$ -	\$ -	\$ 1,568	\$ 1,568
19	East Reservoir Storage	\$ -	\$ -	\$ 43,935,000	\$ 43,935,000
20	East Reservoir Pumping	\$ -	\$ -	\$ 4,205,000	\$ 4,205,000
21	Edgefield Water Line H	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
22	Edgefield Water Line I	\$ 351,300	\$ -	\$ -	\$ 351,300
23	South Strathmore Water Line I	\$ -	\$ -	\$ 2,030,000	\$ 2,030,000
24	South Strathmore Water Line J	\$ -	\$ -	\$ 1,406,500	\$ 1,406,500
25	South Strathmore Water Line K	\$ -	\$ -	\$ 1,413,750	\$ 1,413,750
26	South Strathmore Water Line L	\$ -	\$ -	\$ 3,335,000	\$ 3,335,000
27	West Strathmore Water Line Q	\$ -	\$ -	\$ 3,335,000	\$ 3,335,000
28	West Strathmore Water Line R	\$ -	\$ -	\$ 2,102,500	\$ 2,102,500
29	West Strathmore PRV A	\$ -	\$ -	\$ 159,500	\$ 159,500
30	West Strathmore PRV B	\$ -	\$ -	\$ 159,500	\$ 159,500
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 1,423,339	\$ -	\$ 123,693,402	\$ 125,116,741

*Past expenditures include past financing expenditures (interest) if any.

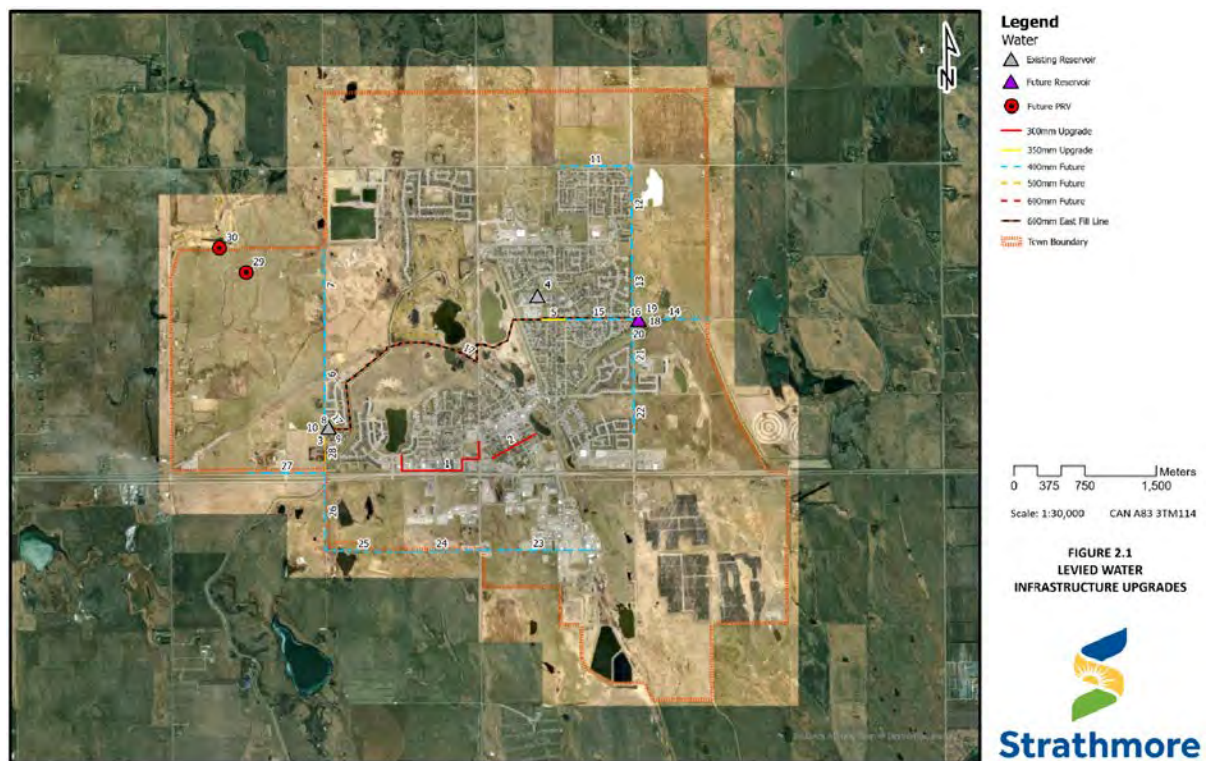
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section C5*).

*****Offsite infrastructure definitions are described in Appendix F.



C2. Water Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/will receive approximately **\$0.00** in special ear-marked grants and contributions for water offsite levy infrastructure as shown in the table below (note, if the Town receives other ear-marked grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$125.12 million**.

Special Grants and Contributions for Water Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Estimated Cost
1	Westmount Subdivision Backbone	\$ 3,676,906	\$ -	\$ -	\$ 3,676,906
2	5 Avenue Fire Flow Improvements	\$ 1,031,885	\$ -	\$ -	\$ 1,031,885
3	Wildflower Reservoir Upgrades	\$ 2,320,000	\$ -	\$ -	\$ 2,320,000
4	Decommission Brentwood Reservoir	\$ 159,500	\$ -	\$ -	\$ 159,500
5	Upsize Centennial Drive Water Line	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
6	Wildflower Water Line D	\$ 2,537,500	\$ -	\$ -	\$ 2,537,500
7	Wildflower Water Line E	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
8	Wildflower Water Line F	\$ 76,283	\$ -	\$ -	\$ 76,283
9	Wildflower Reservoir Storage	\$ 26,100,000	\$ -	\$ -	\$ 26,100,000
10	Wildflower Reservoir Pumping	\$ 5,800,000	\$ -	\$ -	\$ 5,800,000
11	Heritage Water Line D	\$ 2,501,250	\$ -	\$ -	\$ 2,501,250
12	Prairies Water Line H	\$ 2,755,000	\$ -	\$ -	\$ 2,755,000
13	Prairies Water Line I	\$ 2,682,500	\$ -	\$ -	\$ 2,682,500
14	Prairies Water Line J	\$ 703,250	\$ -	\$ -	\$ 703,250
15	Prairies Water Line K	\$ 1,595,000	\$ -	\$ -	\$ 1,595,000
16	Prairies Water Line L	\$ 85,550	\$ -	\$ -	\$ 85,550
17	East Reservoir Fill Line	\$ 5,437,500	\$ -	\$ -	\$ 5,437,500
18	East Reservoir Fill Line Connection	\$ 1,568	\$ -	\$ -	\$ 1,568
19	East Reservoir Storage	\$ 43,935,000	\$ -	\$ -	\$ 43,935,000
20	East Reservoir Pumping	\$ 4,205,000	\$ -	\$ -	\$ 4,205,000
21	Edgefield Water Line H	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
22	Edgefield Water Line I	\$ 351,300	\$ -	\$ -	\$ 351,300
23	South Strathmore Water Line I	\$ 2,030,000	\$ -	\$ -	\$ 2,030,000
24	South Strathmore Water Line J	\$ 1,406,500	\$ -	\$ -	\$ 1,406,500
25	South Strathmore Water Line K	\$ 1,413,750	\$ -	\$ -	\$ 1,413,750
26	South Strathmore Water Line L	\$ 3,335,000	\$ -	\$ -	\$ 3,335,000
27	West Strathmore Water Line Q	\$ 3,335,000	\$ -	\$ -	\$ 3,335,000
28	West Strathmore Water Line R	\$ 2,102,500	\$ -	\$ -	\$ 2,102,500
29	West Strathmore PRV A	\$ 159,500	\$ -	\$ -	\$ 159,500
30	West Strathmore PRV B	\$ 159,500	\$ -	\$ -	\$ 159,500
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 125,116,741	\$ -	\$ -	\$ 125,116,741

C3. Year of Construction

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The Town anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Forecast Year of Construction

Item	Project Description	Construction Start Year
1	Westmount Subdivision Backbone	2022
2	5 Avenue Fire Flow Improvements	2031
3	Wildflower Reservoir Upgrades	2024
4	Decommission Brentwood Reservoir	2026
5	Upsize Centennial Drive Water Line	2025
6	Wildflower Water Line D	2030
7	Wildflower Water Line E	2030
8	Wildflower Water Line F	2030
9	Wildflower Reservoir Storage	2060
10	Wildflower Reservoir Pumping	2060
11	Heritage Water Line D	2050
12	Prairies Water Line H	2050
13	Prairies Water Line I	2050
14	Prairies Water Line J	2035
15	Prairies Water Line K	2035
16	Prairies Water Line L	2035
17	East Reservoir Fill Line	2035
18	East Reservoir Fill Line Connection	2035
19	East Reservoir Storage	2040
20	East Reservoir Pumping	2040
21	Edgefield Water Line H	2030
22	Edgefield Water Line I	2019
23	South Strathmore Water Line I	2060
24	South Strathmore Water Line J	2060
25	South Strathmore Water Line K	2060
26	South Strathmore Water Line L	2060
27	West Strathmore Water Line Q	2060
28	West Strathmore Water Line R	2060
29	West Strathmore PRV A	2060
30	West Strathmore PRV B	2060

*Project costs are inflated by 3.0% per annum to the year of construction.

C4. Water Offsite Infrastructure Benefiting Parties

The water offsite infrastructure listed above will benefit three parties to varying degrees:

1. Town of Strathmore – a portion of the water infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
2. Other Stakeholders – other municipalities that benefit from the infrastructure.
3. Future Development:
 - o Financial Oversizing – that portion of deemed cost (i.e., levyable water infrastructure costs) which benefits future development beyond the 25-year review period.
 - o **In Rates – that portion of deemed cost (i.e., levyable water infrastructure costs) which benefits future development within the 25-year review period.**

The table below outlines the allocation of water offsite levy infrastructure costs to benefiting parties.

Allocation of Water Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Westmount Subdivision Backbone	\$ 3,676,906	20.0%		0.0%	80.0%
2	5 Avenue Fire Flow Improvements	\$ 1,031,885	20.0%		22.4%	57.6%
3	Wildflower Reservoir Upgrades	\$ 2,320,000	20.0%		0.0%	80.0%
4	Decommission Brentwood Reservoir	\$ 159,500	20.0%		6.4%	73.6%
5	Upsize Centennial Drive Water Line	\$ 1,740,000	20.0%		3.2%	76.8%
6	Wildflower Water Line D	\$ 2,537,500	0.0%		24.0%	76.0%
7	Wildflower Water Line E	\$ 1,740,000	0.0%		24.0%	76.0%
8	Wildflower Water Line F	\$ 76,283	0.0%		24.0%	76.0%
9	Wildflower Reservoir Storage	\$ 26,100,000	0.0%		41.0%	59.0%
10	Wildflower Reservoir Pumping	\$ 5,800,000	0.0%		41.0%	59.0%
11	Heritage Water Line D	\$ 2,501,250	0.0%		41.0%	59.0%
12	Prairies Water Line H	\$ 2,755,000	0.0%		41.0%	59.0%
13	Prairies Water Line I	\$ 2,682,500	0.0%		41.0%	59.0%
14	Prairies Water Line J	\$ 703,250	0.0%		41.0%	59.0%
15	Prairies Water Line K	\$ 1,595,000	0.0%		41.0%	59.0%
16	Prairies Water Line L	\$ 85,550	0.0%		41.0%	59.0%
17	East Reservoir Fill Line	\$ 5,437,500	20.0%		35.2%	44.8%
18	East Reservoir Fill Line Connection	\$ 1,568	20.0%		35.2%	44.8%
19	East Reservoir Storage	\$ 43,935,000	20.0%		41.0%	39.0%
20	East Reservoir Pumping	\$ 4,205,000	20.0%		41.0%	39.0%
21	Edgefield Water Line H	\$ 1,740,000	0.0%		24.0%	76.0%
22	Edgefield Water Line I	\$ 351,300	0.0%		0.0%	100.0%
23	South Strathmore Water Line I	\$ 2,030,000	0.0%		41.0%	59.0%
24	South Strathmore Water Line J	\$ 1,406,500	0.0%		41.0%	59.0%
25	South Strathmore Water Line K	\$ 1,413,750	0.0%		41.0%	59.0%
26	South Strathmore Water Line L	\$ 3,335,000	0.0%		41.0%	59.0%
27	West Strathmore Water Line Q	\$ 3,335,000	0.0%		41.0%	59.0%
28	West Strathmore Water Line R	\$ 2,102,500	0.0%		41.0%	59.0%
29	West Strathmore PRV A	\$ 159,500	0.0%		41.0%	59.0%
30	West Strathmore PRV B	\$ 159,500	0.0%		41.0%	59.0%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 125,116,741				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years' of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

C5. Existing Receipts & Adjusted Levy Cost

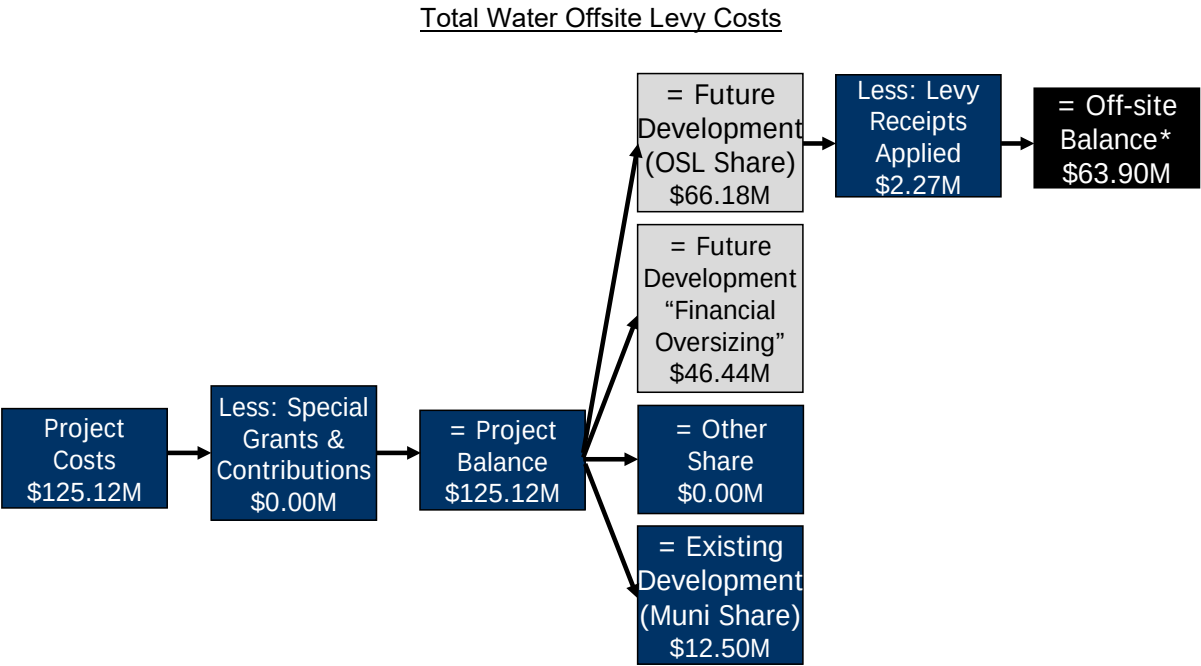
Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$66.18 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. Town staff have advised that approximately **\$2.27 million** (\$2.08 million + \$0.19 million) in water levies have been applied/collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$63.90 million**.

Offsite Levy Funds Applied to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Westmount Subdivision Backbone	\$ 2,941,525	\$ -	\$ 5,144	\$ 2,936,381
2	5 Avenue Fire Flow Improvements	\$ 594,366	\$ -	\$ 1,444	\$ 592,922
3	Wildflower Reservoir Upgrades	\$ 1,856,000	\$ -	\$ 3,246	\$ 1,852,754
4	Decommission Brentwood Reservoir	\$ 117,392	\$ -	\$ 223	\$ 117,169
5	Upsize Centennial Drive Water Line	\$ 1,336,320	\$ -	\$ 2,434	\$ 1,333,886
6	Wildflower Water Line D	\$ 1,928,500	\$ -	\$ 4,438	\$ 1,924,062
7	Wildflower Water Line E	\$ 1,322,400	\$ -	\$ 3,043	\$ 1,319,357
8	Wildflower Water Line F	\$ 57,975	\$ -	\$ 133	\$ 57,841
9	Wildflower Reservoir Storage	\$ 15,399,000	\$ -	\$ 45,643	\$ 15,353,357
10	Wildflower Reservoir Pumping	\$ 3,422,000	\$ -	\$ 10,143	\$ 3,411,857
11	Heritage Water Line D	\$ 1,475,738	\$ -	\$ 4,374	\$ 1,471,363
12	Prairies Water Line H	\$ 1,625,450	\$ -	\$ 4,818	\$ 1,620,632
13	Prairies Water Line I	\$ 1,582,675	\$ -	\$ 4,691	\$ 1,577,984
14	Prairies Water Line J	\$ 414,918	\$ -	\$ 1,230	\$ 413,688
15	Prairies Water Line K	\$ 941,050	\$ -	\$ 2,789	\$ 938,261
16	Prairies Water Line L	\$ 50,475	\$ -	\$ 150	\$ 50,325
17	East Reservoir Fill Line	\$ 2,436,000	\$ -	\$ 7,607	\$ 2,428,393
18	East Reservoir Fill Line Connection	\$ 702	\$ -	\$ 2	\$ 700
19	East Reservoir Storage	\$ 17,134,650	\$ -	\$ 61,466	\$ 17,073,184
20	East Reservoir Pumping	\$ 1,639,950	\$ -	\$ 5,883	\$ 1,634,067
21	Edgefield Water Line H	\$ 1,322,400	\$ -	\$ 3,043	\$ 1,319,357
22	Edgefield Water Line I	\$ 351,300	\$ -	\$ 1,775	\$ 349,525
23	South Strathmore Water Line I	\$ 1,197,700	\$ -	\$ 3,550	\$ 1,194,150
24	South Strathmore Water Line J	\$ 829,835	\$ -	\$ 2,460	\$ 827,375
25	South Strathmore Water Line K	\$ 834,113	\$ -	\$ 2,472	\$ 831,640
26	South Strathmore Water Line L	\$ 1,967,650	\$ -	\$ 5,832	\$ 1,961,818
27	West Strathmore Water Line Q	\$ 1,967,650	\$ -	\$ 5,832	\$ 1,961,818
28	West Strathmore Water Line R	\$ 1,240,475	\$ -	\$ 3,677	\$ 1,236,798
29	West Strathmore PRV A	\$ 94,105	\$ -	\$ 279	\$ 93,826
30	West Strathmore PRV B	\$ 94,105	\$ -	\$ 279	\$ 93,826
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 2,076,714	\$ -	\$ (2,076,714)
		\$ 66,176,417	\$ 2,076,714	\$ 198,099	\$ 63,901,604

C6. Summary of Water Offsite Levy Cost Flow-through

As shown in the figure below, the total cost for water infrastructure that forms the basis of the rate is approximately **\$63.90 million**. The cost allocations to each benefitting party are based on the benefitting percentages shown in previous section. The offsite levy balance (due from developers) is allocated to various benefitting areas (as described in the next section).



C7. Water Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Water Allocations to Benefitting Areas

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Westmount Subdivision Backbone	\$ 2,936,381	1	1	1	1	1	1	1	1	1	1	1
2	5 Avenue Fire Flow Improvements	\$ 592,922	1	1	1	1	1	1	1	1	1	1	1
3	Wildflower Reservoir Upgrades	\$ 1,852,754	1	1	1	1	1	1	1	1	1	1	1
4	Decommission Brentwood Reservoir	\$ 117,169	1	1	1	1	1	1	1	1	1	1	1
5	Upsize Centennial Drive Water Line	\$ 1,333,886	1	1	1	1	1	1	1	1	1	1	1
6	Wildflower Water Line D	\$ 1,924,062	1	1	1	1	1	1	1	1	1	1	1
7	Wildflower Water Line E	\$ 1,319,357	1	1	1	1	1	1	1	1	1	1	1
8	Wildflower Water Line F	\$ 57,841	1	1	1	1	1	1	1	1	1	1	1
9	Wildflower Reservoir Storage	\$ 15,353,357	1	1	1	1	1	1	1	1	1	1	1
10	Wildflower Reservoir Pumping	\$ 3,411,857	1	1	1	1	1	1	1	1	1	1	1
11	Heritage Water Line D	\$ 1,471,363	1	1	1	1	1	1	1	1	1	1	1
12	Prairies Water Line H	\$ 1,620,632	1	1	1	1	1	1	1	1	1	1	1
13	Prairies Water Line I	\$ 1,577,984	1	1	1	1	1	1	1	1	1	1	1
14	Prairies Water Line J	\$ 413,688	1	1	1	1	1	1	1	1	1	1	1
15	Prairies Water Line K	\$ 938,261	1	1	1	1	1	1	1	1	1	1	1
16	Prairies Water Line L	\$ 50,325	1	1	1	1	1	1	1	1	1	1	1
17	East Reservoir Fill Line	\$ 2,428,393	1	1	1	1	1	1	1	1	1	1	1
18	East Reservoir Fill Line Connection	\$ 700	1	1	1	1	1	1	1	1	1	1	1
19	East Reservoir Storage	\$ 17,073,184	1	1	1	1	1	1	1	1	1	1	1
20	East Reservoir Pumping	\$ 1,634,067	1	1	1	1	1	1	1	1	1	1	1
21	Edgefield Water Line H	\$ 1,319,357	1	1	1	1	1	1	1	1	1	1	1
22	Edgefield Water Line I	\$ 349,525	1	1	1	1	1	1	1	1	1	1	1
23	South Strathmore Water Line I	\$ 1,194,150	1	1	1	1	1	1	1	1	1	1	1
24	South Strathmore Water Line J	\$ 827,375	1	1	1	1	1	1	1	1	1	1	1
25	South Strathmore Water Line K	\$ 831,640	1	1	1	1	1	1	1	1	1	1	1
26	South Strathmore Water Line L	\$ 1,961,818	1	1	1	1	1	1	1	1	1	1	1
27	West Strathmore Water Line Q	\$ 1,961,818	1	1	1	1	1	1	1	1	1	1	1
28	West Strathmore Water Line R	\$ 1,236,798	1	1	1	1	1	1	1	1	1	1	1
29	West Strathmore PRV A	\$ 93,826	1	1	1	1	1	1	1	1	1	1	1
30	West Strathmore PRV B	\$ 93,826	1	1	1	1	1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (2,076,714)	1	1			1	1	1	1	1	1	1
		\$ 63,901,604											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

C8. Reserve Balance

At December 31st, 2023 Town records showed a balance of \$1,300,469 in the water offsite levy account. However, this was based on an under allocation of costs to developers. The water account balance should be amended to reflect a surplus of **\$1,163,577**.

Water Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Unallocated OSL Receipts to December 31, 2020 (Opening Balance)	\$ 2,076,714.04		\$ 2,076,714.04
OSL Receipt Allocations 2021-2023	\$ 198,099.06		\$ 2,274,813.10
Offsite Levy Expenditure Withdrawals 2021-2023		\$ 1,072,040.47	\$ 1,202,772.63
Interest Earned/Charged	\$ 97,696.08		\$ 1,300,468.71
Account Balance per Muni Records December 31, 2023			\$ 1,300,468.71
OSL Share of Other Expenditures to December 31, 2023		\$ 136,892.20	\$ 1,163,576.51
Balance			\$ 1,163,576.51

*The credit of \$136,892 in 2023 stems from: (i) an overallocation of expenditures for Project #1 whose allocation to developers is 80% (the original account withdrawals in 2021 and 2022 were based on an allocation of 100%), and (ii) front-ending associated with Project #22.

C9. Development and Water Infrastructure Staging Impacts

Water offsite infrastructure will be constructed in staged fashion over the 25-year review period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of water infrastructure from time to time—front ending of infrastructure will be required. A front-ender is the party that constructs and pays up front for infrastructure that benefits other parties.

To compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%**¹⁰ interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a **1.85%**¹¹ interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph below highlights activity in the water levy reserve over the 25-year review period.¹²

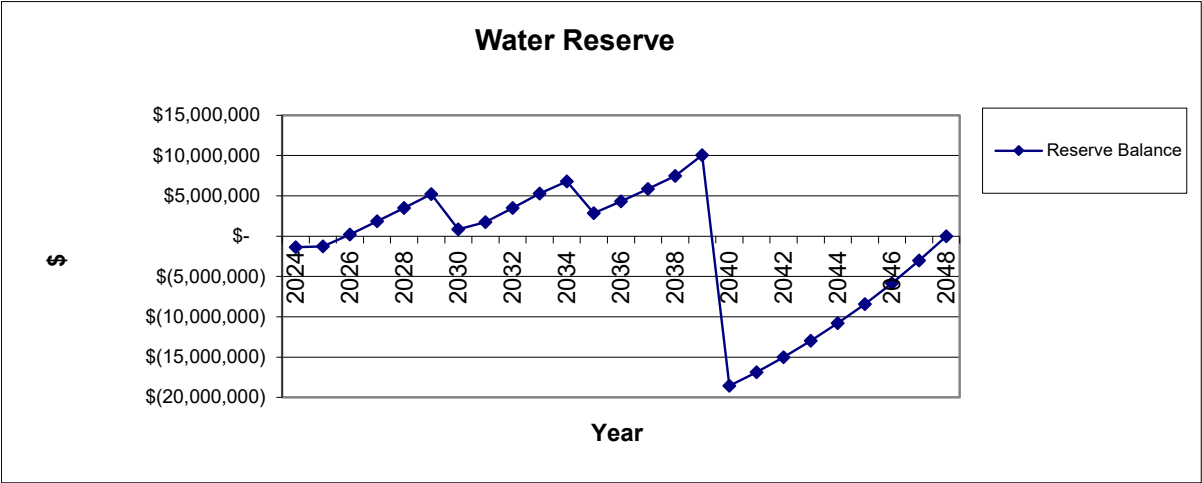
If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).

¹⁰ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

¹¹ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

¹² Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Anticipated Water Offsite Levy Reserve Balances



APPENDIX D: SANITARY

D1. Sanitary Offsite Infrastructure

In order to support future growth, sanitary offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) future debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$64.68 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Sanitary Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 353,474	\$ -	\$ 3,480,000	\$ 3,833,474
2	Central Trunk Sewer Upgrade (Phase 2)	\$ -	\$ -	\$ 916,653	\$ 916,653
3	Central Trunk Sewer Upgrade (Phase 3)	\$ -	\$ -	\$ 1,024,067	\$ 1,024,067
4	Central Trunk Sewer Upgrade (Phase 4)	\$ -	\$ -	\$ 2,465,000	\$ 2,465,000
5	West Trunk	\$ -	\$ -	\$ 1,087,500	\$ 1,087,500
6	Orchard Park Trunk	\$ -	\$ -	\$ 906,250	\$ 906,250
7	Ranch Forcemain Twinning	\$ -	\$ -	\$ 420,500	\$ 420,500
8	Ranch Lift Station Upgrade	\$ -	\$ -	\$ 464,000	\$ 464,000
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ -	\$ -	\$ 1,015,000	\$ 1,015,000
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ -	\$ -	\$ 3,190,000	\$ 3,190,000
11	North Hill Forcemain	\$ -	\$ -	\$ 5,945,000	\$ 5,945,000
12	North Hill Lift Station	\$ -	\$ -	\$ 5,147,500	\$ 5,147,500
13	Prairie's Edge Forcemain	\$ -	\$ -	\$ 6,525,000	\$ 6,525,000
14	Prairie's Edge Lift Station	\$ -	\$ -	\$ 5,147,500	\$ 5,147,500
15	West Strathmore Trunk A	\$ -	\$ -	\$ 1,740,000	\$ 1,740,000
16	West Strathmore Trunk B	\$ -	\$ -	\$ 1,957,500	\$ 1,957,500
17	West Strathmore Forcemain	\$ -	\$ -	\$ 8,772,500	\$ 8,772,500
18	West Strathmore Lift Station	\$ -	\$ -	\$ 13,485,000	\$ 13,485,000
19	BTO Effluent Pump Station Upgrade	\$ -	\$ -	\$ 641,784	\$ 641,784
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 353,474	\$ -	\$ 64,330,754	\$ 64,684,228

*Past expenditures include past financing expenditures (interest) if any.

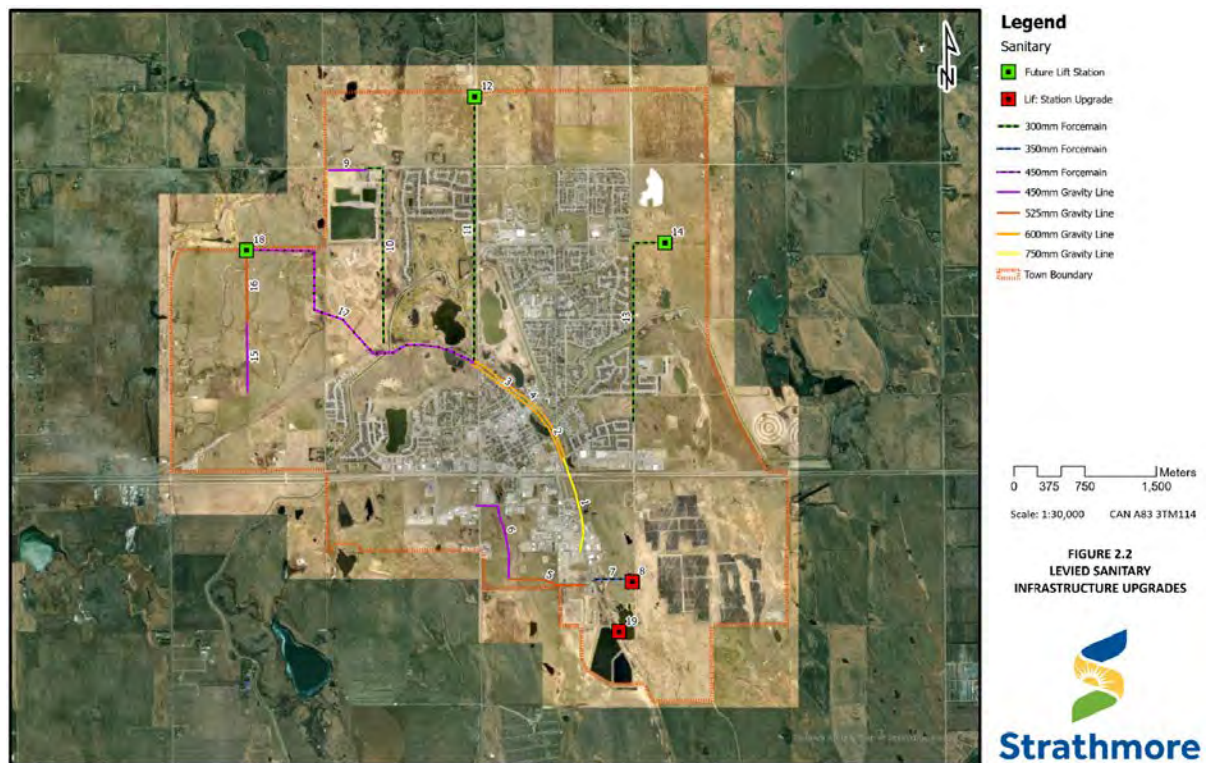
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section D5*).

*****Offsite infrastructure definitions are described in Appendix F.



D2. Sanitary Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/will receive **\$0.00 million** in special ear-marked grants and contributions for sanitary offsite levy infrastructure as shown in the table below (note, if the Town receives additional ear-marked grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$64.68 million**.

Special Grants and Contributions for Sanitary Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Estimated Cost
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,833,474	\$ -	\$ -	\$ 3,833,474
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 916,653	\$ -	\$ -	\$ 916,653
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 1,024,067	\$ -	\$ -	\$ 1,024,067
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 2,465,000	\$ -	\$ -	\$ 2,465,000
5	West Trunk	\$ 1,087,500	\$ -	\$ -	\$ 1,087,500
6	Orchard Park Trunk	\$ 906,250	\$ -	\$ -	\$ 906,250
7	Ranch Forcemain Twinning	\$ 420,500	\$ -	\$ -	\$ 420,500
8	Ranch Lift Station Upgrade	\$ 464,000	\$ -	\$ -	\$ 464,000
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 1,015,000	\$ -	\$ -	\$ 1,015,000
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 3,190,000	\$ -	\$ -	\$ 3,190,000
11	North Hill Forcemain	\$ 5,945,000	\$ -	\$ -	\$ 5,945,000
12	North Hill Lift Station	\$ 5,147,500	\$ -	\$ -	\$ 5,147,500
13	Prairie's Edge Forcemain	\$ 6,525,000	\$ -	\$ -	\$ 6,525,000
14	Prairie's Edge Lift Station	\$ 5,147,500	\$ -	\$ -	\$ 5,147,500
15	West Strathmore Trunk A	\$ 1,740,000	\$ -	\$ -	\$ 1,740,000
16	West Strathmore Trunk B	\$ 1,957,500	\$ -	\$ -	\$ 1,957,500
17	West Strathmore Forcemain	\$ 8,772,500	\$ -	\$ -	\$ 8,772,500
18	West Strathmore Lift Station	\$ 13,485,000	\$ -	\$ -	\$ 13,485,000
19	BTO Effluent Pump Station Upgrade	\$ 641,784	\$ -	\$ -	\$ 641,784
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 64,684,228	\$ -	\$ -	\$ 64,684,228

D3. Year of Construction

The timing of construction is used to determine the impact of inflation on cost, the impact of forecast reserve balances, and the estimate of financial oversizing (described in the Section that follows). The Town anticipates construction of offsite infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Forecast Year of Construction

Item	Project Description	Construction Start Year
1	Central Trunk Sewer Upgrade (Phase 1)	2022
2	Central Trunk Sewer Upgrade (Phase 2)	2029
3	Central Trunk Sewer Upgrade (Phase 3)	2032
4	Central Trunk Sewer Upgrade (Phase 4)	2037
5	West Trunk	2032
6	Orchard Park Trunk	2034
7	Ranch Forcemain Twinning	2032
8	Ranch Lift Station Upgrade	2032
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	2032
10	Lakewood Meadows Forcemain (Lift Station to 55M)	2030
11	North Hill Forcemain	2040
12	North Hill Lift Station	2040
13	Prairie's Edge Forcemain	2040
14	Prairie's Edge Lift Station	2040
15	West Strathmore Trunk A	2062
16	West Strathmore Trunk B	2062
17	West Strathmore Forcemain	2060
18	West Strathmore Lift Station	2060
19	BTO Effluent Pump Station Upgrade	2032

*Project costs are inflated by 3.0% per annum to the year of construction.

D4. Sanitary Offsite Infrastructure Benefiting Parties

The sanitary offsite infrastructure listed above will benefit three parties to varying degrees:

1. Town of Strathmore – a portion of the sanitary infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
2. Other Stakeholders – other municipalities that benefit from the infrastructure.
3. Future Development:
 - o Financial Oversizing – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development beyond the 25-year review period.
 - o **In Rates – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development within the 25-year review period.**

The table below outlines the allocation of sanitary offsite levy infrastructure costs to benefiting parties.

Allocation of Sanitary Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,833,474	20.0%		0.0%	80.0%
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 916,653	20.0%		16.0%	64.0%
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 1,024,067	20.0%		25.6%	54.4%
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 2,465,000	20.0%		41.0%	39.0%
5	West Trunk	\$ 1,087,500	0.0%			100.0%
6	Orchard Park Trunk	\$ 906,250	0.0%			100.0%
7	Ranch Forcemain Twinning	\$ 420,500	0.0%		32.0%	68.0%
8	Ranch Lift Station Upgrade	\$ 464,000	0.0%		32.0%	68.0%
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 1,015,000	0.0%		32.0%	68.0%
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 3,190,000	0.0%		24.0%	76.0%
11	North Hill Forcemain	\$ 5,945,000	0.0%		41.0%	59.0%
12	North Hill Lift Station	\$ 5,147,500	0.0%		41.0%	59.0%
13	Prairie's Edge Forcemain	\$ 6,525,000	0.0%		41.0%	59.0%
14	Prairie's Edge Lift Station	\$ 5,147,500	0.0%		41.0%	59.0%
15	West Strathmore Trunk A	\$ 1,740,000	0.0%		41.0%	59.0%
16	West Strathmore Trunk B	\$ 1,957,500	0.0%		41.0%	59.0%
17	West Strathmore Forcemain	\$ 8,772,500	0.0%		41.0%	59.0%
18	West Strathmore Lift Station	\$ 13,485,000	0.0%		41.0%	59.0%
19	BTO Effluent Pump Station Upgrade	\$ 641,784	20.0%		25.6%	54.4%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 64,684,228				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years' of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

D5. Existing Receipts & Adjusted Levy Cost

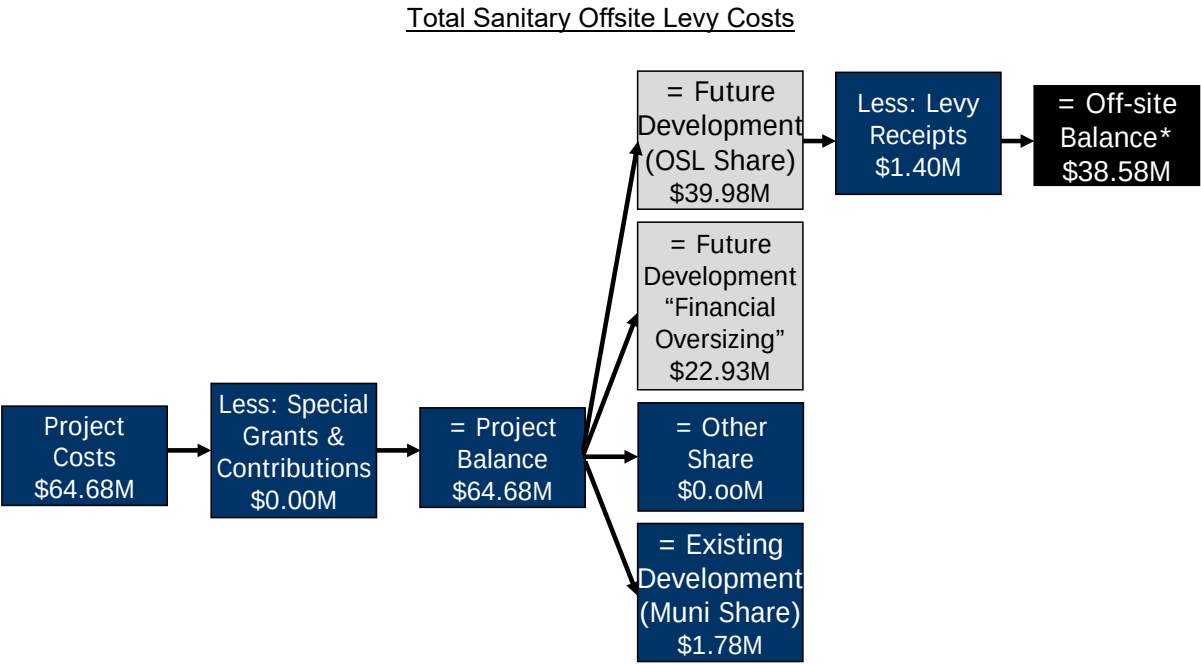
Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$39.98 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. Town staff have advised that approximately **\$1.40 million** (\$1.28 million + \$0.12 million) in sanitary levies have been applied/collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$38.58 million**.

Offsite Levy Funds Applied to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,066,779	\$ -	\$ 6,498	\$ 3,060,281
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 586,658	\$ -	\$ 1,572	\$ 585,086
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 557,093	\$ -	\$ 1,756	\$ 555,337
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 961,350	\$ -	\$ 4,227	\$ 957,123
5	West Trunk	\$ 1,087,500	\$ -	\$ 1,612	\$ 1,085,888
6	Orchard Park Trunk	\$ 906,250	\$ -	\$ 1,344	\$ 904,906
7	Ranch Forcemain Twinning	\$ 285,940	\$ -	\$ 945	\$ 284,995
8	Ranch Lift Station Upgrade	\$ 315,520	\$ -	\$ 1,043	\$ 314,477
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 690,200	\$ -	\$ 1,507	\$ 688,693
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 2,424,400	\$ -	\$ 4,736	\$ 2,419,664
11	North Hill Forcemain	\$ 3,507,550	\$ -	\$ 8,043	\$ 3,499,507
12	North Hill Lift Station	\$ 3,037,025	\$ -	\$ 6,964	\$ 3,030,061
13	Prairie's Edge Forcemain	\$ 3,849,750	\$ -	\$ 21,038	\$ 3,828,712
14	Prairie's Edge Lift Station	\$ 3,037,025	\$ -	\$ 16,597	\$ 3,020,428
15	West Strathmore Trunk A	\$ 1,026,600	\$ -	\$ 2,583	\$ 1,024,017
16	West Strathmore Trunk B	\$ 1,154,925	\$ -	\$ 2,906	\$ 1,152,019
17	West Strathmore Forcemain	\$ 5,175,775	\$ -	\$ 13,025	\$ 5,162,750
18	West Strathmore Lift Station	\$ 7,956,150	\$ -	\$ 20,021	\$ 7,936,129
19	BTO Effluent Pump Station Upgrade	\$ 349,130	\$ -	\$ 1,053	\$ 348,077
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 1,282,399	\$ -	\$ (1,282,399)
		\$ 39,975,620	\$ 1,282,399	\$ 117,471	\$ 38,575,750

D6. Summary of Sanitary Offsite Levy Cost Flow-through

As shown in the figure below, the total costs for sanitary infrastructure that forms the basis of the rate is approximately **\$38.58 million**. The cost allocations to each benefiting party are based on the benefiting percentages shown in the previous section. The offsite levy balance (due from developers) is allocated to various benefiting areas (as described in the next section).



D7. Sanitary Infrastructure Benefiting Areas

Net developer costs for each project have been allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Sanitary Allocations to Benefitting Areas

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Central Trunk Sewer Upgrade (Phase 1)	\$ 3,060,281	1	1	1			1	1			1	
2	Central Trunk Sewer Upgrade (Phase 2)	\$ 585,086	1	1	1			1	1				
3	Central Trunk Sewer Upgrade (Phase 3)	\$ 555,337	1	1	1			1	1				
4	Central Trunk Sewer Upgrade (Phase 4)	\$ 957,123	1	1	1			1	1				
5	West Trunk	\$ 1,085,888									1		
6	Orchard Park Trunk	\$ 904,906									1		
7	Ranch Forcemain Twinning	\$ 284,995				1	1						1
8	Ranch Lift Station Upgrade	\$ 314,477				1	1						1
9	Lakewood Meadows Trunk (West Boundary to Lift Station)	\$ 688,693	1										
10	Lakewood Meadows Forcemain (Lift Station to 55M)	\$ 2,419,664	1										
11	North Hill Forcemain	\$ 3,499,507	1		1								
12	North Hill Lift Station	\$ 3,030,061	1		1								
13	Prairie's Edge Forcemain	\$ 3,828,712				1	1						
14	Prairie's Edge Lift Station	\$ 3,020,428				1	1						
15	West Strathmore Trunk A	\$ 1,024,017	1										
16	West Strathmore Trunk B	\$ 1,152,019	1										
17	West Strathmore Forcemain	\$ 5,162,750	1										
18	West Strathmore Lift Station	\$ 7,936,129	1										
19	BTO Effluent Pump Station Upgrade	\$ 348,077	1	1	1	1	1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (1,282,399)	1	1	1			1	1	1	1	1	1
		\$ 38,575,750											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

D8. Reserve Balance

At December 31st, 2023 Town records showed a balance of \$1,114,633 in the sanitary offsite levy account. However, this was based on an over allocation of costs to developers. The sanitary account balance should be amended to reflect a surplus of **\$1,185,328**.

Sanitary Offsite Levy Reserve Balance

Description	Dr	Cr	Balance
Unallocated OSL Receipts to December 31, 2020 (Opening Balance)	\$ 1,282,398.53		\$ 1,282,398.53
OSL Receipt Allocations 2021-2023	\$ 117,471.08		\$ 1,399,869.61
Offsite Levy Expenditure Withdrawals 2021-2023		\$ 353,474.21	\$ 1,046,395.40
Interest Earned/Charged	\$ 68,237.52		\$ 1,114,632.92
Account Balance per Muni Records December 31, 2023			\$ 1,114,632.92
OSL Share of Other Expenditures to December 31, 2023		\$ (70,694.80)	\$ 1,185,327.72
Balance			\$ 1,185,327.72

*The credit of \$(70,695) in 2023 stems from an overallocation of expenditures for Project #1 whose allocation to developers is 80% (the original account withdrawal in 2022 was based on an allocation of 100%).

D9. Development and Sanitary Infrastructure Staging Impacts

Sanitary offsite infrastructure will be constructed in staged fashion over the 25-year development period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy reserve funds will not be sufficient to pay for construction of sanitary infrastructure from time to time—front ending of infrastructure will be required. A front-end is the party that constructs and pays up front for infrastructure that benefits other parties.

To compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%**¹³ interest allowance has been charged to the reserve when it is forecast to be in a negative balance. Further, a **1.85%**¹⁴ interest credit has been provided to the reserve when it is forecast to be in a positive balance. The graph below highlights activity in the sanitary levy reserve over the 25-year review period.¹⁵

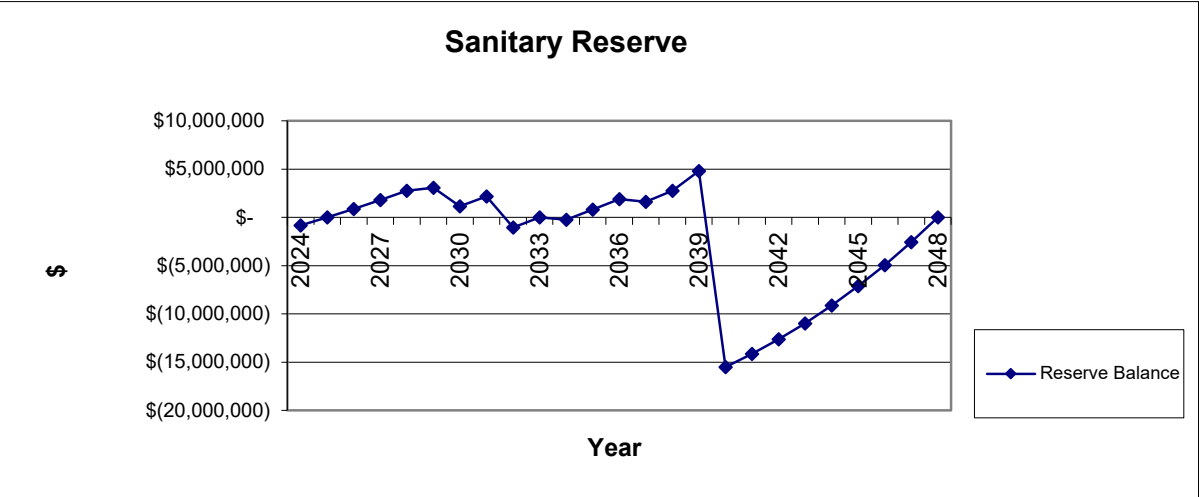
If necessary, an interest staging adjustment has been applied to rates (slightly positive or slightly negative) to ensure that the forecast reserve balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).

¹³ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

¹⁴ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

¹⁵ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

Anticipated Sanitary Offsite Levy Reserve Balances



APPENDIX E: STORMWATER

E1. Stormwater Offsite Infrastructure

In order to support future growth, stormwater offsite infrastructure is required. The estimated cost of this infrastructure is based upon: (a) actual construction costs to the cut-off date, (b) debenture interest associated with financing, and (c) future cost estimates. Total cost is approximately **\$20.75 million** (in current dollars) as outlined in the table below. Actual construction expenditures, financing charges (if any), and future cost estimates were provided by Town staff. It is important to note that these costs represent “gross” costs, of which only a portion will go to support development during the 25-year review period. The remainder of this section outlines how the “net” costs for development are determined.

Summary of Stormwater Offsite Infrastructure

Item	Project Description	Cost of Completed Work	Future Debenture Interest	Estimated Cost of Work Yet to be Completed	Total Project Estimated Cost
1	Stormpond 7 (Phase 1)	\$ -	\$ -	\$ 1,624,000	\$ 1,624,000
2	Stormpond 7 (Phase 2)	\$ -	\$ -	\$ 984,550	\$ 984,550
3	Stormpond 7 (Phase 3)	\$ -	\$ -	\$ 6,749,750	\$ 6,749,750
4	CSMI Projects	\$ 39,593	\$ -	\$ 1,450,000	\$ 1,489,593
5	WID Capital Levy	\$ -	\$ -	\$ 9,904,583	\$ 9,904,583
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 39,593	\$ -	\$ 20,712,883	\$ 20,752,476

*Past expenditures include past financing expenditures (interest) if any.

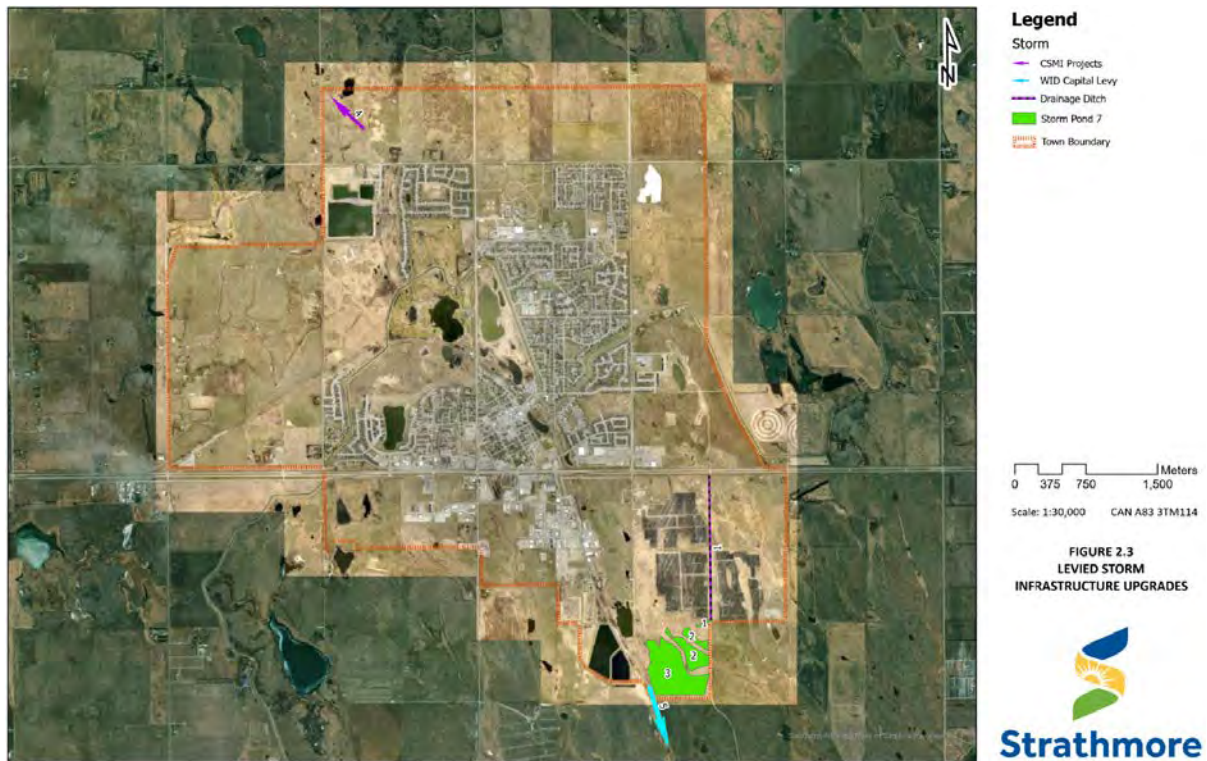
**Costs estimates provided by Town staff.

***Estimates include engineering and contingencies.

****Missing project numbers (if any) stem from projects that were deleted. However, certain deleted projects may be showing if a net project “credit” remains.

*****Unallocated levies collected to end-2020 (if any) are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (see *Section E5*).

*****Offsite infrastructure definitions are described in Appendix F.



E1. Stormwater Offsite Infrastructure Grants & Contributions to Date

The MGA enables the Town to allocate the costs of offsite infrastructure to development, other than those costs that have been provided by way of special ear-marked grant or contribution (i.e., contributed infrastructure). The Town has/may receive **\$0.00 million** in special grants and contributions for stormwater offsite levy infrastructure as shown in the table below (note, if the Town receives additional grants or contributions in the future, it will be reflected in one of the annual updates and rates adjusted accordingly). The result is that the total reduced project estimated cost is **\$20.75 million**.

Special Grants and Contributions for Stormwater Offsite Infrastructure

Item	Project Description	Total Project Estimated Cost	Special Provincial Grants (Historic & Future)	Developer Agreement Contributions (Historic & Future)	Reduced Project Estimated Cost
1	Stormpond 7 (Phase 1)	\$ 1,624,000	\$ -	\$ -	\$ 1,624,000
2	Stormpond 7 (Phase 2)	\$ 984,550	\$ -	\$ -	\$ 984,550
3	Stormpond 7 (Phase 3)	\$ 6,749,750	\$ -	\$ -	\$ 6,749,750
4	CSMI Projects	\$ 1,489,593	\$ -	\$ -	\$ 1,489,593
5	WID Capital Levy	\$ 9,904,583	\$ -	\$ -	\$ 9,904,583
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ -	\$ -	\$ -
		\$ 20,752,476	\$ -	\$ -	\$ 20,752,476

E2. Stormwater Infrastructure Staging

The timing of construction is used to determine the impact of inflation on cost, and the impact of forecast account balances. The Town anticipates construction of offsite

infrastructure as outlined in the table below. Note, if this schedule is adjusted in the future, it will be reflected in one of the Town's annual rate/bylaw updates.

Stormwater Infrastructure Staging

Item	Project Description	Construction Start Year
1	Stormpond 7 (Phase 1)	2029
2	Stormpond 7 (Phase 2)	2032
3	Stormpond 7 (Phase 3)	2035
4	CSMI Projects	2021
5	WID Capital Levy	2020

*Project costs are inflated by 3.0% per annum to the year of construction.

E3. Stormwater Offsite Infrastructure Benefiting Parties

The stormwater offsite infrastructure listed above will benefit three parties to varying degrees:

4. Town of Strathmore – a portion of the sanitary infrastructure which is required to service existing residents. This residual benefit is determined at the point in time when the project is added to the bylaw (i.e., it does not fluctuate from year-to-year).
5. Other Stakeholders – other municipalities that benefit from the infrastructure.
6. Future Development:
 - o Financial Oversizing – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development beyond the 25-year review period.
 - o **In Rates – that portion of deemed cost (i.e., levyable sanitary infrastructure costs) which benefits future development within the 25-year review period.**

The table below outlines the allocation of stormwater offsite levy infrastructure costs to benefiting parties. Percentage allocations are determined after reducing stormwater offsite levy infrastructure costs for grants described earlier.

Allocation of Stormwater Infrastructure to Benefiting Parties

Item	Project Description	Reduced Project Estimated Cost	Muni Share %	Other Stakeholder Share	Developer Share Beyond 25 Yrs (Financial Oversizing %)	OSL / Developer Share %
1	Stormpond 7 (Phase 1)	\$ 1,624,000	0.0%		20.0%	80.0%
2	Stormpond 7 (Phase 2)	\$ 984,550	0.0%		32.0%	68.0%
3	Stormpond 7 (Phase 3)	\$ 6,749,750	0.0%		41.0%	59.0%
4	CSMI Projects	\$ 1,489,593	0.0%		0.0%	100.0%
5	WID Capital Levy	\$ 9,904,583	0.0%		0.0%	100.0%
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -				100.0%
		\$ 20,752,476				

*Allocations were determined by Town staff.

** Financial oversizing represents that portion of cost allocated to future development that is deemed beyond the 25-year review period. It is calculated using the construction start date, and then pro-rating the costs over the 25-year review period. For example, a project constructed in year 20 of the 25-year review period will have 5 years'

of cost within the review period (i.e., 20% of cost), and 80% of cost is deemed beyond the review period (i.e., financial oversizing). This approach aligns with land staging which, similarly, is limited to lands within the 25-year review period and, therefore, it represents a more equitable allocation of costs to developers. Each year as the review period moves further out, the financial oversizing amount used to update rates will decrease....more costs will fall within the review period, less costs beyond.

*** For the Town of Strathmore, the financial oversizing amount is also capped at 41% as this is the maximum amount of land available for development beyond 2048.

**** Projects with deemed financial oversizing amounts were also assessed to ensure that land was available for development (and collection) beyond the 25-year review period. If lands were not sufficiently available beyond the 25-year review period, financial oversizing amounts were removed altogether.

***** Projects allocated 100% to future development were determined by the Town to benefit future development entirely (i.e., no benefit to existing development).

E4. Existing Receipts

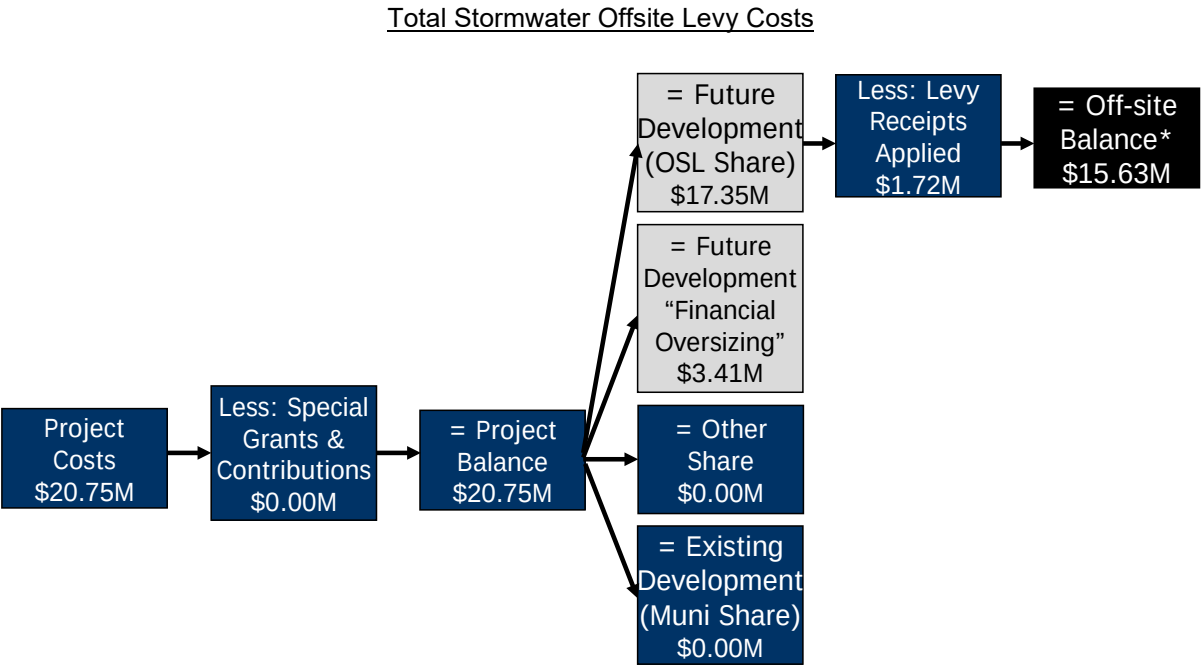
Using the offsite levy share percentages shown in the previous section and applying those percentages to project costs results in an offsite levy cost of approximately **\$17.35 million**. However, prior to allocating these costs to benefiting areas, existing offsite levy receipts collected from developers need to be considered in determining the residual/net costs to developers. Approximately **\$1.72million** (\$1.68 million + \$0.04 million) in stormwater levies has been collected as shown in the table below. This results in an adjusted offsite levy cost of approximately **\$15.63 million**.

Offsite Levy Funds Collected to Date

Item	Project Description	OSL / Developer Cost	Offsite Levy Funds Collected to Dec 31, 2020	Offsite Levy Funds Collected Starting Jan 1, 2021	Adjusted Developer (Levy) Cost
1	Stormpond 7 (Phase 1)	\$ 1,299,200	\$ -	\$ -	\$ 1,299,200
2	Stormpond 7 (Phase 2)	\$ 669,494	\$ -	\$ -	\$ 669,494
3	Stormpond 7 (Phase 3)	\$ 3,982,353	\$ -	\$ 5,439	\$ 3,976,914
4	CSMI Projects	\$ 1,489,593	\$ -	\$ 22,740	\$ 1,466,853
5	WID Capital Levy	\$ 9,904,583	\$ -	\$ 7,981	\$ 9,896,602
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ -	\$ 1,680,331	\$ -	\$ (1,680,331)
		\$ 17,345,222	\$ 1,680,331	\$ 36,160	\$ 15,628,731

E5. Summary of Stormwater Offsite Levy Cost Flow-through

As shown in the figure below, the total costs for stormwater infrastructure that forms the basis of the rate is approximately **\$15.63 million**. The cost allocations to each benefiting party are based on the benefiting percentages shown in *Appendix E4*. The offsite levy balance (due from developers) is allocated to various benefiting areas (as described in the next section).



E6. Stormwater Infrastructure Benefiting Areas

Net developer costs for each project are allocated to multiple benefiting offsite levy area (see tables below). Allocations are denoted with a “1” below applicable area numbers. Benefiting areas were determined by Town engineering staff. The lands anticipated to develop over the 25-years in each offsite levy benefitting area are used to determine rates.

Benefiting Areas for Stormwater Offsite Infrastructure

Item	Project Description	Developer Cost	1.5	2.5	3.5	4.5	5.5	6.5	7.5	8.5	9.5	10.5	11.5
1	Stormpond 7 (Phase 1)	\$ 1,299,200					1						1
2	Stormpond 7 (Phase 2)	\$ 669,494					1						1
3	Stormpond 7 (Phase 3)	\$ 3,976,914			1		1	1	1	1	1	1	1
4	CSMI Projects	\$ 1,466,853	1			1							
5	WID Capital Levy	\$ 9,896,602		1	1		1	1	1	1	1	1	1
100	Unallocated Offsite Levies Collected to Dec 31, 2020 - DO NOT DELETE	\$ (1,680,331)	1	1			1	1	1	1	1	1	
		\$ 15,628,731											

* Unallocated levies collected to end-2020 are included in project #100 and credited 100% to future development and to offsite levy areas where development occurred prior to 2020 (Areas 1, 2, 5-10).

E7. Account Balance

At December 31st, 2023 Town records showed a balance of \$335,109 in the stormwater offsite levy account. However, this is based on an over allocation of costs to developers. The stormwater account balance should be amended to reflect a surplus of **\$377,710**.

Stormwater Offsite Levy Account Balance

2022			\$ (1,049,114.10)
Opening Balance			\$ (1,049,114.10)
Interest on Opening Balance		\$ 24,549.27	\$ (1,073,663.37)
Withdrawals From Levy Account (Applied to Projects)		\$ -	\$ (1,073,663.37)
Additional OSL Expenditures (Front-ending) Incl Debenture Interest (If any)		\$ -	\$ (1,073,663.37)
OSL Receipts	\$ 1,929.20		\$ (1,071,734.17)
Non-Levy Contributions (If Any)	\$ -		\$ (1,071,734.17)
Interest on OSL Expenditures		\$ -	\$ (1,071,734.17)
Interest on OSL Receipts	\$ 9.65		\$ (1,071,724.53)
Interest on Non-Levy Contributions (If Any)	\$ -		\$ (1,071,724.53)
Town Front-ending Adjustment	\$ 1,071,724.53		\$ 0.00
Closing Balance			\$ 0.00

E8. Development and Stormwater Infrastructure Staging Impacts

Stormwater offsite infrastructure will be constructed in staged fashion over the 25-year development period. We have reviewed the availability of offsite levy funds to meet these construction requirements and found that offsite levy account funds will not be sufficient to pay for construction of stormwater infrastructure from time to time—front ending of infrastructure will be required. A front-end is the party (to date the Town of Sylvan Lake has been the primary front-end) that constructs and pays up front for infrastructure that benefits other parties.

In order to compensate parties for capital they provide in front-ending offsite infrastructure construction, a **5.12%** interest allowance has been charged to the account when in a negative balance¹⁶. Further, a **1.85%** interest credit has been provided to the account when it is in a positive balance¹⁷. The graph and table below outline stormwater levy account balances over the 25-year development period¹⁸.

If necessary, a staging adjustment is applied to rates (positive or negative) to ensure that the forecast account balance at the end of the 25-year review period always returns to break-even (i.e., developers are not charged too much thereby providing a windfall to the Town, nor are they charged too little thereby placing an unequitable burden on taxpayers).A

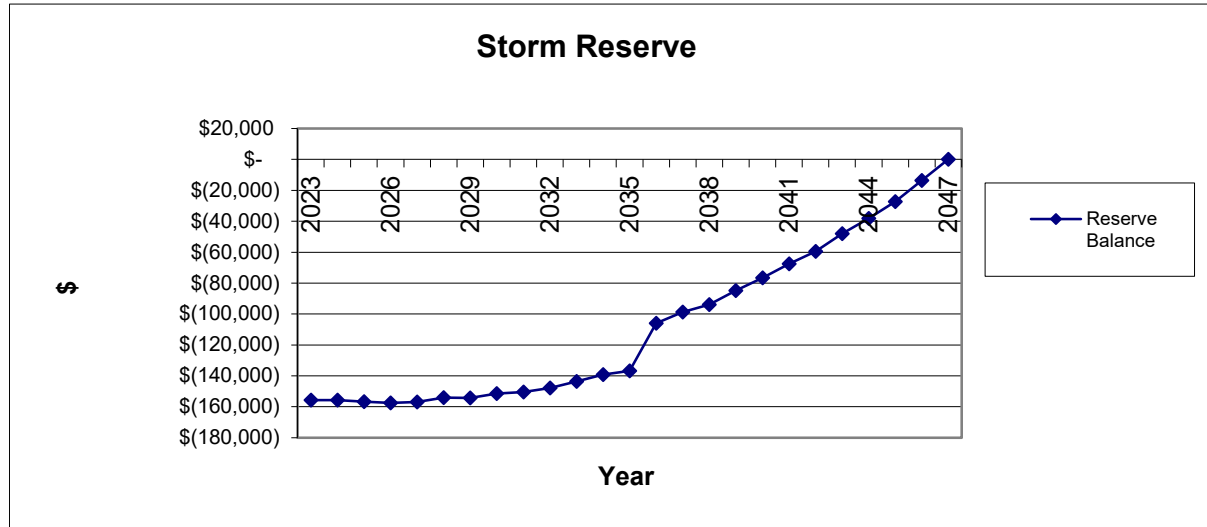
¹⁶ The interest charging rate is equivalent to the 20-year debenture rate at the Alberta Capital Finance Authority at the time of calculation which was ~5.12%.

¹⁷ The interest earning rate is equivalent to the interest earning rate within the Town various reserve accounts which was 1.85% in 2023.

¹⁸ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.

detailed overview of offsite levy calculations, including staging adjustments, is outlined in *Appendix H*.

Anticipated Stormwater Offsite Levy Account Balances



Anticipated Stormwater Offsite Levy Account Balances

Year	Receipts	Expenditure	Opening Balance	
			Interest	Balance
2023	\$ 6,105	\$ 154,200	\$ (7,701)	\$ (155,796)
2024	\$ 7,810	\$ -	\$ (7,695)	\$ (155,681)
2025	\$ 6,688	\$ -	\$ (7,748)	\$ (156,741)
2026	\$ 6,940	\$ -	\$ (7,790)	\$ (157,591)
2027	\$ 8,358	\$ -	\$ (7,760)	\$ (156,992)
2028	\$ 10,573	\$ -	\$ (7,614)	\$ (154,034)
2029	\$ 7,365	\$ -	\$ (7,627)	\$ (154,295)
2030	\$ 10,332	\$ -	\$ (7,486)	\$ (151,449)
2031	\$ 8,502	\$ -	\$ (7,433)	\$ (150,380)
2032	\$ 9,839	\$ -	\$ (7,308)	\$ (147,850)
2033	\$ 11,233	\$ -	\$ (7,104)	\$ (143,721)
2034	\$ 11,353	\$ -	\$ (6,883)	\$ (139,250)
2035	\$ 9,245	\$ -	\$ (6,760)	\$ (136,765)
2036	\$ 36,107	\$ -	\$ (5,234)	\$ (105,893)
2037	\$ 11,979	\$ -	\$ (4,883)	\$ (98,797)
2038	\$ 9,458	\$ -	\$ (4,646)	\$ (93,984)
2039	\$ 13,346	\$ -	\$ (4,193)	\$ (84,832)
2040	\$ 11,942	\$ -	\$ (3,790)	\$ (76,680)
2041	\$ 12,523	\$ -	\$ (3,336)	\$ (67,493)
2042	\$ 10,970	\$ -	\$ (2,939)	\$ (59,463)
2043	\$ 13,878	\$ -	\$ (2,370)	\$ (47,955)
2044	\$ 11,638	\$ -	\$ (1,888)	\$ (38,205)
2045	\$ 12,308	\$ -	\$ (1,347)	\$ (27,244)
2046	\$ 14,287	\$ -	\$ (674)	\$ (13,631)
2047	\$ 13,631	\$ -	\$ 0	\$ 0

APPENDIX F: OFFSITE INFRASTRUCTURE DEFINITIONS¹⁹

F1. Water

The Town of Strathmore's water system conforms to the Standard's and Guidelines for Municipal Waterworks, Wastewater, and Storm Drainage Systems and published by Alberta Environment and Protected Areas.

The Town's water is supplied by the City of Calgary via the East Calgary Regional Waterline (ECRW) and delivered to the Wildflower Reservoir. Distribution throughout the Town is achieved via a network of transmission and distribution lines varying in size, materials, and age. Leivable water infrastructure focuses on primary distribution only, following a generalized grid pattern throughout the community that delivers water to the edge of each development area. A future East Reservoir and the transmission network to connect to the existing reservoir and ECRW are also included, all other upgrades, unless a direct impact of the Reservoir Upgrades, are the responsibility of the individual developments.

F2. Sanitary

The sanitary system in the Town also conforms to the Standard's and Guidelines for Municipal Waterworks, Wastewater, and Storm Drainage Systems and published by Alberta Environment and Protected Areas.

Sanitary Sewers are interconnected and utilize a trunk system to deliver the full Town's sanitary flows to the Waste Water Treatment Plant (WWTP) at the south edge of the Town. This Biological Nutrient Removal (BNR) style treatment plant is relatively new and operates well within its existing capacity. Leivable sanitary infrastructure is primarily attributed to upgrades to the Trunk System which runs in a Northwest to Southeast direction. Delivery systems (lift stations) associated with the Trunk Network which service more than two (2) development areas are also included within the Levy Structure; sanitary work within a community is not generally seen as a Levy project and is the responsibility of the development.

F3. Stormwater

The Town of Strathmore's stormwater system conforms to the Standard's and Guidelines for Municipal Waterworks, Wastewater, and Storm Drainage Systems and published by Alberta Environment and Protected Areas.

The Town's topography requires multiple stormwater catchment areas to be considered, primarily a North (Serviceberry) and a South (Bow) catchment area. Each has their own dedicated discharge location and restrictions on stormwater flow related to each of the discharge points. Levies are collected to provide the applicable discharge points at the Northwest and Southeast corners of Town. A regional collection system (storm ponds)

¹⁹ Offsite infrastructure definitions were developed by the Town and are intended to be a guide only. The Town reserves the right to modify these definitions as required to address unique or changing circumstances.

necessary to achieve the flow restrictions at the Southeast discharge point is also included. Stormwater minor systems and community containment is the responsibility of each developer.

F4. Transportation

The Town of Strathmore primarily consists of local roadways and collector roads along with select arterial cross sections and Provincial Highways #1 and #817. The Transportation Master Plan outlines the cross section of each roadway however these generally follow the Transportation Association of Canada (TAC) Geometric Design Guide and other local (provincial) guidelines where appropriate.

Leviable Transportation upgrades focus on the primary collector or arterial roadways in a generalized grid pattern which support the community as a whole. These roadways generally follow the Alberta Township System (ATS) grid with minor exceptions where necessary. Roadways within a community which feed to this primary grid are the responsibility of each development and not considered in the Levy Projects.

APPENDIX G: COMPARISON OF RATES

The table below compares the Town's new offsite levy rates to rates in other municipalities.

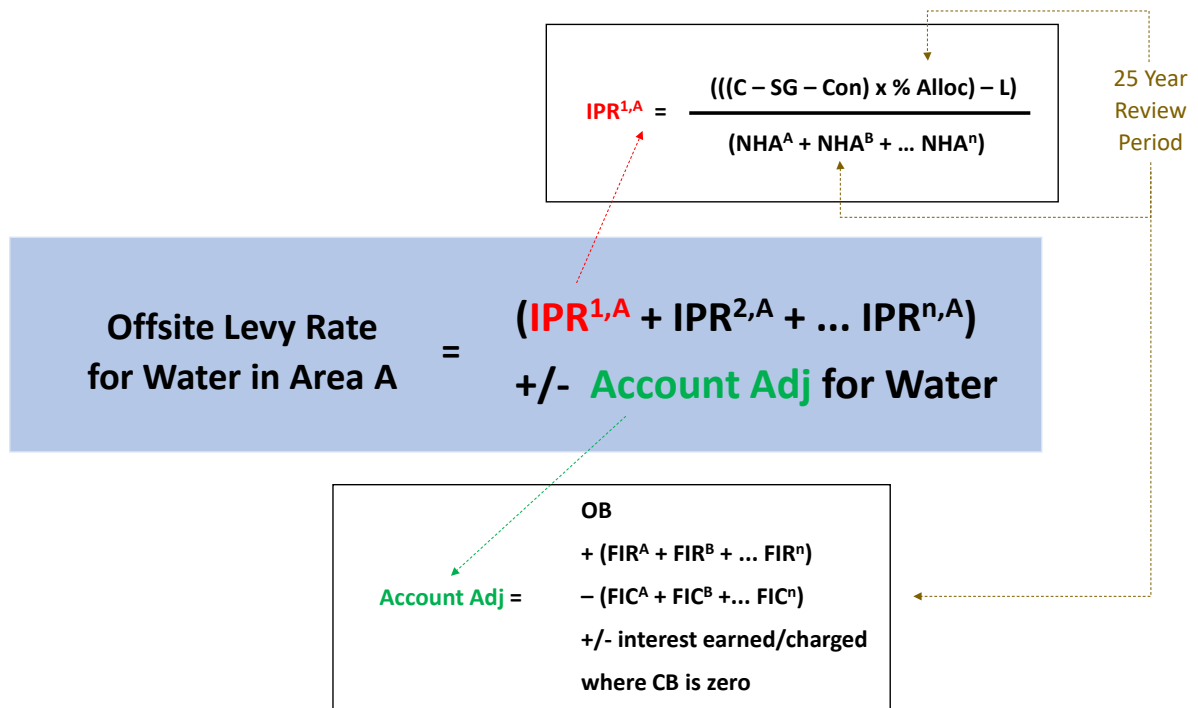
Municipality / Area	Average Per Ha.
Town of Crossfield	\$51,900 - \$84,800 (2023)
Town of Blackfalds (roads, water, sewer, storm)	\$90,100 (2015)
City of Airdrie	\$91,200-\$102,200 (2022)
Town of Strathmore* (roads, water, sewer)	\$165,342 (2024)
City of Medicine Hat* (roads, water, sewer, storm)	\$102,012 (2022)
Town of Redcliff* (roads, water, sewer, storm)	\$109,200 (2016)
Town of High River (roads, water, sewer)	\$138,052 - \$290,481 (2021)
City of Brooks* (roads, water, sewer, storm)	\$79,823 (2021)
Town of Cochrane (roads, water, sewer, storm, hwy int, police)	\$281,711 - \$320,613 (2023)
Town of Okotoks (roads, water, sewer)	\$198,600 (2020)
City of Red Deer* (roads, water, sewer, storm)	\$203,300 (2019)
City of Chestermere* (roads, water, sewer, storm, recreation)	\$295,960 (2022)
Red Deer County (Gasoline Alley) (roads, water, sewer, storm)	\$220,000 (2017)
City of Lethbridge (roads, water, sewer, storm)	\$290,000 (2023)
City of Calgary Green Field Area (roads, water, sewer, storm, comm,stab)	\$495,000 - \$544,000 (2023)
Foothills County	Not current (2002)
Town of Irricana	Not current (2007)
Rocky View County	N/A - \$/m3
Wheatland County	Incomplete (Road only)
Town of Diamond Valley	N/A – none

*CORVUS clients

**Information adapted from online sources as at early 2024.

APPENDIX H: RATE CALCULATION

The diagram below depicts the rate calculation formula. The offsite levy rate in each offsite levy area (e.g., Area A) for a given infrastructure type (e.g., water) is equal to the sum of all Individual Projects Rates (IPRs) applicable to the Area, plus or minus a reserve/account Adjustment (Adj) for that specific infrastructure type (e.g., water reserve/account).



Where:

“IPR^{1,A}” is the **Individual Project Rate** for Project 1 in Area A and is calculated as: the total remaining cost allocated to future development, divided by the forecast adjusted net hectares that will develop during the 25-year review period in all areas that benefit from Project 1.

“C” is the total **Cost** of Project 1 and is calculated as: the actual historical costs for completed construction, plus actual historical loan interest (if any), plus estimated future construction costs, plus estimated future loan interest (if any). Cost estimates are prepared by the municipality (or engineering advisors or facility advisors for the municipality) and are often outlined in master plans or other technical documents.

“SG” are **Special Grants** received and anticipated. These grants are earmarked/restricted to a specific project.

“Con” is **Contributions** received and anticipated. These are unique contributions received from developers or other third parties which are not offsite levies and which are not already reflected in allocations to other municipalities etc. They are similar to special grants in that

they are contributions earmarked/restricted to a specific project.

“% Alloc” is the **Percentage of Project Cost Allocated** to future development within the 25-year review period. This percentage is determined by the municipality (or engineering advisors or facility advisors for the municipality). Project cost is allocated to three parties: (1) future development, (2) the existing municipality, and (3) third parties. Because infrastructure is often built solely to support future land development, project cost is often allocated 100% to future development. But when infrastructure is built to support an existing need, a percentage of cost is allocated to the municipality (i.e., existing taxpayers). Similarly, there may be circumstances when a project is constructed to support a need in a neighbouring municipality (e.g., a stormwater management facility to deal with drainage issues stemming from a neighbouring municipality, or an arterial road that straddles the boundary of both municipalities, or a water treatment plant intended to provide water to a neighbouring municipality). In this case, a percentage of cost is allocated to the third party.

“L” are the **Levies** collected to date for a specific project.

“NHA^A” are the **Net Hectares** of land in Area A that are forecast to be developed within the 25-year review period. Net hectares are usually equal to gross hectares less environmental lands (if any), less an allowance for municipal reserves (usually 10%), less arterial road rights of way and any other land allowances (if any). The total net hectares from all areas that benefit from a given project (i.e., the benefitting basin) are included in the denominator of the Individual Project Rate calculation (see IPR).

“Adj” is the overall offsite levy reserve/account **Adjustment** and is calculated as a percentage and applied to all offsite levy rates for a given infrastructure type (e.g., water). This is a complex calculation because legislation contemplates one account/reserve for each infrastructure type. The staging adjustment is revised each time rates are updated. This ensures rates reflect the most up-to-date data and assumptions.

Note: though municipalities must track levies collected for each project, legislation does not contemplate one account/reserve for each project. If this were the case, no project would be built until all lands in the benefitting basin were developed and associated levies collected. This would not be practicable. By utilizing one account/reserve for a family of projects of a given infrastructure type, monies collected can be used to construct the next project in the construction staging schedule.

“OB” is the **Opening Balance** of the applicable offsite levy account/reserve (e.g., water reserve) and is calculated as the sum of all actual levy contributions received, less the % of actual project costs to date allocated to future development (including financing costs if any), plus/minus the application of interest earned and interest charged. Interest within offsite levy reserves/accounts may be calculated by applying the interest earning rate for the applicable year at mid-year (the “Half Year Rule”) and the interest charge rate for the applicable year at September (the “Quarter Year Rule”).

“FIR^A” is the estimated **Future Inflated Revenues** for Area A in the applicable offsite levy account/reserve (e.g., water revenues). Future inflated revenues are determined using the amount of land and timing stemming from the development staging plan in Area A, multiplied by offsite levy rates anticipated in the future in Area A (inflation is applied to current levy rates to forecast future rates).

“FIC^A” is the estimated **Future Inflated Costs** for Area A in the applicable offsite levy

account/reserve (e.g., water project costs). Future inflated costs are determined using the percentage of project costs in each year stemming from the construction staging plan for each project (inflation is applied to current cost estimates to forecast future costs).

“CB” is the **Closing Balance** in the applicable offsite levy account/reserve at the conclusion of the 25-year review period. The closing balance at the end of the 25-year review period must be zero—the municipality cannot over collect from future development, and future development cannot under pay.²⁰

²⁰ Note, forecast account/reserve balances are based only on offsite levy costs currently included in rates. Actual future account/reserve balances may vary depending on oversizing costs currently excluded from rate calculations.



Request for Decision

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: October 9, 2024

Meeting Date: November 6, 2024

SUBJECT: 2025 Fees Bylaw No. 24-25

RECOMMENDATION: THAT Council give first reading to Bylaw 24-25, being the 2025 Fees Bylaw.

THAT Council give second reading to Bylaw 24-25, being the 2025 Fees Bylaw.

THAT Council give unanimous consent to give third and final reading to Bylaw 24-25, being the 2025 Fees Bylaw.

THAT Council give third reading to Bylaw 24-25, being the 2025 Fees Bylaw.

STRATEGIC PRIORITIES:



Affordable
Housing



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 2025 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 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 bylaw 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 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. The proposed recommendation contains 4% increase to all Water, Waste Water, and Storm rates for property and business owners within the community. Administration is also recommending a new charge to users who choose to pay Town bills/user fees on credit card, of 1.5% charged to the payer to recover costs incurred by the Town from our payment service providers.

POLICY:

In accordance with the *Municipal Government Act*, Council may, by bylaw, set rates, fees and fines.

IMPLEMENTATION:

If the bylaw is given first, second and third reading, Administration will implement for January 1, 2025.

BACKGROUND:

Annually, Administration reviews the Fees and Charges Schedule to make recommended changes to Council for the next fiscal year.

Council reviewed the draft Fees and Charges Schedule with Administration at the October 9, 2024 Committee of the Whole Meeting. Feedback was provided, and requests for further information of Administration were made to guide Council's decision making.

For 2025, 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:

Overall:

- New charge to users who choose to pay Town bills/user fees on credit card, of 1.5% charged to the payer.

GIS

- Various increases of approximately 20% intended to recover cost from GIC infrastructure lifecycle maintenance.

Business License

- Increase adjusted for inflation, several items left as is from 2024.

Planning & Development:

- Inflationary increases to Development Permits,

Utilities

- Most Utility fees reflect an approximate 4% increase (i.e. inflationary)

Family Centre

- Most charges are recommended to stay as is (4% increase occurred in 2024)

Aquatic

- Most charges are recommended to stay as is (4% increase occurred in 2024), although several pool rental items are showing minor 2% increases.

Strathmore Motor Products Sports Centre

- Most charges are recommended to stay as is (4% increase occurred in 2024), although several pool rental items are showing minor 2% increases.

Strathmore Civic Centre

- Most changes recommend a 2% inflationary increase.

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. Administration is also recommending a new charge to users who choose to pay Town bills/user fees on credit card, of 1.5% charged to the payer. Currently, the entire Town of Strathmore tax base pays when a payer uses a credit card. Payment merchants (i.e. Moneris and Global Pay) charge vendors when paid via credit card. This 1.5% recommended fee will alleviate the Town-wide cost burden of these charges, instead moving to a user-fee based system where those choosing to pay with credit card cover the cost.

DESIRED OUTCOMES:

Administration is recommending that Council gives First, Second, and Third Reading of the Bylaw. Administration can bring forward any amendments to the Bylaw, if requested by Council.

COMMUNICATIONS:

The Bylaw will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

Council can refer the 2025 Rate Bylaw to a Committee of the Whole meeting for further discussion.

ATTACHMENTS:

[Attachment I: 2025 Fees Bylaw No. 24-25](#)

[Attachment II: 2025 Fees Bylaw Schedule](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 10 Oct
2024

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

Approved
- 17 Oct
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 23 Oct
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 24 Oct
2024

BYLAW NO. 24-25
THE 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 *Freedom of Information 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 "2025 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 23-29 and Amending Bylaws 23-32, 23-34 and 23-35 are hereby repealed.

4. EFFECTIVE DATE

- 4.1 This Bylaw shall come into full force and effect on January 1, 2025 upon receiving third and final reading and being signed.

READ A FIRST TIME this ____ day of October, 2024

READ A SECOND TIME this ____ day of October, 2024

READ A THIRD AND FINAL TIME this ____ day of October, 2024

Mayor

Director of Strategic,
Administrative and Financial Services

Town of Strathmore - Fees Bylaw Schedules

Schedule A - FOIP Fee

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable	Annual Increase
For searching for, locating and retrieving a record	\$6.75	\$6.75	per 1/4 hr.	T	0.00%
For producing a record from an electronic record:					
(a) Computer processing and related charges	Actual cost to public body	Actual cost to public body	-	T	
(b) Computer programming	up to \$20.00	up to \$20.00	Actual cost to public body 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	0.00%
(ii) other formats	\$0.50	\$0.50	per page	T	0.00%
(b) from microfiche or microfilm	\$0.50	\$0.50	per page	T	0.00%
(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	0.00%
(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	0.00%
(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	0.00%
(b) 5" x 7"	\$6.00	\$6.00	per page	T	0.00%
(c) 8" x 10"	\$10.00	\$10.00	per page	T	0.00%
(d) 11" x 14"	\$20.00	\$20.00	per page	T	0.00%
(e) 16" x 20"	\$30.00	\$30.00	per page	T	0.00%
For producing a copy of a record by any process or in any medium or format not listed in sections 3 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	0.00%
For supervising the examination of a record	\$6.75	\$6.75	per 1/4 hr.	T	0.00%
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	

Town of Strathmore - Fees Bylaw Schedules

Schedule B - Taxation and Assessment

Item	2024	2025	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	\$30	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%

0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule C - G.I.S.

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Mapping Fees				
Address - AutoCAD	\$210	\$250	per map	T
Buildings Footprint - Shapefile	\$100	\$120	per map	T
Contours - AutoCAD	\$210	\$250	per map	T
Contours - Shapefile	\$210	\$250	per map	T
Water Network - Shapefile	\$110	\$130	per map	T
Sanitary Network - Shapefile	\$110	\$130	per map	T
Storm Network - Shapefile	\$110	\$130	per map	T
Water, Sanitary & Storm Bundle - Shapefile	\$290	\$350	per map	T
Roadways - Shapefile	\$210	\$250	per map	T
Pathways - Shapefile	\$130	\$160	per map	T
Water Bodies - Shapefile	\$100	\$150	per map	T
Orthophoto - Shapefile	\$470	\$550	per map	T
Processing Fee (per hour) - TIF	\$30	\$45	per hour	T
Hard Copy				
Address 8 1/2" x 11" or 11" x 17"	\$32	\$40	per sheet	T
Land Use 8 1/2" x 11" or 11" x 17"	\$10	\$12	per sheet	T
Legal 8 1/2" x 11" or 11" x 17"	\$32	\$35	per sheet	T
Custom 8 1/2" x 11" or 11" x 17"	\$10	\$45	per sheet	T
Address 24"	\$13	\$20	per sheet	T
Sanitary Sewer System 24"	\$13	\$20	per sheet	T
Water System 24"	\$13	\$20	per sheet	T
Storm Sewer System 24"	\$13	\$20	per sheet	T
Land Use 24"	\$27	\$30	per sheet	T
Legal 24"	\$13	\$20	per sheet	T
Aerial Photo 24"	\$79	\$100	per sheet	T
Custom 24"	\$27	\$60	per sheet	T
Address 36"	\$16	\$40	per sheet	T
Sanitary Sewer System 36"	\$16	\$40	per sheet	T
Water System 36"	\$16	\$40	per sheet	T
Storm Sewer System 36"	\$16	\$40	per sheet	T
Land Use 36"	\$32	\$40	per sheet	T
Legal 36"	\$16	\$40	per sheet	T

Annual Increase

19.05%

20.00%

19.05%

19.05%

18.18%

18.18%

18.18%

20.69%

19.05%

23.08%

50.00%

17.02%

50.00%

25.00%

20.00%

9.38%

350.00%

53.85%

53.85%

53.85%

53.85%

11.11%

53.85%

26.58%

122.22%

150.00%

150.00%

150.00%

150.00%

25.00%

150.00%

Town of Strathmore - Fees Bylaw Schedules

Schedule C - G.I.S.

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Aerial Photo 36"	\$84	\$120	per sheet	T
Custom 36"	\$32	\$40	per sheet	T
Address 42"	\$22	\$50	per sheet	T
Sanitary Sewer System 42"	\$22	\$50	per sheet	T
Water System 42"	\$22	\$50	per sheet	T
Storm Sewer System 42"	\$22	\$50	per sheet	T
Land Use 42"	\$37	\$50	per sheet	T
Legal 42"	\$22	\$50	per sheet	T
Aerial Photo 42"	\$100	\$150	per sheet	T
Custom 42"	\$37	\$80	per sheet	T

Annual Increase
42.86%
25.00%
127.27%
127.27%
127.27%
127.27%
35.14%
127.27%
50.00%
116.22%

Town of Strathmore - Fees Bylaw Schedules

Schedule D - Business Licensing Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable

**Annual
Increase**

General Business Licenses Fees					
Residential	\$100.00	\$110.00	per business	E	10.0%
Non-residential Based on Siksika Reserve or in Wheatland County	\$150.00	\$175.00	per business	E	16.7%
Non-residential Outside Strathmore, Siksika Reserve, or Wheatland County	\$250.00	\$275.00	per business	E	10.0%
Specific Classification Business License Fees					
Home Based Business	\$100.00	\$110.00	per business	E	10.0%
Restaurants					
Drive-Thru Restaurants	\$410.00	\$410.00	per business	E	0.0%
Limited/Full-Service Restaurants	\$100.00	\$110.00	per business	E	10.0%
Storefront Retail and Sales					
Large Retail Commercial (over 12,000 sq ft)	\$950.00	\$1,000.00	per business	E	5.3%
Medium Retail Commercial (up to 12,000 sq ft)	\$575.00	\$600.00	per business	E	4.3%
Small Retail Commercial (up to 5,000 sq ft)	\$100.00	\$110.00	per business	E	10.0%
Hawkers, Peddlers and Street Vendors Contractors					
Contractors apply for the period required for a business license.	\$100.00	\$110.00	per business	E	10.0%
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%

Town of Strathmore - Fees Bylaw Schedules

Schedule D - Business Licensing Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable

Annual
Increase

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	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Bylaw amendments - Statutory Plans, Land Use Bylaw, & Conceptual Schemes				
Textual amendment to the Land Use Bylaw:	\$2,750	\$3,000	per application	E
Direct Control Application:	\$3,000	\$3,750	per application	E
Change to a land use designation on sites with areas of 0.5 ha or less:	\$3,000	\$3,500	per application	E
Change to a land use designation on sites with areas of 0.5 ha or more:	\$3,250	\$3,750	per permit plus \$100 per ha	E
Amendment to the Municipal Development Plan:	\$3,000	\$3,500	per application	E
Amendment to an Area Structure Plan or other statutory plan, other and 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)	\$3,000	\$3,500	per application	E
Oversize charge and off-site levies				
ECRW Oversize Charge for residential development: (Formerly known as Growth Charge for Water Infrastructure)	\$540	\$570	per dwelling unit, payable at the time of the Development Permit	E
ECRW Oversize Charge for new commercial, industrial, and institutional development: (Formerly known as Growth Charge for Water Infrastructure)	\$7,420	\$7,720	per hectare, payable at the time of the Development Permit	E
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:	\$160	\$170	per certificate	E
Residential Certificate or letter of compliance in respect to a Real Property Report Priority/Rush Service:	\$260	\$280	per certificate	E
Non-Residential Certificate or letter of compliance in respect to a Real Property Report	\$300	\$325	per certificate	E
Certificates of Municipal Authority (Condominium Fees)				
Certificate of the Municipal Authority in respect to a condominium for building:	\$40	\$40	per unit or such greater fee as prescribed in the Condominium Property Regulation AR 168/2001	E
Development Permits				
Accessory buildings - exceeding 10.0 m2 in area in a Residential District:	\$160	\$170	per building	E

Annual Increase

9.1%

25.0%

16.7%

15.4%

16.7%

16.7%

5.6%

4.0%

6.3%

7.7%

8.3%

0.0%

6.3%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Accessory buildings - exceeding 10.0 m2 in area in Districts other than a Residential District:	\$290	\$310	per building plus \$100 per additional building on the same site	E
Change of Use Permit - Non-residential development:	\$370	\$390	per permit	E
Change of Use Permit- Non-residential development, Major (Involving Professional Referral)	\$780	\$820	per permit	E
Commercial, Industrial and Institutional - New Development other than additions to an existing building:	\$890	\$930	per permit plus \$2.50 per m2	E
Commercial, Industrial and Institutional - Additions to existing buildings:	\$500	\$520	per building plus \$1.50 per m2	E
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.	\$260	\$280	per permit	E
Other Development Permit - minor, miscellaneous.	\$150	\$150	per permit	E
Signs - Permanent free standing signs:	\$320	\$340	per sign	E
Signs - Temporary signs:	\$110	\$120	per sign	E
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;	\$110	\$120	per sign, (part of Development Permit - maximum fee of \$400)	E
Stripping and Grading - for sites containing 2.0 ha or less:	\$780	\$820	per permit	E
Stripping and Grading - for sites containing more than 2.0 ha and less than 20 ha:	\$1,560	\$1,630	per permit	E
Stripping and Grading - for sites containing more than 20 ha:	\$2,600	\$2,710	per permit	E
Residential Development Permit - Additions to dwellings:	\$210	\$220	per permit plus \$0.50 per m2	E
Residential Development Permit - New Development Single-Detached, Semi-Detached, Duplex, and Manufactured Homes:	\$320	\$340	per dwelling unit	E
Residential Development Permit - garden suite, garage suite, or secondary suite:	\$260	\$280	per dwelling unit	E
Residential Development Permit - buildings containing three (3) or more dwelling units:	\$630	\$660	per building plus \$100 per dwelling unit	E
Temporary Development Permit- 12 months or less (minor projects)	\$160	\$170	per permit	E
Temporary Development Permit- 12 months or less (major projects involving Professional Referral)	\$780	\$820	per permit	E
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

Annual Increase

6.9%

5.4%

5.1%

4.5%

4.0%

7.7%

6.3%

9.1%

9.1%

5.1%

4.5%

4.2%

4.8%

6.3%

7.7%

4.8%

6.3%

5.1%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Development Permit Relaxations or Variances exceeding 3.0% of a requirement but under 10.0% of a requirement:	\$160	\$170	per variance or relaxation in excess of 3% of a requirement up to a maximum of \$480	E
Development Permit Relaxations or Variances exceeding 10.0% of a requirement but under 25.0% of a requirement involving a notification and appeal period:	\$210	\$220	per variance up to a max of \$630	E
Development Permit Relaxations or Variances exceeding 25.0% of a requirement involving a notification and appeal period:	\$420	\$350	per variance up to \$1,400	E
Development Permit Extension requested by Applicant/Owner:	\$260	\$280	per permit	E
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:	\$260	\$280	per permit	E
Bylaw Enforcement of Development Permit Non- Compliance, second offence	\$520	\$550	per permit	E
Bylaw Enforcement of Development Permit Non-Compliance, third offence	\$1,040	\$1,090	per permit	E
Development Agreement Preparation (Development Agreements as per s.650 of the Municipal Government Act regarding a Development Permit)	\$1,040	\$1,090	per agreement	E
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
Security required - Additions to a dwelling unit in a Residential District for a homeowner or first-time applicant:	\$500	\$500	per application	E
Security required - Single Detached, Semi-Detached, or Duplex dwelling for a first-time applicant:	\$1,000	\$1,000	per building	E
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
(b) per year for all applications within that calendar year	\$10,000	\$10,000	per year	E
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
(b) per year for all applications within that calendar year	\$5,000	\$5,000	per year	E
refundable upon completion and following inspection				
Security for the following:				

**Annual
Increase**

6.3%

4.8%

-16.7%

7.7%

-

-

7.7%

5.8%

4.8%

4.8%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
(a) a residential building containing three (3) or more dwelling units (b) a commercial, industrial, and institutional development	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
Documents				
Hard copy of a Statutory Plan, Land Use Bylaw, or Conceptual Scheme adopted by Bylaw:	\$60	\$70	per document	E
Certificate of Title or other instrument registered on the Certificate of Title:	\$30	\$40	per instrument	E
Development Agreement Status Letter		\$300	per letter	E
Encroachment Agreements: per encroachment agreement	\$420	\$440	per agreement	E
Land Use Designation (Zoning) Request: fee for preparing a letter advising the land use designation of a parcel or related information.	\$630	\$660	per letter	E
The preparation of Utility Right of Way Agreements and/or Overland Drainage Right of Way Agreements	\$1,500	\$1,560	per agreement	E
Document Review, File Searches, and Pre-Application Meetings				
Review of an Area Structure Plan, Conceptual Scheme, prepared by or on behalf of a Developer:	\$7,020	\$7,310	per plan	E
Review of an Outline Plan prepared by or on behalf of a Developer:	\$2,080	\$2,170	per plan	E
Document Review and Execution (caveat, discharge of caveat, other agreement, response to lawyer, other miscellaneous)	\$30	\$35	per document	E
Comprehensive File Search and Preparation	\$40 per hour	\$40 per hour	per hour	E
Pre-Consultation Fee (Pre-Application Meeting)	Full Cost Recovery		per meeting	E
Electrical Permit Fee Schedule for New Residential Installations				
Square footage fee - up to 1200 sq ft - Permit Fee	\$200.00	\$220.00		E
Square footage fee - 1201 sq ft and over - Permit Fee	\$165.00 + \$0.11/sq ft	\$220.00 + \$0.11/sq ft		E
Service Connection - Permit Fee	\$125.00	\$150.00		E
Temp Service - Permit Fee	\$125.00	\$150.00		E
Panel Change - Permit Fee	\$125.00	\$150.00		E
Annual Permit - Permit Fee	\$450.00	\$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	\$125.00	\$150.00		E
> \$1,000 ≤ \$2,500 - Permit fee	\$150.00	\$175.00		E
> \$2,500 ≤ \$5,000 - Permit fee	\$175.00	\$200.00		E
> \$5,000 < \$10,000- Permit fee	\$250.00	\$275.00		E

Annual Increase

16.7%

33.3%

4.8%

4.8%

4.0%

4.1%

4.3%

16.7%

10.0%

#VALUE!

20.0%

20.0%

20.0%

11.1%

#DIV/0!

20.0%

16.7%

14.3%

10.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
> \$10,000 ≤ \$15,000- Permit fee	\$300.00	\$325.00		E
> \$15,000 ≤ \$20,000- Permit fee	\$400.00	\$450.00		E
> \$20,000 ≤ \$30,000- Permit fee	\$500.00	\$550.00		E
> \$30,000 ≤ \$40,000- Permit fee	\$650.00	\$700.00		E
> \$40,000 ≤ \$50,000- Permit fee	\$750.00	\$850.00		E
> \$50,000 ≤ \$75,000- Permit fee	\$1,100.00	\$1,200.00		E
> \$75,000 ≤ \$100,000- Permit fee	\$1,250.00	\$1,300.00		E
> \$100,000 ≤ \$125,000- Permit fee	\$1,400.00	\$1,500.00		E
> \$125,000 ≤ \$150,000- Permit fee	\$1,600.00	\$1,700.00		E
> \$150,000 ≤ \$200,000- Permit fee	\$1,800.00	\$1,850.00		E
> \$200,000 ≤ \$250,000- Permit fee	\$2,000.00	\$2,050.00		E
> \$250,000 ≤ \$300,000- Permit fee	\$2,200.00	\$2,250.00		E
> \$300,000 ≤ \$400,000- Permit fee	\$2,450.00	\$2,600.00		E
> \$400,000 ≤ \$500,000- Permit fee	\$2,700.00	\$2,800.00		E
>500,000- Permit fee	\$2,700 + \$5.00 / \$1,000.00	\$2,800 + \$5.00 / \$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		
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	\$200.00	\$210.00	per review	E
Storm Water Management Review:	\$1,060.00	\$1,110.00	per review	E
Review of Water Act Approval and related documents in relation to a Subdivision	\$530.00	\$560.00	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	\$8.00	per day	E
Water meter rental fees - per week	\$40.00	\$50.00	per week	E
Water meter rental fees - per month	\$160.00	\$170.00	per month	E
Water meter rental security deposit	\$2,270.00	\$2,370.00	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	\$125.00	\$150.00		E
3-5 Permit Fee	\$150.00	\$175.00		E
6-7 Permit Fee	\$175.00	\$200.00		E
8-10 Permit Fee	\$200.00	\$225.00		E

Annual Increase

8.3%
12.5%
10.0%
7.7%
13.3%
9.1%
4.0%
7.1%
6.3%
2.8%
2.5%
2.3%
6.1%
3.7%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
11 or more Permit Fee	\$200.00	\$225.00 plus \$10 per outlet		E
Temp service/heat - Permit Fee	\$125.00	\$145.00		E
Service re-connection Permit Fee	\$125.00	\$145.00		E
Propane tank set Permit Fee	\$125.00	\$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	\$115.00	\$135.00		E
> 100,000 ≤ 200,000 Permit Fee	\$135.00	\$150.00		E
> 200,000 ≤ 400,00 Permit Fee	\$150.00	\$165.00		E
> 400,000 ≤ 1,000,000 Permit Fee	\$250.00	\$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	\$240.00	\$250.00	per permit	E
Municipal Right-of-Way Work and Excavation Permit Deposit	\$2,320.00	\$2,420.00	per permit	E
Pavement Degradation Fee (trench width equal to or less than 2m)	\$19.18/linear metre	\$19.18/linear metre	per linear meter	E
Pavement Degradation Fee (trench width greater than 2m)	\$12.78/linear metre	\$12.78/linear metre	per linear meter	E
<i>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.</i>				
Plumbing Permit Fee Schedule for Residential and Non-Residential Installations				
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	\$175.00	\$200.00		E
11 or more Permit Fee	\$175.00 + \$10.00 ea. additional	\$200.00 + \$10.00 ea. additional		E
Manufactured home/ready to move home on block/piles - Permit Fee	\$150.00	\$165.00		E
Add a Safety Codes Levey 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				

**Annual
Increase**

16.0%

16.0%

16.0%

17.4%

11.1%

10.0%

10.0%

0.0%

4.2%

4.3%

4.0%

4.0%

0.0%

0.0%

14.3%

10.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Holding tanks, open discharge Permit Fee	\$275.00	\$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	\$1,040.00	\$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)	\$1750.00 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)	\$1,950.00	\$2,030.00	per agreement	E
Deferred Servicing Agreement (Development Agreement/Subdivision Agreement) Preparation	\$1,040.00	\$1,090.00	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):	\$300.00	\$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):	\$110.00 per lot (unit if bare land condominium). Note there is a minimum fee of \$450.00	\$120.00 per lot (unit if bare land condominium). Note there is a minimum fee of \$480.00	per plan of subdivision	E

Annual Increase

9.1%
0.0%

3.8%

16.7%

0.0%

4.1%

4.8%

8.3%

10.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
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:	\$350.00 each for the first two extensions; and \$450.00 each for the third and any subsequent extensions.	\$375.00 each for the first two extensions; and \$475.00 each for the third and any subsequent extensions.	per plan of subdivision	E
Various agreement, easement, and other document preparation	\$1,040.00	\$1,090.00	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	\$10.50 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	\$130.00 plus the Safety Codes Levy	\$150.00 plus the Safety Codes Levy	per permit	E
Demolition Permit (Building Permit)	\$130.00 plus the Safety Codes Levy	\$150.00 plus the Safety Codes Levy	per permit	E
Building Permit extension request	\$160.00	\$160.00	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
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)	\$260	\$280	per inspection	E
Building Permit (Residential Solar Panel Installation)		\$150.00 plus the Safety Codes Levy		
Re-inspection in excess of QMP	\$160	\$170	per inspection	E
Occupancy prior to inspection	\$780	\$820	per offense	E
Failure to request re-inspection	\$210	\$220	per offense	E
Pre-mature inspection request	\$210	\$220	per request	E
Failure to verify a compliance	\$210	\$220	per offense	E
Building commencement without a permit:	Doube the permit fees if a development/building has commenced before the issuance of a Building Permit	Doube the permit fees if a development/building has commenced before the issuance of a Building Permit	per permit	E
Water and Sewer Connection Permit	\$150.00	\$150	per permit	E

Annual Increase

7.7%
4.8%

5.0%

11.1%
0.0%

0.8%

0.0%

0.0%

7.7%

6.3%

5.1%

4.8%

4.8%

4.8%

Town of Strathmore - Fees Bylaw Schedules

Schedule E - Planning & Development Fees

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
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	\$2,600.00	\$2,710.00	per permit	E
Other above ground utility (other antennas, power lines, street lights, etc.)	\$500.00	\$520.00	per permit	
Telecommunication Review and Approval Assignment	\$320.00	\$340.00	per permit	E

Annual Increase

0.0%

4.2%

4.0%

6.3%

Town of Strathmore - Fees Bylaw Schedules

Schedule F - Miscellaneous

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Credit Card Fee - All TOS Payment Terminals		1.5%	per transaction	
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%%
0.00%
0.00%
0.00%

Town of Strathmore - Fees Bylaw Schedules

Schedule G - Utilities

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
1) Water Fees				
Water Consumption Rate				
Per cubic metre charge	\$2.95	\$3.07	per cubic metre	E
Water System Charge - Monthly based on Meter Size				
17mm (5/8")	\$12.60	\$13.20	per water meter	E
19mm (3/4")	\$44.80	\$46.60	per water meter	E
25mm (1")	\$95.20	\$99.10	per water meter	E
32mm (1 1/4")	\$159.00	\$166.00	per water meter	E
38mm (1 1/2")	\$239.00	\$249.00	per water meter	E
51mm (2")	\$441.00	\$459.00	per water meter	E
76mm (3")	\$567.00	\$590.00	per water meter	E
102mm (4")	\$1,820.00	\$1,893.00	per water meter	E
152mm (5")	\$4,120.00	\$4,285.00	per water meter	E
203mm (8")	\$7,340.00	\$7,634.00	per water meter	E
254mm (10")	\$11,490.00	\$11,950.00	per water meter	E
Water Infrastructure Rate				
Infrastructure Reserve Fund Charge - Monthly	\$3.60	\$3.74	per water meter	E
Unmetered Rates				
Hydrant consumption rate for unmetered water	\$6.50	\$6.80	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 + \$50 admin fee	cost + \$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	\$40.00	per appointment	E
Bulk Water				
Bulk Water - per cubic meter	\$5.85	\$6.09	per cubic metre	E

Annual Increase

4.1%

4.8%

4.0%

4.1%

4.4%

4.2%

4.1%

4.1%

4.0%

4.0%

4.0%

4.0%

4.0%

4.0%

4.6%

0.0%

-

-

0.0%

4.1%

Town of Strathmore - Fees Bylaw Schedules

Schedule G - Utilities

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
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	\$2.29	\$2.38	per cubic metre	E
Wastewater System Charge - Monthly based on Meter Size				
17mm (5/8")	\$31.00	\$33.00	per water meter	E
19mm (3/4")	\$54.00	\$57.00	per water meter	E
25mm (1")	\$112.00	\$117.00	per water meter	E
32mm (1 1/4 ")	\$205.00	\$214.00	per water meter	E
38mm (1 1/2")	\$330.00	\$344.00	per water meter	E
51mm (2")	\$591.00	\$615.00	per water meter	E
76mm (3")	\$712.00	\$741.00	per water meter	E
102mm (4")	\$2,400.00	\$2,496.00	per water meter	E
152mm (5")	\$5,280.00	\$5,492.00	per water meter	E
203mm (8")	\$9,410.00	\$9,787.00	per water meter	E
254mm (10")	\$21,400.00	\$22,256.00	per water meter	E
Wastewater Infrastructure Rate				
Wastewater Infrastructure Fund Charge - Monthly	\$4.43	\$4.61	per account	E
3) Storm Water Fee				
Storm Water System Charge - Monthly	\$9.10	\$9.47	per account	E
Storm Water Infrastructure Fund Charge - Monthly	\$0.93	\$0.97	per account	E
4) Solid Waste Fees				
Solid Waste System - Monthly	\$25.00	\$26.00	per account	E
Bag tags	\$4.00	\$4.00	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

4.0%

6.5%

5.6%

4.5%

4.4%

4.2%

4.1%

4.1%

4.0%

4.0%

4.0%

4.0%

4.0%

4.1%

4.5%

4.0%

0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule G - Utilities

Item	2024	2025	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
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%

0.0%

0.0%

0.0%

0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule H - Municipal Enforcement

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Dog License Annual Fee*				
Spayed / neutered per year	\$30	\$35	per animal	E
Intact / year	\$55	\$60	per animal	E
Cat License Annual Fee*				
Spayed / neutered per year	\$20	\$25	per animal	E
Intact per year	\$25	\$30	per animal	E
Licensing Annual Fee*				
Exotic Animal	\$25	\$25	per animal	E
Exotic Animal - Initial license	\$100	\$100	per animal	E
Urban Beekeeping	\$30	\$30	per animal	E
Urban Beekeeping - Initial license	\$50	\$50	per animal	E
Urban Hens	\$50	\$50	per animal	E
Urban Hens	\$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

16.7%

9.1%

25.0%

20.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule I - Taxi Permits & Fees

Item	2024	2025	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**

0.00%

0.00%

Schedule J - Cemetery

Annual Increase

Town of Strathmore - Fees Bylaw Schedules

Schedule J - Cemetery

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Additional Charge Full Size Burial Plot for after hours (business days)	\$300	\$300	per hour	T
Additional Charge Full Size Burial Plot for after hours (Weekends & Holidays) (minimum 2 hour call out)	\$300	\$300	per hour	T
Opening & Closing for Disinterment Full Size Plot - Summer	\$2,400	\$2,400	each time	T
Opening & Closing for Disinterment Full Size Plot - Winter	not permitted	not permitted	each time	T
Opening & Closing for Double Depth Burial Plot	\$1,800	\$1,800	each time	T
Opening & Closing for Cremation Plot	\$300	\$300	each time	T
Additional Charge Winter - Opening & Closing for Cremation Plot (Nov 1 - April 30)	\$150	\$150	each time	T
Additional Charge Winter - Opening & Closing for Full Size Plot (Nov 1 - April 30)	\$150	\$600	each time	T
Additional Charge Cremation Plot for after hours (business days)	\$150	\$150	per hour	T
Additional Charge Cremation Plot for after hours (Weekends & Holidays) (minimum 2 hour call out)	\$150	\$150	per hour	T
Opening & Closing for Disinterment Cremation Plot - Summer	\$600	\$600	each time	T
Opening & Closing for Disinterment Cremation Plot - Winter	not permitted	not permitted	each time	T
Additional Charge for Weekends and Holidays	itemized above	itemized above	per hour	T
Transfer of Rights				
Transfer of Rights	\$150	\$150	per transfer	T
Monuments				
Permit for a monument	\$100	\$100	per permit	E
Bench & Tree Dedication				
Tree Dedication (Includes Engraved Plaque for Monument in Rose Garden and Choice of Tree)	\$3,200	\$3,200	per tree	T
Memorial Bench (Includes Bronze Plaque and Installation)	\$1,800	\$1,800	per bench	T

Annual Increase

0.00%

0.00%

0.00%

0.00%

0.00%

0.00%

300.00%

0.00%

0.00%

0.00%

0.00%

0.00%

0.00%

0.00%

0.00%

Town of Strathmore - Fees Bylaw Schedules

Schedule K - Community & Protective Services - Fire

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Fire Safety				
Occupany 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	\$700.00	\$720.00	per hour	E
Engines - Rescue Units	\$700.00	\$720.00	per hour	E
Command Unit (mobile)	\$200.00	\$210.00	per hour	E
Other equipment as may be required	At cost	At cost	-	E
Fire Investigations	\$150.00	\$150.00	per hour	E
Fire Department Apparatus Stand-by	\$700.00	\$720.00	per hour	E
Response to Fire Rescue, Dangerous Goods or other incidents outside municipal boundary.	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	\$700.00	\$720.00	per event	E
Administrative				
As per Schedule "A" of this Bylaw	per schedule A	per schedule A	-	E

Annual Increase

0.00%

0.00%

0.00%

0.00%

0.00%

-

2.86%

2.86%

5.00%

0.00%

2.86%

0.00%

0.00%

0.00%

2.86%

Town of Strathmore - Fees Bylaw Schedules

Schedule L - RCMP

Item	2024	2025	Unit of Measure	GST E = Exempt I = Included T = Taxable
Criminal Records Check				
Employment - Resident of Strathmore	\$50	\$50		E
Employment - Non-resident	\$50	\$50		E
Volunteers (with letter)	No charge	No charge		
Fingerprinting				
Employment - Resident of Strathmore	\$25	\$25		E
Employment - Non-resident	\$25	\$25		E
Motor Vehicle Collision Reports				
~~Collision analyst reports - Town fee~~				
Motor Vehicle Collision Reports	\$50	\$50		E

Annual
Increase

Town of Strathmore - Fees Bylaw Schedules

Schedule M - Community Services - Family Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable	User Annual Increase
Public Skating						
Tots (0 - 2 years)	FREE	FREE	FREE	per skate	I	
Child (3 - 7 years)	\$2.62	\$2.62	\$2.75	per skate	I	0.0%
Youth (8 - 17 years)	\$4.05	\$4.05	\$4.25	per skate	I	0.0%
Adult (18 - 64 years)	\$5.24	\$5.24	\$5.50	per skate	I	0.0%
Senior 65+ years	\$4.05	\$4.05	\$4.25	per skate	I	0.0%
Special Needs	\$4.05	\$4.05	\$4.25	per skate	I	0.0%
Special Needs - Caregiver	FREE	FREE	FREE	per time	I	
Family	\$13.81	\$15.00	\$15.75	per skate	I	8.6%
Shinny / Ice Bykes						
Child Shinny (3 - 7 years)	\$2.62	\$2.62	\$2.75	per time	I	0.0%
Youth Shinny (8 - 17 years)	\$4.05	\$4.05	\$4.25	per time	I	0.0%
Adult Shinny (18-64 years)	\$5.24	\$5.24	\$5.50	per time	I	0.0%
Special Needs	\$4.05	\$4.05	\$4.25	per time	I	0.0%
Special Needs - Caregiver	FREE	FREE	FREE	per time	I	
Ice Bykes	\$7.62	\$7.86	\$8.25	per time	I	3.1%
Annual Skating Pass						
Tots (0 - 2 years)	free	free	free	per person	I	
Child (3 - 7 years)	\$40.95	\$41.67	\$43.75	per person	I	1.7%
Youth (8 - 17 years)	\$61.43	\$62.38	\$65.50	per person	I	1.6%
Adult (18 - 64 years)	\$81.90	\$83.33	\$87.50	per person	I	1.7%
Senior 65+ years	\$61.43	\$62.38	\$65.50	per person	I	1.6%
Special Needs	\$61.43	\$62.38	\$65.50	per person	I	1.6%
Family	\$204.76	\$208.57	\$219.00	per person	I	1.9%
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	-
				per family	I	-
Family						
Ice Rental Rates						
Blue Rink						
Affiliated Youth Prime Time	\$145.71	\$148.57	\$156.00	per hour	I	2.0%
Non-Prime Time			\$145.00	per hour	I	
Adult Prime Time	\$233.33	\$238.10	\$250.00	per hour	I	2.0%
Blended/Stat Holiday Prime Time	\$179.05	\$182.86	\$192.00	per hour	I	2.1%
Early Bird Special Mon-Thurs (6am - 8am)	\$102.86	\$104.76	\$110.00	per hour	I	1.9%
Weekday Special Mon-Thurs (8am-3pm)	\$132.38	\$135.24	\$142.00	per hour	I	2.2%
Non-Peak Season (July & August)	\$132.38	\$135.24	\$142.00	per hour	I	2.2%
School Ice	\$60.95	\$62.38	\$65.50	per hour	I	2.3%
Summer Camp Day Rate (1 rink, meeting, 8 hours max)		\$1,500.00	\$1,575.00	per day	I	
Non-Regional Youth	\$168.57	\$172.38	\$181.00	per hour	I	2.3%
Non-Regional Adult	\$258.10	\$262.86	\$276.00	per hour	I	1.8%

Town of Strathmore - Fees Bylaw Schedules

Schedule M - Community Services - Family Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable	User Annual Increase
Ice Bykes	\$32.86	\$33.57	\$35.25	per hour	I	2.2%
Gold Rink						
Affiliated Youth Prime Time	\$160.00	\$162.86	\$171.00	per hour	I	1.8%
Non-Prime Time		\$150.48	\$158.00	per hour	I	
Adult Prime Time	\$257.14	\$261.90	\$275.00	per hour	I	1.9%
Blended/Stat Holiday Prime Time	\$196.19	\$200.00	\$210.00	per hour	I	1.9%
Early Bird Special Mon-Thurs (6am - 8am)	\$113.33	\$115.24	\$121.00	per hour	I	1.7%
Weekday Special Mon-Thurs (8am-3pm)	\$144.76	\$147.62	\$155.00	per hour	I	2.0%
Non-Peak Season (July & August)	\$144.76	\$147.62	\$155.00	per hour	I	2.0%
School Ice	\$67.14	\$68.57	\$72.00	per hour	I	2.1%
Non-Regional Youth	\$184.76	\$188.57	\$198.00	per hour	I	2.1%
Non-Regional Adult	\$283.81	\$289.52	\$304.00	per hour	I	2.0%
Ice Bykes	\$32.86	\$33.57	\$35.25	per hour	I	2.2%
Pad Rental Rates						
Blue Dry Pad	\$75.71	\$77.14	\$81.00	per hour	I	1.9%
Gold Dry Pad		\$93.57	\$98.24	per hour		
K-12 School pad rental	\$46.67	\$39.28	\$50.00	per hour	I	-15.8%
Other Facility Rentals						
Meeting Rooms						
Facility Exclusivity Rental (both arenas, concession, rooms)		\$475.00	\$500.00	per hour	I	
Blue Meeting Room, Non-profit	\$12.38	\$12.62	\$13.25	per hour	I	1.9%
Blue Meeting Room, Commercial	\$23.33	\$23.81	\$25.00	per hour	I	2.0%
Community Room, Non-Profit	\$30.00	\$30.71	\$32.25	per hour	I	2.4%
Community Room, Commercial		\$50.00	\$52.50	per hour	I	
Office Space / monthly (Gold pad space)	\$124.76	\$127.62	\$134.00	per month	I	2.3%
Storage per month						
Crawl space storage	\$45.48	\$46.43	\$48.75	per month	I	2.1%
Under bleacher storage	\$62.38	\$63.81	\$67.00	per month	I	2.3%
Office storage	\$45.48	\$46.43	\$48.75	per month	I	2.1%
Old Shed	\$31.19	\$31.90	\$33.50	per month	I	2.3%
Dressing Rooms						
Dressing room late fee/30 mins	\$81.90	\$83.33	\$87.50	per game	I	1.7%
Dressing Room cleaning fee	\$43.81	\$44.76	\$47.00	per game	I	2.2%
Private Dressing room year round/per month	\$147.62	\$150.48	\$158.00	per month	I	1.9%
Advertisements - does not include production						
4x8 Arena Wall - Blue Rink	\$141.90			per year	Removed - Service Level Change	4.0%
4x8 Arena Boards - Blue Rink	\$355.24			per year	Removed - Service Level Change	
4x8 Arena Wall - Gold Rink	\$355.24			per year	Removed - Service Level Change	
4x8 Arena Boards - Gold Rink Press Box	\$674.29			per year	Removed - Service Level Change	
On-Ice logo	\$520.00			per season	Removed - Service Level Change	
Door Advertisment				per year	Removed - Service Level Change	
Scoreboard	\$1,102.86			per year	Removed - Service Level Change	
Ice Resurfacer full coverage	\$2,130.48			per year	Removed - Service Level Change	
Ice Resurfacer 2 sides	\$1,420.00			per year	Removed - Service Level Change	
Ice Resurface 1 side	\$922.86			per year	Removed - Service Level Change	
Ice Resurface top	\$710.48			per year	Removed - Service Level Change	

Town of Strathmore - Fees Bylaw Schedules Schedule M - Community Services - Family Centre					
Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
Digital signage- exterior	\$441.90			per year	Removed - Service Level Change
Elevator Doors	\$491.43			per year	Removed - Service Level Change
4x8 Lobby Wall Ad	\$491.43			per year	Removed - Service Level Change
Lobby stairs	\$491.43			per year	Removed - Service Level Change
Wall banner	\$936.19			per year	Removed - Service Level Change

User Annual Increase

Town of Strathmore - Fees Bylaw Schedules

Schedule N - Community Services - Aquatic Centre

Item	2024 Before GST	2025 Before GST	2025 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	per person	T	
Child (3 - 7 years)	\$3.57	\$3.57	\$4.00	per person	T	0.0%
Youth (8 - 17 years)	\$5.48	\$5.48	\$5.75	per person	T	0.0%
Adult (18 - 64 years)	\$7.14	\$7.14	\$7.75	per person	T	0.0%
Seniors (65+ years)	\$5.48	\$5.48	\$5.75	per person	T	0.0%
Special needs	\$5.48	\$5.48	\$5.75	per person	T	0.0%
Special needs - Caregiver	FREE	FREE	FREE	per person	T	
Family	\$17.86	\$17.86	\$19.50	per family	T	0.0%
Showers Access Only	\$3.10	\$3.10	\$3.50	per person	T	0.0%
10 x Punch Pass						
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T	
Child (3 - 7 years)	\$32.38	\$32.38	\$35.25	per person	T	0.0%
Youth (8 - 17 years)	\$48.57	\$48.57	\$53.00	per person	T	0.0%
Adult (18 - 64 years)	\$64.76	\$64.76	\$70.50	per person	T	0.0%
Seniors (65+ years)	\$48.57	\$48.57	\$53.00	per person	T	0.0%
Special needs	\$48.57	\$48.57	\$53.00	per person	T	0.0%
Special needs - Caregiver	FREE	FREE	FREE	per person	T	
Family	\$161.90	\$161.90	\$176.00	per family	T	0.0%
30 x Punch Pass						
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T	
Child (3 - 7 years)	\$86.67	\$86.67	\$94.50	per person	T	0.0%
Youth (8 - 17 years)	\$130.48	\$130.48	\$142.00	per person	T	0.0%
Adult (18 - 64 years)	\$173.33	\$173.33	\$189.00	per person	T	0.0%
Seniors (65+ years)	\$130.48	\$130.48	\$142.00	per person	T	0.0%
Special needs	\$130.48	\$130.48	\$142.00	per person	T	0.0%
Special needs - Caregiver	FREE	FREE	FREE	per person	T	
Family	\$433.33	\$433.33	\$473.00	per family	T	0.0%
1 Month Pass						
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T	
Child (3 - 7 years)	\$35.95	\$35.95	\$39.25	per person	T	0.0%
Youth (8 - 17 years)	\$53.81	\$53.81	\$59.00	per person	T	0.0%
Adult (18 - 64 years)	\$71.90	\$71.90	\$78.50	per person	T	0.0%
Seniors (65+ years)	\$53.81	\$53.81	\$59.00	per person	T	0.0%
Special needs	\$53.81	\$53.81	\$59.00	per person	T	0.0%
Special needs - Caregiver	FREE	FREE	FREE	per person	T	
Family	\$180.00	\$180.00	\$196.00	per family	T	0.0%

Town of Strathmore - Fees Bylaw Schedules					
Schedule N - Community Services - Aquatic Centre					
Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
6 Month Pass					
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$122.86	\$122.86	\$134.00	per person	T
Youth (8 - 17 years)	\$183.81	\$183.81	\$200.00	per person	T
Adult (18 - 64 years)	\$244.76	\$244.76	\$267.00	per person	T
Seniors (65+ years)	\$183.81	\$183.81	\$200.00	per person	T
Special needs	\$183.81	\$183.81	\$200.00	per person	T
Special needs - Caregiver	FREE	FREE	FREE	per person	T
Family	\$612.38	\$612.38	\$668.00	per family	T
Annual Pass					
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$223.81	\$223.81	\$244.00	per person	T
Youth (8 - 17 years)	\$335.24	\$335.24	\$366.00	per person	T
Adult (18 - 64 years)	\$446.67	\$446.67	\$488.00	per person	T
Seniors (65+ years)	\$335.24	\$335.24	\$366.00	per person	T
Special needs	\$335.24	\$335.24	\$366.00	per person	T
Family	\$1,117.14	\$1,117.14	\$1,220.00	per family	T
All Access Pass					
Tots (0 - 2 years)	Included in Schedule N				T
Child (3 - 7 years)					T
Youth (8 - 17 years)					T
Adult (18 - 64 years)					T
Seniors (65+ years)					T
Special needs					T
Family					T
Lifesaving Society Swim for Life Parented / Preschool program					
30 min x 8 classes parented	\$53.33				Removed - Service Level Change
30 min x 8 classes unparented	\$55.24				Removed - Service Level Change
Lifesaving Society Swim For Life Swimmer Program					
30 min x 8 classes	\$55.24				Removed - Service Level Change
45 min x 8 classes	\$63.33				Removed - Service Level Change
60 min x 8 classes	\$69.05				Removed - Service Level Change
School Lessons					
240 minutes	\$31.67				Removed - Service Level Change

Annual
Increase

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule N - Community Services - Aquatic Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable	Annual Increase
Public Rentals						
Lap Pool						
1 - 35 Swimmers	\$129.52	\$132.38	\$139.00	per hour	T	2.2%
36 - 70 Swimmers	\$162.86	\$165.71	\$174.00	per hour	T	1.8%
71 - 105 Swimmers	\$197.14	\$200.95	\$211.00	per hour	T	1.9%
106 - 140 Swimmers	\$231.43	\$236.19	\$248.00	per hour	T	2.1%
141 - 175 Swimmers	\$270.48	\$276.19	\$290.00	per hour	T	2.1%
Extra Lifeguard	\$34.05	\$34.29	\$36.00	per hour	T	0.7%
Leisure Pool						
1 - 35 Swimmers	\$129.52	\$132.38	\$139.00	per hour	T	2.2%
36 - 70 Swimmers	\$162.86	\$165.71	\$174.00	per hour	T	1.8%
Combined Lap/Leisure Pool						
1 - 35 Swimmers	\$206.67	\$210.48	\$221.00	per hour	T	1.8%
36 - 70 Swimmers	\$233.33	\$238.10	\$250.00	per hour	T	2.0%
71 - 105 Swimmers	\$260.95	\$265.71	\$279.00	per hour	T	1.8%
106 - 140 Swimmers	\$287.62	\$293.33	\$308.00	per hour	T	2.0%
141 - 175 Swimmers	\$315.24	\$321.90	\$338.00	per hour	T	2.1%
Extra Lifeguard	\$34.05	\$34.29	\$36.00	per hour	T	0.7%
Lanes						
1 Lane	\$21.67	\$22.14	\$23.25	per hour	T	2.2%
2 Lane	\$42.86	\$43.81	\$46.00	per hour	T	2.2%
3 Lane	\$64.29	\$65.71	\$69.00	per hour	T	2.2%
4 Lane	\$86.19	\$88.10	\$92.50	per hour	T	2.2%
5 Lane	\$107.62	\$109.52	\$115.00	per hour	T	1.8%
6 Lane	\$129.52	\$132.38	\$139.00	per hour	T	2.2%
Club/ School Rentals						
Lap Pool						
1 - 35 Swimmers	\$84.76	\$86.67	\$91.00	per hour	T	2.2%
36 - 70 Swimmers	\$119.05	\$120.95	\$127.00	per hour	T	1.6%
71 - 105 Swimmers	\$152.38	\$155.24	\$163.00	per hour	T	1.9%
106 - 140 Swimmers	\$186.67	\$190.48	\$200.00	per hour	T	2.0%
141 - 175 Swimmers	\$220.95	\$225.71	\$237.00	per hour	T	2.2%
Extra Lifeguard	\$34.05	\$34.29	\$36.00	per hour	T	0.7%
Leisure Pool						
1 - 35 Swimmers	\$84.76	\$86.67	\$91.00	per hour	T	2.2%
36 - 70 Swimmers	\$119.05	\$120.95	\$127.00	per hour	T	1.6%
Combined Lap/Leisure Pool						

Town of Strathmore - Fees Bylaw Schedules
Schedule N - Community Services - Aquatic Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable	Annual Increase
1 - 35 Swimmers	\$135.24	\$138.10	\$145.00	per hour	T	2.1%
36 - 70 Swimmers	\$162.86	\$165.71	\$174.00	per hour	T	1.8%
71 - 105 Swimmers	\$188.57	\$192.38	\$202.00	per hour	T	2.0%
106 - 140 Swimmers	\$217.14	\$221.90	\$233.00	per hour	T	2.2%
141 - 175 Swimmers	\$244.76	\$249.52	\$262.00	per hour	T	1.9%
Extra Lifeguard	\$34.05	\$34.29	\$36.00	per hour	T	0.7%
Lanes						
1 Lane	\$14.29	\$14.52	\$15.25	per hour	T	1.7%
2 Lane	\$27.38	\$27.86	\$29.25	per hour	T	1.7%
3 Lane	\$42.38	\$43.33	\$45.50	per hour	T	2.2%
4 Lane	\$56.19	\$57.14	\$60.00	per hour	T	1.7%
5 Lane	\$70.48	\$71.90	\$75.50	per hour	T	2.0%
6 Lane	\$84.76	\$86.67	\$91.00	per hour	T	2.2%
Room Rentals						
Event Room Rental						
Per Hour - min 2.5 hours	\$21.67	\$22.14	\$23.25	per hour	T	2.2%
Meeting Room (Club User Groups Only)						
Per Hour	\$21.67	\$22.14	\$23.25	per hour	T	2.2%
Extras						
TV/DVD rental	\$36.19	\$36.90	\$38.75	per day	T	2.0%
Overhead projector	\$36.19	\$36.90	\$38.75	per day	T	2.0%
Whiteboard	\$14.29	\$14.52	\$15.25	per day	T	1.7%
Projection screen	\$36.19	\$36.90	\$38.75	per day	T	2.0%
Administration Fees						
Swimming Lessons Transfer Fee	\$10.71	\$10.95	\$11.50	-	T	2.2%
Swimming Lessons Cancellation Fee	\$21.67	\$22.14	\$23.25	-	T	2.2%

Town of Strathmore - Fees Bylaw Schedules

Schedule N - Community Services - All Access Fees

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
All Access Pass - Annual					
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$300.00	\$300.00	\$315.00	per person	T
Youth (8 - 17 years)	\$450.48	\$450.48	\$473.00	per person	T
Adult (18 - 64 years)	\$600.00	\$600.00	\$630.00	per person	T
Seniors (65+ years)	\$450.48	\$450.48	\$473.00	per person	T
Special needs	\$450.48	\$450.48	\$473.00	per person	T
Family	\$1,500.00	\$1,500.00	\$1,575.00	per family	T
All Access Pass - 6 Month					
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$188.95	\$188.95	\$189.00	per person	T
Youth (8 - 17 years)	\$283.95	\$283.95	\$284.00	per person	T
Adult (18 - 64 years)	\$377.95	\$377.95	\$378.00	per person	T
Seniors (65+ years)	\$283.95	\$283.95	\$284.00	per person	T
Special needs	\$283.95	\$283.95	\$284.00	per person	T
Family	\$944.95	\$944.95	\$945.00	per family	T
All Access Pass - 3 Month					
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$117.95	\$117.95	\$118.00	per person	T
Youth (8 - 17 years)	\$176.95	\$176.95	\$177.00	per person	T
Adult (18 - 64 years)	\$235.95	\$235.95	\$236.00	per person	T
Seniors (65+ years)	\$176.95	\$176.95	\$177.00	per person	T
Special needs	\$176.95	\$176.95	\$177.00	per person	T
Family	\$589.95	\$589.95	\$590.00	per family	T
All Access Pass - 1 Month					
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$52.95	\$52.95	\$53.00	per person	T
Youth (8 - 17 years)	\$78.95	\$78.95	\$79.00	per person	T
Adult (18 - 64 years)	\$104.95	\$104.95	\$105.00	per person	T
Seniors (65+ years)	\$78.95	\$78.95	\$79.00	per person	T
Special needs	\$78.95	\$78.95	\$79.00	per person	T
Family	\$262.95	\$262.95	\$263.00	per family	T
All Access Pass - 30X Pass					
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$125.95	\$125.95	\$126.00	per person	T
Youth (8 - 17 years)	\$188.95	\$188.95	\$189.00	per person	T
Adult (18 - 64 years)	\$251.95	\$251.95	\$252.00	per person	T
Seniors (65+ years)	\$188.95	\$188.95	\$189.00	per person	T
Special needs	\$188.95	\$188.95	\$189.00	per person	T
Family	\$629.95	\$629.95	\$630.00	per family	T
All Access Pass - 10X Pass					
Tots (0 - 2 years)	FREE	FREE	FREE	per person	T
Child (3 - 7 years)	\$46.95	\$46.95	\$47.00	per person	T
Youth (8 - 17 years)	\$70.95	\$70.95	\$71.00	per person	T
Adult (18 - 64 years)	\$93.95	\$93.95	\$94.00	per person	T

**Annual
Increase**

0.0%
0.0%
0.0%
0.0%
0.0%
0.0%

N/A
N/A
N/A
N/A
N/A
N/A

N/A
N/A
N/A
N/A
N/A
N/A

N/A
N/A
N/A
N/A
N/A
N/A

N/A
N/A
N/A
N/A
N/A
N/A

N/A
N/A
N/A

Town of Strathmore - Fees Bylaw Schedules

Schedule N - Community Services - All Access Fees

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
Seniors (65+ years)	\$70.95	\$70.95	\$71.00	per person	T
Special needs	\$70.95	\$70.95	\$71.00	per person	T
Family	\$234.95	\$234.95	\$235.00	per family	T

**Annual
Increase**

N/A

N/A

N/A

Town of Strathmore - Fees Bylaw Schedules

Schedule O - Strathmore Motor Products Sports Centre

Item	2024 Before GST	2025 Before GST	2025 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	\$4.05	\$4.25	per person	T
Youth (8 - 17 years)	\$5.71	\$5.95	\$6.25	per person	T
Adult (18 - 64 years)	\$7.62	\$7.86	\$8.25	per person	T
Seniors (65+ years)	\$5.71	\$5.95	\$6.25	per person	T
Special Needs	\$5.71	\$5.95	\$6.25	per person	T
Special Needs - Caregiver	Free	Free	Free	per person	T
Family	\$19.05	\$19.76	\$20.75	per family	T
10 Pass Admission					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$33.81	\$34.76	\$36.50	per person	T
Youth (8 - 17 years)	\$50.95	\$51.90	\$54.50	per person	T
Adult (18 - 64 years)	\$67.62	\$69.05	\$72.50	per person	T
Seniors (65+ years)	\$50.95	\$51.90	\$54.50	per person	T
Special Needs	\$50.95	\$51.90	\$54.50	per person	T
Family	\$169.05	\$172.62	\$181.25	per family	I
30 Pass Admission					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$90.48	\$92.38	\$97.00	per person	T
Youth (8 - 17 years)	\$136.19	\$139.05	\$146.00	per person	T
Adult (18 - 64 years)	\$181.19	\$184.76	\$194.00	per person	T
Seniors (65+ years)	\$136.19	\$139.05	\$146.00	per person	T
Special Needs	\$136.19	\$139.05	\$146.00	per person	T
Family	\$453.33	\$461.90	\$485.00	per family	T
1 Month Membership					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$37.62	\$38.33	\$40.25	per person	T
Youth (8 - 17 years)	\$56.67	\$57.62	\$60.50	per person	T
Adult (18 - 64 years)	\$75.24	\$76.67	\$80.50	per person	T
Seniors (65+ years)	\$56.67	\$57.62	\$60.50	per person	T
Special Needs	\$56.67	\$57.62	\$60.50	per person	T
Family	\$188.10	\$191.90	\$201.50	per family	T
3 Month Membership					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$79.05	\$80.95	\$85.00	per person	T

Town of Strathmore - Fees Bylaw Schedules

Schedule O - Strathmore Motor Products Sports Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
Youth (8 - 17 years)	\$119.05	\$120.95	\$127.00	per person	T
Adult (18 - 64 years)	\$158.33	\$161.43	\$169.50	per person	T
Seniors (65+ years)	\$119.05	\$120.95	\$127.00	per person	T
Special Needs	\$119.05	\$120.95	\$127.00	per person	T
Family	\$396.19	\$403.81	\$424.00	per family	T
6 Month Membership					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$128.57	\$130.48	\$137.00	per person	T
Youth (8 - 17 years)	\$192.38	\$196.19	\$206.00	per person	T
Adult (18 - 64 years)	\$256.43	\$261.67	\$274.75	per person	T
Seniors (65+ years)	\$192.38	\$196.19	\$206.00	per person	T
Special Needs	\$192.38	\$196.19	\$206.00	per person	T
Family	\$640.95	\$654.29	\$687.00	per family	T
Annual Membership					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$234.29	\$238.10	\$250.00	per person	T
Youth (8 - 17 years)	\$350.48	\$358.10	\$376.00	per person	T
Adult (18 - 64 years)	\$467.62	\$476.90	\$500.75	per person	T
Seniors (65+ years)	\$350.48	\$358.10	\$376.00	per person	T
Special Needs	\$350.48	\$358.10	\$376.00	per person	T
Family	\$1,169.52	\$1,192.38	\$1,252.00	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
Seniors (65+ years)	\$1.90	\$1.90	\$2.00	per person	T
Special Needs	\$1.90	\$1.90	\$2.00	per person	T

Town of Strathmore - Fees Bylaw Schedules

Schedule O - Strathmore Motor Products Sports Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
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)	\$10.24	\$10.48	\$11.00	per person	T
Youth (8 - 17 years)	\$15.48	\$15.71	\$16.50	per person	T
Adult (18 - 64 years)	\$20.48	\$20.95	\$22.00	per person	T
Seniors (65+ years)	\$15.48	\$15.71	\$16.50	per person	T
Special Needs	\$15.48	\$15.71	\$16.50	per person	T
Family	\$51.19	\$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)	\$11.43	\$11.67	\$12.25	per person	T
Youth (8 - 17 years)	\$17.14	\$17.62	\$18.50	per person	T
Adult (18 - 64 years)	\$22.86	\$23.33	\$24.50	per person	T
Seniors (65+ years)	\$17.14	\$17.62	\$18.50	per person	T
Special Needs	\$17.14	\$17.62	\$18.50	per person	T
Family	\$57.14	\$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)	\$28.33	\$29.05	\$30.50	per person	T
Youth (8 - 17 years)	\$42.38	\$43.33	\$45.50	per person	T
Adult (18 - 64 years)	\$56.67	\$57.86	\$60.75	per person	T
Seniors (65+ years)	\$42.38	\$43.33	\$45.50	per person	T
Special Needs	\$42.38	\$43.33	\$45.50	per person	T
Family	\$141.90	\$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)	\$51.19	\$52.14	\$54.75	per person	T
Youth (8 - 17 years)	\$76.67	\$78.10	\$82.00	per person	T
Adult (18 - 64 years)	\$102.14	\$104.29	\$109.50	per person	T
Seniors (65+ years)	\$76.67	\$78.10	\$82.00	per person	T
Special Needs	\$76.67	\$78.10	\$82.00	per person	T
Family	\$255.24	\$260.95	\$274.00	per family	T
Annual Membership (Track only)					
Tots (0 - 2 years)	Free	Free	Free	per person	T
Child (3 - 7 years)	\$84.76	\$86.67	\$91.00	per person	T
Youth (8 - 17 years)	\$127.62	\$129.52	\$136.00	per person	T

Town of Strathmore - Fees Bylaw Schedules

Schedule O - Strathmore Motor Products Sports Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
Adult (18 - 64 years)	\$169.76	\$173.10	\$181.75	per person	T
Seniors (65+ years)	\$127.62	\$129.52	\$136.00	per person	T
Special Needs	\$127.62	\$129.52	\$136.00	per person	T
Family	\$424.76	\$432.38	\$454.00	per family	T
Field					
Youth (prime time)	\$80.95	\$82.38	\$86.50	per hour	T
Youth (non-prime time)	\$53.81	\$55.24	\$58.00	per hour	T
Adult (prime time)	\$107.62	\$109.52	\$115.00	per hour	T
Adult (non-prime time)	\$71.90	\$73.33	\$77.00	per hour	T
Youth Day Rate	\$728.57	\$742.86	\$780.00	per hour	T
Adult Day Rate	\$971.43	\$990.48	\$1,040.00	per hour	T
Concrete Pad Rental					
Youth Rental	\$28.81	\$29.29	\$30.75	per hour	T
Adult Rental	\$38.33	\$39.05	\$41.00	per hour	T
Gymnasium					
Youth Full Gymnasium (prime time)	\$42.86	\$43.71	\$45.75	per hour	T
Youth Full Gymnasium (non-prime time)	\$29.29	\$29.76	\$31.25		
Youth 1/2 Gymnasium Rental		\$25.95	\$27.25	per hour	
Adult Full Gymnasium (prime time)	\$57.14	\$58.10	\$61.00	per hour	T
Adult Full Gymnasium (non-prime time)	\$39.05	\$39.83	\$41.82		
Adult 1/2 Gymnasium Rental		\$34.52	\$36.25	per hour	
Youth Day Rate	\$381.90	\$390.48	\$410.00	per hour	T
Adult Day Rate	\$509.52	\$520.00	\$546.00	per hour	T
Batting Cage Rental					
Batting Cage Only (all ages)		\$19.05	\$20.00	per hour	T
Batting Cage & Concrete (all ages)		\$38.33	\$40.25	per hour	T
Exclusive Facility Rental					
Day rate	\$2,152.38	\$2,195.24	\$2,305.00	per day	T

Town of Strathmore - Fees Bylaw Schedules

Schedule P - Strathmore Civic Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
Commercial Hall Rates					
1/3 Hall Hourly	\$69.05	\$70.48	\$74.00	per hour	T
Damage Deposit	\$130.48	\$133.33	\$140.00	per rental	E
1/3 Hall Day (Max 8 hrs..)	\$372.38	\$380.00	\$399.00	per day	T
Damage Deposit	\$306.67	\$312.38	\$328.00	per rental	E
1/3 Hall Meeting Rate (2hrs min. to max 5 hrs.)	\$33.57	\$34.29	\$36.00	per hour	T
Damage Deposit	\$67.62	\$69.05	\$72.50	per rental	E
2/3 Hall Hourly	\$127.62	\$130.48	\$137.00	per hour	T
Damage Deposit	\$192.38	\$196.19	\$206.00	per rental	E
2/3 Hall Day (max 8 hrs.)	\$686.67	\$700.00	\$735.00	per day	T
Damage Deposit	\$441.90	\$450.48	\$473.00	per rental	E
2/3 Hall Weekend	\$1,142.86	\$1,165.71	\$1,224.00	per weekend	T
Damage Deposit	\$504.76	\$515.24	\$541.00	per rental	E
2/3 Hall Meeting Rate (2hrs min. to max 5 hrs.)	\$50.00	\$50.95	\$53.50	per hour	T
Damage Deposit	\$67.62	\$69.05	\$72.50	per rental	E
Whole Hall Hourly	\$181.90	\$185.71	\$195.00	per hour	T
Damage Deposit	\$249.52	\$254.29	\$267.00	per rental	E
Whole Hall Day (Max 8 hours)	\$977.14	\$997.14	\$1,047.00	per day	T
Damage Deposit	\$561.90	\$573.33	\$602.00	per rental	E
Whole Hall Weekend (2pm Fri to 2pm Sun)	\$1,726.67	\$1,994.28	\$2,094.00	per weekend	T
Damage Deposit	\$623.81	\$636.19	\$668.00	per rental	E
Gold Weekend Package (includes whole hall, community kitchen)	\$2,839.05	Removed - Service Level Change	Removed - Service Level Change	per weekend	T
Damage Deposit	\$1,092.38	Removed - Service Level Change	Removed - Service Level Change	per rental	E
Full Hall Meeting Rate (2hrs min. to max 5 hrs.)	\$66.67	\$68.10	\$71.50	per hour	T
Damage Deposit	\$67.62	\$68.57	\$72.00	per rental	E
Non-Profit Rates (No alcohol)					
1/3 Hall Hourly	\$15.00	\$15.24	\$16.00	per hour	T
2/3 Hall Hourly	\$22.62	\$23.10	\$24.25	per hour	T
Full Hall Hourly	\$30.48	\$31.19	\$32.75	per hour	T
Charles Mercer Boardroom					
Commercial Hourly	\$40.00	\$40.00	\$42.00	per hour	T
Damage Deposit	\$114.29	\$116.19	\$122.00	per rental	E
Commercial Day (max 8 hours)	\$300.00	\$300.00	\$315.00	per day	T
Damage Deposit	\$166.67	\$170.48	\$179.00	per rental	E
Non-Profit Hourly	\$15.00	\$15.00	\$15.75	per hour	T

**Annual
Increase**

2.1%
2.2%
2.0%
1.9%
2.1%
2.1%
2.2%
2.0%
1.9%
1.9%
2.0%
2.1%
1.9%
2.1%
2.1%
1.9%
2.0%
2.0%
15.5%
2.0%

2.1%
1.4%

1.6%
2.1%
2.3%

0.0%
1.7%
0.0%
2.3%
0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule P - Strathmore Civic Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
Meeting Rate (min. 2hrs)	\$21.90	\$21.90	\$23.00	per hour	T
Kitchen Rates					
Community Kitchen Hourly	\$20.00	\$20.00	\$21.00	per hour	T
Community Kitchen Daily	\$90.48	\$92.38	\$97.00	per day	T
Community Kitchen Weekend Rate		\$184.76	\$194.00	per rental	
Damage Deposit	\$67.62	\$69.05	\$72.50	per rental	E
Commercial Kitchen Hourly	\$82.38	\$83.81	\$88.00	per hour	T
Commercial Kitchen Daily	\$750.48	\$750.48	\$788.00	per day	T
Damage Deposit	\$437.14	\$445.71	\$468.00	-	E
Equipment and Services					
Rack of 10 tables (any size, 1st rack 6' rec included)		\$10.00		per rack of 10	T
Linen (3rd party pricing)					
Late Fee (past contract end time)	\$250.48	\$250.48	\$263.00	-	T
Admin. Fee	\$27.62	\$28.10	\$29.50	per rental	T
Cancellation fee	\$82.38	\$83.81	\$88.00	-	T
Commercial Coffee Maker & Urns		\$20.00	\$21.00	per day	
Stage Backdrop	\$75.24	\$75.24	\$79.00	per rental	T
Admin. Fee	\$55.24	\$56.19	\$59.00	-	T
Portable Dividers per divider per day	\$18.10	\$18.57	\$19.50	per day	T
Easel per rental	\$8.81	\$9.05	\$9.50	per rental	T
Extra cleaning fee per staff hour	\$78.10	\$79.52	\$83.50	per hour	T
Flipchart per rental	\$44.76	\$45.71	\$48.00	per rental	T
Flipchart pads ea. Additional	\$25.00	\$25.48	\$26.75	per rental	T
Commercial Kitchen					
Commercial Kitchen Supervisor per hour	\$250.48	\$250.48	\$263.00	per hour	T
Dishwashing fee per hour	\$78.10	\$79.52	\$83.50	per 50 guests	T
Dish rental per place setting	\$1.43	\$1.43	\$1.50	per place setting	T
Chafing dishes	\$10.95	\$11.19	\$11.75	per rental	T
Portable Bar	\$100.00	\$100.00	\$105.00	per rental	T
Commercial Kitchen deep fryer per day	\$441.90	\$450.48	\$473.00	per day	T
Audio/Visual				per Visual	
Hall AV Equipment (ceiling projector & ceiling speakers)	\$58.57	\$59.52	\$62.50	per day	T
Wired Mic with Podium		\$10.00	\$10.50	per day	
Wireless Mic	\$48.10	\$49.05	\$51.50	per day	T
Portable Colored Floor Lights	\$83.33	\$85.24	\$89.50	per rental	T
Setup or Takedown					
1/3 hall	\$150.48	\$150.48	\$158.00	per rental	T
2/3 or full hall	\$300.00	\$300.00	\$315.00	per rental	T
Charles Mercer Board Room	\$75.24	\$75.24	\$79.00	per rental	T

**Annual
Increase**

0.0%

0.0%

2.1%

2.1%

1.7%

0.0%

2.0%

0.0%

1.7%

1.7%

1.7%

2.6%

2.7%

1.8%

2.1%

1.9%

0.0%

1.8%

0.0%

2.2%

0.0%

1.9%

1.6%

2.0%

2.3%

0.0%

0.0%

0.0%

Town of Strathmore - Fees Bylaw Schedules

Schedule P - Strathmore Civic Centre

Item	2024 Before GST	2025 Before GST	2025 GST Included	Unit of Measure	GST E = Exempt I = Included T = Taxable
Stage					
Small	\$120.00	\$120.00	\$126.00	per rental	T
Medium	\$175.24	\$175.24	\$184.00	per rental	T
Large	\$300.00	\$300.00	\$315.00	per rental	T

Annual Increase
0.0%
0.0%
0.0%



Report for Council

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: October 24, 2024

Meeting Date: November 6, 2024

SUBJECT: 2025 Proposed Operating & Capital Budget

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

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The 2025 budget has been built to support and enable Council's six strategic priorities.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

The 2025 Operating & Capital budget provides clear and transparent objectives for the community.

ORGANIZATIONAL:

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

OPERATIONAL:

The 2025 Operating & Capital budget provides clear direction to both Administration and the Community for the current year objectives.

FINANCIAL:

The 2025 Budget has an Operating impact of \$38,541,700 (before business cases and postponed motions) and the 2025 Capital Budget has an impact of \$9,313,000.

If Council approves all of recommended operating business cases from administration, currently there is a \$100,000 surplus that Council would have the ability to either add operating business cases, add additional funding for community groups or lower the overall tax impact to our residents.

With the "Yes" projects from the Operating Business Cases included in the budget, the Overall Tax Increase is projected to be 4.5% or a 4.8% municipal tax increase.

If the Education Requisition from the province is higher than estimated, our recommendation would be to lower the municipal tax increase and lower the transfer to reserves to offset this increase. The education levy increase is currently set at 4.0% in the 2025 budget. This is based on past trends and factoring in the limited growth that we have seen in Strathmore compared to the rest of the province.

With the approval of the Rate Bylaw, utilities were increased approximately 4.0% on the variable utility rates and 4.0% on the fixed rate portion.

The Total Utility Infrastructure Reserve Fund Rates were increased by \$0.36 from \$8.96 to \$9.32 (4% increase).

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."

IMPLEMENTATION:

Administration will bring the 2025 Final Operating and Capital Budget for Council adoption on December 4, 2024.

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 6, 2024 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 19th, 21st 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:

- 2025 Proposed Operating Budget
- 2025 Full Time Equivalent (FTE) Summary
- 2025 Community Group Group Funding Summary
- 2025 Operating Business Case Summary
- 2025 Operating Business Case - detailed
- 2025 Operating Budget - Council Budget Submissions
- 2025 Capital Budget - Prioritized Order
- 2025 Capital Budget - Department Order
- 2025 Capital Budget - 2034 Capital Budget Listing
- 2025 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 19th, 21st or 29th.

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

- August 16, 2024 – Council Requests Submitted to Administration for Consideration
- October 23, 2024 - Community Group Funding Requests presented to Council

- November 6 , 2024 – CAO, Director and Finance Presentations, including a high level overview of the capital projects by each area.
 - November 12, 2024 – Citizen Budget Café's (Coffee with Council)
 - November 15, 2024 – All Budget Information Requests must be submitted by Council
 - November 19, 2024 - All Budget Information Requests will be responded to by Administration.
 - November 19, 2024 – Department Review - Question and Answer period
 - November 21, 2024 – 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, 2024 – This date will be held to continue deliberations on the budget (if required).
 - December 4, 2024 – Anticipated Budget Approval
-

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.

DESIRED OUTCOMES:

The goal is for Council to review the attached documentation and prepare any Budget Information Requests that will support the subsequent budget meetings.

COMMUNICATIONS:

The proposed budget package will be posted on the Town's website and communicated via the Town's social media platforms. This 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:

Continue deliberations a future Council Meeting.

ATTACHMENTS:

[Attachment I - 2025 Operating Budget - Proposed](#)

[Attachment II - 2025 S&W FTE Count](#)

[Attachment III - 2025 Proposed Community Grants](#)

[Attachment IV - 2025 Operating Budget Cases - Summary - Proposed](#)

[Attachment V - 2025 Operating Budget Cases - Detailed - Proposed](#)

[Attachment VI - 2025 Capital Budget - Prioritized Order - Proposed](#)

[Attachment VII - 2025 Capital Budget - Department Order - Proposed](#)

[Attachment VIII - 2025 Capital Budget - Detailed - Proposed](#)
[Attachment IX - 2025 Capital Project Listing - Proposed](#)
[Attachment X - 2025 BIR Template](#)
[Attachment XI: 2025 Proposed Budget Presentation](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 01 Nov
2024

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

Approved
- 01 Nov
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 01 Nov
2024

Strathmore - Budget vs Actual with Forecast Years

Town of Strathmore Consolidated	2023 Actual	2024 Budget	2024 Actual	2025 Budget	Budget Change 2024 vs 2025	2026 Forecast	2027 Forecast	2028 Forecast
Revenues								
Total 01) Net municipal property taxes	14,997,500	16,013,600	16,027,889	16,827,200	813,600	17,332,000	17,852,000	18,387,500
Total 02) User fees and sales of goods	17,004,127	17,910,200	13,457,900	18,994,400	1,084,200	19,338,100	19,688,200	20,058,600
Total 03) Penalties and cost of taxes	223,635	210,000	171,938	210,500	500	211,000	211,500	212,000
Total 04) Government grants - operating	1,599,774	1,376,600	1,046,183	1,321,000	(55,600)	1,270,800	1,279,700	1,288,700
Total 05) Investment & interest income	398,167	405,300	270,447	460,300	55,000	460,300	460,300	460,300
Total 06) Licences and permits	569,926	513,100	468,565	521,600	8,500	532,600	543,600	554,600
Total 07) Gain on disposal of capital assets	50,630	-	31,995	-	-	-	-	-
Total 08) Other revenue	1,304,463	544,400	1,601,867	443,500	(100,900)	451,700	463,400	463,100
Total 09) Transfer from reserves - operating	211,902	988,000	-	86,000	(902,000)	66,000	285,400	300,000
Total 10) Internal Transfers Revenue	501,172	544,000	322,517	545,000	1,000	545,000	545,000	545,000
Total 11) Transfer from reserves - capital	885,321	155,000	69,500	60,000	(95,000)	65,000	70,000	75,000
Total 12) Government grants - capital	3,048,726	-	-	-	-	-	-	-
Total 13) Other grants - capital	-	-	-	-	-	-	-	-
Total 14) Contributed tangible capital assets	-	-	-	-	-	-	-	-
Total Revenues	40,795,343	38,660,200	33,468,801	39,469,500	809,300	40,272,500	41,399,100	42,344,800
Expenses								
Total 01) Salaries, Wages, and Benefits	12,678,117	13,958,000	11,485,327	14,420,400	462,400	15,153,400	15,718,300	16,197,800
Total 02) Contracted and General Services	8,118,991	12,911,600	8,382,362	12,380,200	(531,400)	12,673,400	12,741,700	13,617,800
Total 03) Materials, Goods, Supplies and Utilities	2,854,302	4,686,200	3,230,081	4,868,900	182,700	4,976,000	5,132,900	5,394,100
Total 04) Bank Charges and Short Term Interest	71,694	66,000	74,923	90,000	24,000	90,000	90,000	90,000
Total 05) Other Expenditures	978	-	(77)	-	-	-	-	-
Total 07) Transfers to Individuals and Organisations	244,329	519,500	426,371	594,800	75,300	533,900	540,000	509,800
Total 08) Transfers to Local Boards and Agencies	437,750	478,200	92,630	494,600	16,400	512,000	529,600	547,900
Total 09) Interest on Long-term Debt	483,065	444,700	233,394	362,500	(82,200)	298,300	256,800	161,800
Total 10) Long-term Debt Payments	2,558,179	2,195,000	2,054,505	2,221,800	26,800	1,419,000	3,302,100	909,900
Total 11) Transfers to reserves - operating	1,311,084	210,000	210,000	1,015,800	805,800	752,500	805,500	507,900
Total 12) Transfer to reserves - capital	2,335,187	2,444,900	2,298,767	2,375,500	(69,400)	2,986,500	2,007,700	3,587,900
Total 13) Loss on disposal of assets	92,998	-	-	-	-	-	-	-
Total 14) Internal Transfers Expenses	501,172	544,000	320,548	545,000	1,000	545,000	545,000	545,000
Total 20) Requisitions	-	202,100	-	-	(202,100)	-	-	-
Total Expense Before Amortization	31,687,847	38,660,200	28,808,830	39,369,500	709,300	39,940,000	41,669,600	42,069,900
Surplus(Deficit)	9,107,496	-	4,659,971	100,000	100,000	332,500	(270,500)	274,900
Less Amortization	(6,153,183)	(6,025,200)	-	(6,205,800)	(180,600)	(6,205,800)	(6,205,800)	(6,205,800)
NET CONSOLIDATED	2,954,313	(6,025,200)	4,659,971	(6,105,800)	(80,600)	(5,873,300)	(6,476,300)	(5,930,900)

Strathmore - Budget vs Actual with Forecast Years

DIVISION: GENERAL	2023 Actual	2024 Budget	2024 Actual	2025 Budget	Budget Change 2024 vs 2025	2026 Forecast	2027 Forecast	2028 Forecast	Notes
Revenues									
Total 01) Net municipal property taxes	14,997,500	16,013,600	16,027,889	16,827,200	813,600	17,332,000	17,852,000	18,387,500	
Total 02) User fees and sales of goods	3,182,847	3,224,500	2,562,152	3,402,000	177,500	3,501,600	3,604,000	3,709,500	
Total 03) Penalties and cost of taxes	187,567	175,000	161,017	175,000	-	175,000	175,000	175,000	
Total 04) Government grants - operating	204,692	-	204,692	-	-	-	-	-	
Total 05) Investment & interest income	434,553	405,300	270,447	460,300	55,000	460,300	460,300	460,300	
Total 08) Other revenue	14,455	2,000	39	2,000	-	2,000	2,000	2,000	
Total 09) Transfer from reserves - operating	-	202,100	-	-	(202,100)	-	-	-	
Total Revenues	19,021,613	20,022,500	19,226,235	20,866,500	844,000	21,470,900	22,093,300	22,734,300	
Expenses									
Total 01) Salaries, Wages, and Benefits	-	(305,000)	-	(343,000)	(38,000)	(343,000)	(343,000)	(343,000)	
Total 02) Contracted and General Services	196,870	111,300	218,852	105,300	(6,000)	115,300	125,800	136,800	
Total 03) Materials, Goods, Supplies and Utilities	28,742	25,000	22,707	25,000	-	25,000	25,000	25,000	
Total 04) Bank Charges and Short Term Interest	71,694	66,000	74,923	90,000	24,000	90,000	90,000	90,000	
Total 09) Interest on Long-term Debt	87,751	100,600	58,762	68,400	(32,200)	52,800	49,100	44,700	
Total 10) Long-term Debt Payments	617,000	617,000	617,000	617,000	-	150,000	150,000	150,000	
Total 11) Transfers to reserves - operating	909,200	100,000	100,000	660,000	560,000	260,000	260,000	260,000	
Total 12) Transfer to reserves - capital	501,794	725,800	725,800	195,100	(530,700)	601,700	(622,800)	662,100	
Total 20) Requisitions	-	202,100	-	-	(202,100)	-	-	-	
Total Expense Before Amortization	2,413,050	1,642,800	1,818,043	1,417,800	(225,000)	951,800	(265,900)	1,025,600	
Surplus(Deficit)	16,608,564	18,379,700	17,408,192	19,448,700	1,069,000	20,519,100	22,359,200	21,708,700	
Less Amortization	-	(354,700)	-	(365,300)	(10,600)	(365,300)	(365,300)	(365,300)	
NET GENERAL	16,608,564	18,025,000	17,408,192	19,083,400	1,058,400	20,153,800	21,993,900	21,343,400	

Notes

Strathmore - Budget vs Actual with Forecast Years

DIVISION: COUNCIL	2023 Actual	2024 Budget	2024 Actual	2025 Budget	Budget Change 2024 vs 2025	2026 Forecast	2027 Forecast	2028 Forecast	Notes
Revenues									
Total 09) Transfer from reserves - operating	-	-	-	-	-	5,000	-	-	
Total Revenues	-	-	-	-	-	5,000	-	-	
Expenses									
Total 01) Salaries, Wages, and Benefits	324,219	339,700	270,953	351,100	11,400	362,100	370,700	379,100	
Total 02) Contracted and General Services	105,956	153,600	87,371	149,900	(3,700)	166,400	146,400	146,400	
Total 03) Materials, Goods, Supplies and Utilities	7,665	20,000	8,269	15,500	(4,500)	15,500	15,500	15,500	
Total 07) Transfers to Individuals and Organisations	4,072	-	-	-	-	-	-	-	
Total 11) Transfers to reserves - operating	-	-	-	5,000	5,000	-	5,000	5,000	
Total 14) Internal Transfers Expenses	58	-	-	-	-	-	-	-	
Total Expense Before Amortization	441,969	513,300	366,592	521,500	8,200	544,000	537,600	546,000	
Surplus(Deficit)	(441,969)	(513,300)	(366,592)	(521,500)	(8,200)	(539,000)	(537,600)	(546,000)	
Less Amortization	-	-	-	-	-	-	-	-	
NET COUNCIL	(441,969)	(513,300)	(366,592)	(521,500)	(8,200)	(539,000)	(537,600)	(546,000)	

Notes

Strathmore - Budget vs Actual with Forecast Years

DIVISION: EXECUTIVE	2023 Actual	2024 Budget	2024 Actual	2025 Budget	Budget Change 2024 vs 2025	2026 Forecast	2027 Forecast	2028 Forecast	Notes
Revenues									
Total 02) User fees and sales of goods	-	-	-	-	-	-	-	-	
Total 03) Penalties and cost of taxes	-	-	-	-	-	-	-	-	
Total 04) Government grants - operating	-	-	-	-	-	-	-	-	
Total 05) Investment & interest income	(36,386)	-	-	-	-	-	-	-	
Total 06) Licences and permits	-	-	-	-	-	-	-	-	
Total 08) Other revenue	25	-	-	-	-	-	-	-	
Total 09) Transfer from reserves - operating	67,858	559,400	-	66,000	(493,400)	-	3,400	-	
Total Revenues	31,498	559,400	-	66,000	(493,400)	-	3,400	-	
Expenses									
Total 01) Salaries, Wages, and Benefits	1,096,604	1,298,400	883,814	1,277,300	(21,100)	1,334,600	1,378,000	1,413,600	
Total 02) Contracted and General Services	340,780	834,000	132,508	251,400	(582,600)	209,500	212,600	215,700	
Total 03) Materials, Goods, Supplies and Utilities	6,393	20,000	7,890	20,500	500	21,500	21,500	21,500	
Total 04) Bank Charges and Short Term Interest	-	-	-	-	-	-	-	-	
Total 05) Other Expenditures	()	-	-	-	-	-	-	-	
Total 07) Transfers to Individuals and Organisations	-	-	-	60,000	60,000	-	-	-	
Total 09) Interest on Long-term Debt	37,009	-	-	-	-	-	-	-	
Total 10) Long-term Debt Payments	-	-	-	-	-	-	-	-	
Total 11) Transfers to reserves - operating	12,000	-	-	1,700	1,700	28,000	26,300	28,000	
Total 12) Transfer to reserves - capital	-	-	-	-	-	-	-	-	
Total 14) Internal Transfers Expenses	1,759	-	1,186	-	-	-	-	-	
Total Expense Before Amortization	1,494,545	2,152,400	1,025,399	1,610,900	(541,500)	1,593,600	1,638,400	1,678,800	
Surplus(Deficit)	(1,463,047)	(1,593,000)	(1,025,399)	(1,544,900)	48,100	(1,593,600)	(1,635,000)	(1,678,800)	
Less Amortization	(348,273)	-	-	-	-	-	-	-	
NET EXECUTIVE	(1,811,320)	(1,593,000)	(1,025,399)	(1,544,900)	48,100	(1,593,600)	(1,635,000)	(1,678,800)	

Notes

Strathmore - Budget vs Actual with Forecast Years

DIVISION: STRATEGIC, ADMINISTRATIVE & FINANCIAL SERVICES	2023 Actual	2024 Budget	2024 Actual	2025 Budget	Budget Change 2024 vs 2025	2026 Forecast	2027 Forecast	2028 Forecast	Notes
Revenues									
Total 02) User fees and sales of goods	35,885	39,000	26,975	43,000	4,000	43,000	43,000	43,000	
Total 03) Penalties and cost of taxes	8,325	10,000	8,130	10,000	-	10,000	10,000	10,000	
Total 04) Government grants - operating	-	10,000	5,000	10,000	-	10,000	10,000	10,000	
Total 08) Other revenue	8,724	1,000	2,590	1,000	-	1,000	1,000	1,000	
Total 09) Transfer from reserves - operating	83,839	26,500	-	10,000	(16,500)	-	14,000	-	
Total 11) Transfer from reserves - capital	-	-	-	-	-	-	-	-	
Total Revenues	136,772	86,500	42,695	74,000	(12,500)	64,000	78,000	64,000	
Expenses									
Total 01) Salaries, Wages, and Benefits	2,349,874	2,505,600	1,994,561	2,607,200	101,600	2,702,100	2,770,700	2,830,500	
Total 02) Contracted and General Services	1,099,747	1,340,200	1,010,964	1,535,600	195,400	1,395,700	1,393,000	1,436,000	
Total 03) Materials, Goods, Supplies and Utilities	44,527	109,600	70,281	128,600	19,000	100,100	95,600	95,100	
Total 05) Other Expenditures	978	-	(77)	-	-	-	-	-	
Total 07) Transfers to Individuals and Organisations	25,800	25,800	25,800	25,800	-	25,800	25,800	25,800	
Total 09) Interest on Long-term Debt	-	-	-	-	-	-	-	-	
Total 10) Long-term Debt Payments	-	-	-	-	-	-	-	-	
Total 11) Transfers to reserves - operating	-	10,000	10,000	-	(10,000)	32,000	25,000	32,000	
Total 12) Transfer to reserves - capital	-	-	-	-	-	-	-	-	
Total 14) Internal Transfers Expenses	-	-	1,408	-	-	-	-	-	
Total Expense Before Amortization	3,520,926	3,991,200	3,112,937	4,297,200	306,000	4,255,700	4,310,100	4,419,400	
Surplus(Deficit)	(3,384,153)	(3,904,700)	(3,070,242)	(4,223,200)	(318,500)	(4,191,700)	(4,232,100)	(4,355,400)	
Less Amortization	-	-	-	-	-	-	-	-	
NET STRATEGIC, ADMINISTRATIVE & FINANCIAL SERVICES	(3,384,153)	(3,904,700)	(3,070,242)	(4,223,200)	(318,500)	(4,191,700)	(4,232,100)	(4,355,400)	

Notes

Strathmore - Budget vs Actual with Forecast Years

DIVISION: INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES	2023 Actual	2024 Budget	2024 Actual	2025 Budget	Budget Change 2024 vs 2025	2026 Forecast	2027 Forecast	2028 Forecast	Notes
Revenues									
Total 02) User fees and sales of goods	12,144,750	13,001,200	9,451,434	13,863,800	862,600	14,062,100	14,271,400	14,504,200	
Total 03) Penalties and cost of taxes	27,743	25,000	2,791	25,500	500	26,000	26,500	27,000	
Total 04) Government grants - operating	145,617	-	-	-	-	-	-	-	
Total 05) Investment & interest income	-	-	-	-	-	-	-	-	
Total 06) Licences and permits	532,113	479,000	439,080	490,000	11,000	501,000	512,000	523,000	
Total 07) Gain on disposal of capital assets	50,630	-	31,995	-	-	-	-	-	
Total 08) Other revenue	384,645	123,000	1,141,688	74,500	(48,500)	75,500	76,500	77,500	
Total 09) Transfer from reserves - operating	54,605	-	-	10,000	10,000	45,000	128,000	100,000	
Total 10) Internal Transfers Revenue	487,867	544,000	228,267	545,000	1,000	545,000	545,000	545,000	
Total 11) Transfer from reserves - capital	744,604	155,000	69,500	60,000	(95,000)	65,000	70,000	75,000	
Total 12) Government grants - capital	2,351,932	-	-	-	-	-	-	-	
Total 14) Contributed tangible capital assets	-	-	-	-	-	-	-	-	
Total Revenues	16,924,505	14,327,200	11,364,755	15,068,800	741,600	15,319,600	15,629,400	15,851,700	
Expenses									
Total 01) Salaries, Wages, and Benefits	3,297,292	3,918,400	3,278,084	4,018,800	100,400	4,234,100	4,376,300	4,507,200	
Total 02) Contracted and General Services	2,470,192	6,027,800	4,752,967	6,096,200	68,400	6,543,200	6,543,500	6,628,500	
Total 03) Materials, Goods, Supplies and Utilities	1,756,265	3,226,200	2,314,822	3,390,700	164,500	3,483,400	3,602,700	3,829,100	
Total 07) Transfers to Individuals and Organisations	-	-	-	-	-	-	-	-	
Total 09) Interest on Long-term Debt	285,943	280,200	138,866	236,500	(43,700)	194,200	162,700	117,100	
Total 10) Long-term Debt Payments	1,727,836	1,364,700	1,224,162	1,391,500	26,800	1,055,700	1,645,100	759,900	
Total 11) Transfers to reserves - operating	109,884	-	-	139,000	139,000	124,000	80,000	169,000	
Total 12) Transfer to reserves - capital	1,523,767	1,640,100	1,502,967	2,101,400	461,300	2,305,800	2,551,500	2,846,800	
Total 13) Loss on disposal of assets	92,998	-	-	-	-	-	-	-	
Total 14) Internal Transfers Expenses	303,487	384,000	116,912	384,000	-	384,000	384,000	384,000	
Total Expense Before Amortization	11,567,665	16,841,400	13,328,780	17,758,100	916,700	18,324,400	19,345,800	19,241,600	
Surplus(Deficit)	5,356,840	(2,514,200)	(1,964,025)	(2,689,300)	(175,100)	(3,004,800)	(3,716,400)	(3,389,900)	
Less Amortization	(4,769,849)	(4,689,900)	-	(4,805,700)	(115,800)	(4,805,700)	(4,805,700)	(4,805,700)	
NET INFRASTRUCTURE, OPERATIONS & DEVELOPMENT SERVICES	586,991	(7,204,100)	(1,964,025)	(7,495,000)	(290,900)	(7,810,500)	(8,522,100)	(8,195,600)	
Notes									

Strathmore - Budget vs Actual with Forecast Years

DIVISION: COMMUNITY AND PROTECTIVE SERVICES	2023 Actual	2024 Budget	2024 Actual	2025 Budget	Budget Change 2024 vs 2025	2026 Forecast	2027 Forecast	2028 Forecast	Notes
Revenues									
Total 02) User fees and sales of goods	1,640,645	1,645,500	1,417,339	1,685,600	40,100	1,731,400	1,769,800	1,801,900	
Total 03) Penalties and cost of taxes	-	-	-	-	-	-	-	-	
Total 04) Government grants - operating	1,249,465	1,366,600	836,491	1,311,000	(55,600)	1,260,800	1,269,700	1,278,700	
Total 05) Investment & interest income	-	-	-	-	-	-	-	-	
Total 06) Licences and permits	37,813	34,100	29,485	31,600	(2,500)	31,600	31,600	31,600	
Total 07) Gain on disposal of capital assets	-	-	-	-	-	-	-	-	
Total 08) Other revenue	896,614	418,400	457,551	366,000	(52,400)	373,200	383,900	382,600	
Total 09) Transfer from reserves - operating	5,600	200,000	-	-	(200,000)	16,000	140,000	200,000	
Total 10) Internal Transfers Revenue	13,305	-	94,250	-	-	-	-	-	
Total 11) Transfer from reserves - capital	140,717	-	-	-	-	-	-	-	
Total 12) Government grants - capital	696,794	-	-	-	-	-	-	-	
Total 13) Other grants - capital	-	-	-	-	-	-	-	-	
Total Revenues	4,680,954	3,664,600	2,835,116	3,394,200	(270,400)	3,413,000	3,595,000	3,694,800	
Expenses									
Total 01) Salaries, Wages, and Benefits	5,610,129	6,200,900	5,057,916	6,509,000	308,100	6,863,500	7,165,600	7,410,400	
Total 02) Contracted and General Services	3,905,447	4,444,700	2,179,700	4,241,800	(202,900)	4,243,300	4,320,400	5,054,400	
Total 03) Materials, Goods, Supplies and Utilities	1,010,710	1,285,400	806,111	1,288,600	3,200	1,330,500	1,372,600	1,407,900	
Total 05) Other Expenditures	-	-	-	-	-	-	-	-	
Total 07) Transfers to Individuals and Organisations	214,458	493,700	400,571	509,000	15,300	508,100	514,200	484,000	
Total 08) Transfers to Local Boards and Agencies	437,750	478,200	92,630	494,600	16,400	512,000	529,600	547,900	
Total 09) Interest on Long-term Debt	72,361	63,900	35,766	57,600	(6,300)	51,300	45,000	-	
Total 10) Long-term Debt Payments	213,343	213,300	213,343	213,300	-	213,300	1,507,000	-	
Total 11) Transfers to reserves - operating	280,000	100,000	100,000	210,100	110,100	308,500	409,200	13,900	
Total 12) Transfer to reserves - capital	309,626	79,000	70,000	79,000	-	79,000	79,000	79,000	
Total 14) Internal Transfers Expenses	195,867	160,000	201,041	161,000	1,000	161,000	161,000	161,000	
Total Expense Before Amortization	12,249,692	13,519,100	9,157,079	13,764,000	244,900	14,270,500	16,103,600	15,158,500	
Surplus(Deficit)	(7,568,738)	(9,854,500)	(6,321,963)	(10,369,800)	(515,300)	(10,857,500)	(12,508,600)	(11,463,700)	
Less Amortization	(1,035,061)	(980,600)	-	(1,034,800)	(54,200)	(1,034,800)	(1,034,800)	(1,034,800)	
NET COMMUNITY AND PROTECTIVE SERVICES	(8,603,799)	(10,835,100)	(6,321,963)	(11,404,600)	(569,500)	(11,892,300)	(13,543,400)	(12,498,500)	

Notes

Position Category	Values	Year		Sum of Total	
	Sum of FTE (Calculated)	2024	2025	2024	2025
Administration		7.02	9.23	1,061,800	1,301,300
Aquatic		18.19	18.19	1,216,100	1,273,300
Common Services		1.00	1.00	115,400	119,600
Communications		2.50	2.60	218,500	238,200
Community Services		2.00	2.00	309,000	322,900
Council		7.00	7.00	311,700	323,100
Enforcement		4.00	4.00	483,900	492,500
Family Center		10.63	10.63	873,200	891,400
FCS		5.50	5.00	489,700	480,500
Finance		10.00	10.00	1,004,500	1,059,500
Fire		12.00	12.00	1,442,800	1,495,600
Human Resources		5.00	5.00	541,900	564,700
Information Technology		5.00	5.00	590,100	607,000
Infrastructure		5.00	5.00	563,800	597,600
Legislative Services		3.00	3.00	351,600	360,000
Operations		11.00	11.00	1,111,800	1,129,900
Parks		11.76	11.76	739,300	775,000
Planning & Development		8.50	8.00	1,050,300	994,600
RCMP		6.00	6.00	454,900	483,000
Sport Center		5.13	5.13	342,800	333,100
Utilities		2.50	2.00	240,700	188,800
Volunteer Fire		7.00	7.00	366,000	434,000
Grand Total		149.73	150.53	13,879,800	14,465,600

2025 Community Group Funding

Organization Name	2024 Funding Approved	2025 Requested Amount	2025 Proposed Operating Budget	2025 Proposed Budget Tax Impact
STARS	\$10,000	\$14,339	\$10,000	0.1%
Strathmore & Wheatland County Christmas - Hamper Society	\$5,000	\$5,000	\$5,000	0.0%
Strathmore Overnight Shelter Society	\$20,000	\$40,000	\$20,000	0.1%
Wheatland Society of Arts	\$40,000	\$40,000	\$40,000	0.2%
Strathmore Ag. Society - Celebration of Lights	\$10,000	\$10,000	\$10,000	0.1%
Library Board	\$377,000	\$425,698	\$388,300	2.3%
Kakato'si Ayoungman Foundation	\$10,000	\$15,000	\$10,000	0.1%
Happy Cat	\$50,000	\$50,000	\$50,000	0.3%
Communities in Bloom Society	\$0	\$5,000	\$0	0.0%
True North (formerly Wheatland Crisis Society)	\$0	\$14,000	\$0	0.0%
Badlands Search and Rescue Association	\$0	\$65,000	\$0	0.0%
Strathmore Youth Theatre Company	\$0	\$5,000	\$0	0.0%
Mainsprings Pregnancy and Family Support Association	\$0	\$5,000	\$0	0.0%
Strathmore Performing Arts Festival	\$0	\$5,000	\$0	0.0%
Community Mediation Calgary Society	\$0	\$45,000	\$0	0.0%
Royal Canadian Legion Strathmore Branch #10	\$0	\$28,600	\$0	0.0%
Total Community Group Funding	\$522,000	\$772,637	\$533,300	3.2%

2025 Community Group Funding - Prior Commitments

Organization Name	2024 Funding Approved	2025 Requested Amount	2025 Proposed Operating Budget	2025 Proposed Budget Tax Impact
Happy Cat	\$50,000	\$50,000	\$50,000	0.3%
Chamber Of Commerce	\$10,000	\$10,000	\$10,000	0.1%
Hemodialysis Water Rebate	\$1,000	\$1,000	\$1,000	0.0%
Seniors Grant - Tax Rebate	\$10,000	\$12,000	\$12,000	0.1%
Community Investment Program (CIP)	\$20,000	\$20,000	\$20,000	0.1%
FCSS Community Grants	\$65,000	\$60,000	\$60,000	0.4%
United Way	\$45,000	\$45,000	\$45,000	0.3%
Citizenship Awards	\$5,300	\$5,400	\$5,400	0.0%
Handi Bus	\$192,385	\$250,100	\$198,200	1.2%
Strathmore Ag. Society (Strathmore Stampede/Heritage Days)	\$25,800	\$25,800	\$25,800	0.2%
Total Community Group Funding	\$424,485	\$479,300	\$427,400	2.5%

Grand Total Community Group Funding	\$946,485	\$1,251,937	\$960,700	5.7%

Town of Strathmore

2025 Operating Budget

Operating Business Cases

Business Case #	Function	Department	Business Case Name	Administration Recommendation	Tax Impact	2025 Budget	2026 Budget	2027 Budget	2028 Budget
3048	CPS	23 - Fire	AUTO - 3048 - Fire - Training & Development Increase	Yes	0.15%	\$34,000	\$24,000	\$14,000	\$0
4237	SAFS	12 - Administration	AUTO - 4237 - IT - Managed Cyber Incident Response	Yes	0.31%	\$70,000	\$75,000	\$80,000	\$85,000
5247	SAFS	12 - Administration	AUTO - 5247 - Property Taxes - Dedicated 1% Repairs Maintenance and Replacement Fee	Yes	0.70%	\$160,000	\$160,000	\$160,000	\$160,000
5260	CPS	72 - Recreation	AUTO - 5260 - Neon Sign Purchase	Yes	0.02%	\$5,000	\$0	\$0	\$0
5262	CPS	72 - Recreation	AUTO - 5262 - Curling Rink - Mechanical Room Heater Replacement	Yes	0.02%	\$5,000	\$0	\$0	\$0
5277	CPS	21 - Policing	AUTO - 5277 - IN CAMERA	Yes	0.04%	\$10,000	\$10,000	\$10,000	\$10,000
5282	SAFS	12 - Administration	AUTO - 5282 - Website Redesign	Yes	0.11%	\$25,000	\$25,000	\$10,000	\$10,000
5294	Exec	12 - Executive	AUTO - 5294 - Investment Attraction Strategy	Yes	0.36%	\$75,000	\$0	\$0	\$0
5306	SAFS	12 - Administration	AUTO - 5306 - Replenish Financial Stabilization Reserve	Yes	1.92%	\$400,000	\$400,000	\$400,000	\$400,000
5308	SAFS	12 - Administration	AUTO - 5308 - IT - Cloud Migration - ERP - Diamond Municipal Solution	Yes	0.19%	\$43,800	\$18,000	\$18,000	\$18,000
				Total - Yes	3.82%	\$827,800	\$712,000	\$692,000	\$683,000

3148		72 - Recreation	AUTO - 3148 - Parks - Staffing Request - Full-time Operator	Maybe	0.38%	\$80,000	\$82,000	\$84,000	\$86,000
3167		32 - Roads	AUTO - 3167 - Public Works - Staffing Request - Full-time Operator - Public Works	Maybe	0.19%	\$40,000	\$82,000	\$84,000	\$86,000
5259		72 - Recreation	AUTO - 5259 - IN CAMERA	Maybe	0.70%	\$145,700	\$145,700	\$145,700	\$145,700
5261		12 - Administration	AUTO - 5261 - Junior Communications Officer	Maybe	0.43%	\$88,400	\$88,400	\$88,400	\$88,400
5274		72 - Recreation	AUTO - 5274 - Aquatic Centre - Casual FTE Increase	Maybe	0.78%	\$161,400	\$171,900	\$177,800	\$183,800
5307		72 - Recreation	AUTO - 5307 - Seasonal Parks Operators	Maybe	0.00%	\$0	\$0	\$0	\$0
5312		12 - Administration	AUTO - 5312 - IT - ERP - Ec. Dev. Customer Relationship Management (CRM) System	Maybe	0.06%	\$12,000	\$2,000	\$2,100	\$2,200
				Total - Maybe	2.54%	\$527,500	\$572,000	\$582,000	\$592,100

3047		23 - Fire	AUTO - 3047 - IN CAMERA	No	2.27%	\$472,000	\$472,000	\$472,000	\$472,000
3126		32 - Roads	AUTO - 3126 - Roads - Lease of 1/2 ton Supervisor/Manager Truck- 2024	No	0.06%	\$12,000	\$12,000	\$12,000	\$12,000
3134		72 - Recreation	AUTO - 3134 - Parks - Lease of 2x 1/2 Ton Pickup Trucks Supervisor/Manager- 2024	No	0.12%	\$24,000	\$24,000	\$24,000	\$24,000
3147		12 - Administration	AUTO - 3147 - IN CAMERA	No	0.03%	\$7,000	\$7,000	\$7,000	\$7,000
3168		32 - Roads	AUTO - 3168 - Public Works - Staffing Request - Two (2) Seasonal Employees -2024	No	0.14%	\$30,000	\$30,000	\$30,000	\$30,000
3169		31 - Common Services	AUTO - 3169 - Common Services - Staffing Request - Training and Safety Coordinator	No	0.48%	\$100,000	\$102,000	\$104,000	\$106,000
3174		12 - Administration	AUTO - 3174 - IT - IODS - Operations Building (132 Orchard Way) Business Internet Services Upgrade. Internet	No	0.02%	\$5,100	\$3,200	\$3,200	\$3,900
3214		12 - Administration	AUTO - 3214 - Finance Staffing Addition - Multi-Area Coverage	No	0.23%	\$47,000	\$47,000	\$47,000	\$47,000
4219		12 - Administration	AUTO - 4219 - IN CAMERA	No	0.14%	\$30,000	\$30,000	\$30,000	\$30,000
4220		12 - Administration	AUTO - 4220 - Finance Staffing Addition - Business Analyst	No	0.43%	\$90,000	\$90,000	\$90,000	\$90,000
4221		12 - Administration	AUTO - 4221 - ERP Replacement and Process Optimization Operating Component	No	0.00%	\$0	\$0	\$60,000	\$65,000
4223		12 - Administration	AUTO - 4223 - IT - CPS - FCSS - Client Intake Software (Outcome Tracker)	No	0.07%	\$14,200	\$4,200	\$4,700	\$5,200
4224		12 - Administration	AUTO - 4224 - IT - CPS - Fire Services - First Due Fire Hall Management System (FirePro 2) Replacement	No	0.12%	\$25,000	\$25,000	\$25,000	\$25,000
4227		12 - Administration	AUTO - 4227 - IT - Information Security Audit Tools Automation - Manage Engine AD360 or similar	No	0.18%	\$38,000	\$39,000	\$40,000	\$41,000
4228		12 - Administration	AUTO - 4228 - IT - Generative Artificial Intelligence (Gen AI) Trial (10 x M365 Copilot for EA)	No	0.02%	\$5,000	\$5,000	\$5,500	\$6,000
4229		12 - Administration	AUTO - 4229 - IT - Finance Risk Modeling and Strategic Planning Software - ClearPoint	No	0.20%	\$42,000	\$43,000	\$44,000	\$45,000
4238		31 - Common Services	AUTO - 4238 - Assistant Manager Operations	No	0.00%	\$0	\$0	\$0	\$0
5243		12 - Administration	AUTO - 5243 - Council - Prezi - Councillor Software Request	No	0.01%	\$1,200	\$1,200	\$1,200	\$1,200
5244		51 - FCSS	AUTO - 5244 - Alberta Cultural Days	No	0.07%	\$15,000	\$0	\$0	\$0
5249		12 - Administration	AUTO - 5249 - IT - Managed IT Support	No	2.31%	\$480,000	\$504,000	\$529,000	\$555,000
5268		21 - Policing	AUTO - 5268 - RCMP Administrative Services	No	0.19%	\$40,000	\$40,000	\$40,000	\$40,000
5269		72 - Recreation	AUTO - 5269 - Civic Centre - Roof Repairs & Building Condition Assessment	No	0.28%	\$58,000	\$0	\$0	\$0
5276		21 - Policing	AUTO - 5276 - RCMP Community Resource Officer	No	0.91%	\$190,000	\$190,000	\$190,000	\$190,000
5278		51 - FCSS	AUTO - 5278 - 51-01 Program Delivery Increase	No	0.16%	\$34,200	\$0	\$0	\$0
5289		31 - Common Services	AUTO - 5289 - Apprentice - Facility maintenance	No	0.00%	\$0	\$0	\$0	\$0
5293		31 - Common Services	AUTO - 5293 - SMB improvements	No	0.55%	\$115,000	\$0	\$0	\$0

5309		12 - Administration	AUTO - 5309 - IT - Cloud Migration - ERP - Questica Budgeting Cloud Solution	No	0.00%	\$0	\$0	\$12,000	\$15,500
5310		12 - Administration	AUTO - 5310 - IT - Cloud Migration - ERP - Cityworks Cloud Solution	No	0.00%	\$0	\$5,500	\$6,000	\$6,500
5315		12 - Administration	AUTO - 5315 - HR - Replacement of Performance Management Software (Standalone)	No	0.07%	\$15,000	\$12,500	\$13,000	\$14,000
				Total - No	9.06%	\$1,889,700	\$1,686,600	\$1,789,600	\$1,831,300
5245		12 - Administration	AUTO - 5245 - IN CAMERA	Council	0.20%	\$42,200	\$42,200	\$42,200	\$42,200
5253		32 - Roads	AUTO - 5253 - IN CAMERA	Council	0.00%	\$0	\$0	\$0	\$0
				Total - Council	0.20%	\$42,200	\$42,200	\$42,200	\$42,200
					Grand Total	15.80%	\$3,287,200	\$3,012,800	\$3,105,800
							\$3,148,600		

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3048 - Fire - Training & Development Increase
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	Currently, we have 50 firefighters, with today's mandatory training requirements as per policy 2301 we cannot achieve compliance with our current budget, below is a breakdown of the activities that make up the request. NFPA 1021 Level 2 \$20,000 NFPA 1041 Level 2 \$3,000 NFPA 1521 ISO \$10,000 Safety Codes Group A \$8000 NFPA Live Burn \$10,00
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Community Wellness Council Activity:6.2 - Efficient and Effective intra- and inter-community service provision Administrative Priority: Administrative Activity:

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
23-01 - Fire Services				
Expenses				
2-148-00 - TRAINING - PROFESSIONAL DEVELOPMENT	34,000	24,000	14,000	-
Total Expenses	34,000	24,000	14,000	-
Net 23-01 - Fire Services	(34,000)	(24,000)	(14,000)	-
Net Business Case Operating	(34,000)	(24,000)	(14,000)	-

APPROVALS	NAME	DATE
AUTHOR	David Sturgeon	8/5/2023
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4237 - IT - Managed Cyber Incident Response
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE

BUSINESS CASE JUSTIFICATION

Recent cyber incidents across Canada have demonstrated the devastating impact of cyberattacks on municipalities. Examples include:

Calgary Public Library, AB – October 11, 2024
Significant service disruption due to cybersecurity breach. The library worked to contain issue and completed a thorough investigation. Impacted more than 800,000 active members - book returns, all technology, digital services, virtual programming, online room booking, program registration, and internal corporate IT. Locations partially reopened with modified service without technology.

City of Cold Lake, AB - July 23, 2024
A ransomware attack forced the city to shut down its servers, IT infrastructure, and phone systems, resulting in significant disruption while systems were restored from backups.

City of Hamilton, ON - June 19, 2024
The city incurred approximately \$5.7 million in incident-related costs due to a cyberattack, which involved immediate critical infrastructure recovery, third-party support, and cybersecurity enhancements.

Town of Ponoka, AB - March 4, 2024
A network breach by an unauthorized third party led to an RCMP investigation and exposed the town's vulnerabilities.

Town of Westlock, AB - May 31, 2024
A cyber incident impacted the town's finance systems, affecting 1,633 residents and businesses.

Deepfake' CFO - Q1 2024
Earlier this year, an unnamed company was defrauded by a 'deepfake' CFO. Incident about a convinced employee remitted the money in 15 wire transfers across multiple bank accounts. \$25.6M USD impact.

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				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	70,000	75,000	80,000	85,000
Total Expenses	70,000	75,000	80,000	85,000
Net 12-03 - Information Technology	(70,000)	(75,000)	(80,000)	(85,000)
Net Business Case Operating	(70,000)	(75,000)	(80,000)	(85,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5247 - Property Taxes - Dedicated 1% Repairs Maintenance and Replacement Fee
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	The implementation of a a dedicated RMR taxation practice is to ensure adequate Reserve balances to fund asset lifecycle, rehabilitation, and replacement capital projects.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget
10-01 - General - Taxation Revenue				
Revenues				
1-111-00 - RESIDENTIAL TAXES	160,000	160,000	160,000	160,000
Total Revenues	160,000	160,000	160,000	160,000
Net 10-01 - General - Taxation Revenue	160,000	160,000	160,000	160,000
12-11 - Finance				
Expenses				
2-762-00 - TRANSFER TO RESERVES - CAPITAL	160,000	160,000	160,000	160,000
Total Expenses	160,000	160,000	160,000	160,000
Net 12-11 - Finance	(160,000)	(160,000)	(160,000)	(160,000)
Net Business Case Operating	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Riley Brolly	8/20/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5260 - Neon Sign Purchase
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE

BUSINESS CASE JUSTIFICATION By purchasing the sign outright we will save an ongoing cost of rental fees. We would then only need contact National Neon for repairs if needed.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority: N/A
Council Activity:
Administrative Priority:
Administrative Activity:

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
74-06 - Civic Centre				
Expenses				
2-252-00 - BUILDING MAINTENANCE & REPAIRS	5,000	-	-	-
Total Expenses	5,000	-	-	-
Net 74-06 - Civic Centre	(5,000)	-	-	-
Net Business Case Operating	(5,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Lisa Montgomery	8/28/2024
DIRECTOR	Mark Pretzlaff	8/28/2024

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5262 - Curling Rink - Mechanical Room Heater Replacement
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	The Curling Rink mechanical room houses a lot of very expensive mechanical parts (compressor, condenser, motors..etc..). Ensuring this room is adequately heated is extremely important in ensuring the mechanical components needed to operate the Curling Rink ice plant don't seize up due to cold temperatures.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Financial Sustainability
	Council Activity:	5.1 - Revitalized, resilient, and intentional and planned growth community
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
72-04 - Curling Rink				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	5,000	-	-	-
Total Expenses	5,000	-	-	-
Net 72-04 - Curling Rink	(5,000)	-	-	-
Net Business Case Operating	(5,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Marcie Brinton	8/20/2024
DIRECTOR	Mark Pretzlaff	8/20/2024

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5282 - Website Redesign
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE
BUSINESS CASE JUSTIFICATION

Growth Requirement - new or enhanced service levels

It has been nearly 10 years since the Town last undertook a major redesign of its website. In 2014, a Website Development Project revamped Strathmore.ca to meet the standards of that time. However, in 2019, the Town's web developer and CMS provider ceased operations, forcing a quick migration to a new platform without the opportunity for a full redesign.

In 2021, Council approved funding for a new website redevelopment during the 2022 budget year. While initial planning began in Q2 2022, no funds were spent, and the project was shelved due to budget reprioritization. Since then, the Communications team has done its best to keep the website functional, reasonably up to date, and aesthetically acceptable, but Strathmore.ca has now reached the end of its effective life. The Town's growth, evolving resident expectations, and organizational needs have driven the urgency for this budget request.

GHD has advised the Town that they are planning on migrating all of their clients to their new platform (Govstack). While no date has been given, we have been told that this migration may occur in 2025. The cost of the migration will be approximately \$25,000. A new platform will provide greater flexibility for the Town when making updates to the website and give Administration the opportunity to develop the website with our residents in mind. However, the migration to a new platform and the rebuilding of the Town's website will be impacted by staff capacity. Migration of the Town's existing pages will take up to 6 months to complete.

Over the past few years, the public's reliance on online services has surged, with many now defaulting to digital options for accessing services and information. Residents increasingly expect the same level of convenience and efficiency from their government agencies that they receive from the private sector.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority: Economic Development
Council Activity: 5.1 - Revitalized, resilient, and intentional and planned growth community
Administrative Priority:
Administrative Activity:

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	25,000	25,000	10,000	10,000
Total Expenses	25,000	25,000	10,000	10,000
Net 12-03 - Information Technology	(25,000)	(25,000)	(10,000)	(10,000)
Net Business Case Operating	(25,000)	(25,000)	(10,000)	(10,000)

APPROVALS	NAME	DATE
AUTHOR	Johnathan Strathdee	8/23/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5294 - Investment Attraction Strategy
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Executive

TYPE	Corporate Business Plan		
BUSINESS CASE JUSTIFICATION	Current state: 80/20 residential/commercial tax ratio.		
	Objective: 70/30 over 4 years		
	Opportunities: through targeted strategic marketing of available commercial lands and the new MDP the goal is to generate investment leads to convert to increase of commercial tax ratio		
	Risks: No return on investment. leads do not generate.		
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Economic Development	
	Council Activity:	1.1 - Synergistic Housing Product and Business Growth/ Sustainability Opportunities	
	Administrative Priority:		
	Administrative Activity:		

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
61-52 - Economic Development				
Expenses				
2-298-00 - CONTRACTED SERVICES	75,000	-	-	-
Total Expenses	75,000	-	-	-
Net 61-52 - Economic Development	(75,000)	-	-	-
Net Business Case Operating	(75,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Angela Groeneveld	8/26/2024
DIRECTOR	Kevin Scoble	8/26/2024

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5306 - Replenish Financial Stabilization Reserve
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE

BUSINESS CASE JUSTIFICATION

The Financial Stabilization Reserve started 2024 with a balance of \$3.107Mil, and is down to \$1.018Mil as at September 9, 2024 (due to allocations related to project carry forwards and projects/expenditures occurring in 2024 that were not previously budgeted. The \$500k dedicated Reserve transfer will bolster the Reserve balance to an adequate level, aligning with the Town's Reserve Policy.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget
10-02 - General - Other				
Expenses				
2-764-00 - TRANSFER TO RESERVES - OPERATING	400,000	-	-	-
Total Expenses	400,000	-	-	-
Net 10-02 - General - Other	(400,000)	-	-	-
Net Business Case Operating	(400,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Riley Brolly	9/10/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5308 - IT - Cloud Migration - ERP - Diamond Municipal Solution
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Corporate Business Plan
BUSINESS CASE JUSTIFICATION	• What is the request? • Why is the request required? • What are the implications if the request is not approved? Microsoft GP Diamond will remain on-premises with the current service level, which means that the capital infrastructure will need to be repaired, maintained and replaced every 5 years at a cost of \$169,000 Important to note that there will be also lost opportunity of intangible benefits such as turnkey support from Diamond and simplifying Town's maintenance under Software as a service (SaaS) model. *Based on proportional cost of 5 years capital restoration at the shared platform \$845,000. Microsoft GP Diamond is accounted for approx.. 20% utilization of overall shared physical IT platform Notes: The change is the storage location and SaaS subscription/fee payment model. Software update/patches will be maintained by SaaS provider. Some 3rd party customizations such as ReqLogic may not compatible.

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				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	-	18,000	18,000	18,000
2-298-00 - CONTRACTED SERVICES	43,800	-	-	-
Total Expenses	43,800	18,000	18,000	18,000
Net 12-03 - Information Technology	(43,800)	(18,000)	(18,000)	(18,000)
Net Business Case Operating	(43,800)	(18,000)	(18,000)	(18,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	10/15/2024
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3148 - Parks - Staffing Request - Full-time Operator
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE JUSTIFICATION	As the population grows and the importance of health and wellness rises, there is a steadily growing demand for Parks and Greenspaces. As a result, the current workforce is overworked and struggles to meet the maintenance demands. The Parks Department will be better able to manage the increased demand and ensure that Parks are kept in excellent condition by hiring another full-time employee. Maintenance efficiency: Parks require regular maintenance to ensure they are safe, clean, and enjoyable for visitors. However, the existing workforce faces challenges in keeping up with the maintenance tasks, leading to delayed repairs, untidy areas, and potential safety hazards. The addition of a fulltime employee will enhance maintenance efficiency, allowing for more proactive upkeep, timely repairs, and increased cleanliness. This will result in improved visitor experiences and reduced long-term costs associated with deferred maintenance. Long-term cost savings: While adding more full-time employees will incur additional costs, it is important to consider the long-term benefits and potential cost savings. By addressing maintenance issues promptly, Parks can prevent minor problems from escalating into major repairs, reducing overall maintenance costs. Overtime would be reduced by the addition of new staff members, also in order for the parks department to be able to work with the averaging agreements we need more employees. For our team of three, the workload of the department significantly increases in the winter. Snowfall and icy conditions increase the demand for a number of services, such as snow removal, sanding, and maintenance of our four outdoor skating ponds. Along with our regular daily activities like garbage runs, graffiti removal, pruning, and Christmas light displays. Throughout the winter, three employees are finding it more and more difficult to keep up. We will be able to handle the increased workloads more quickly and efficiently with more staff, which will cut down on delays and guarantee the safety of our citizens.

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

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
72-02 - Common Services - Parks				
Expenses				
2-112-00 - HOURLY WAGES	60,000	62,000	64,000	66,000
2-130-00 - EMPLOYER CONTRIBUTIONS	20,000	20,000	20,000	20,000
Total Expenses	80,000	82,000	84,000	86,000
Net 72-02 - Common Services - Parks	(80,000)	(82,000)	(84,000)	(86,000)
Net Business Case Operating	(80,000)	(82,000)	(84,000)	(86,000)

APPROVALS	NAME	DATE
AUTHOR	Deanna Connington	8/22/2023
DIRECTOR	Jamie Dugdale	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3167 - Public Works - Staffing Request - Full-time Operator - Public Works
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE
BUSINESS CASE JUSTIFICATION

Maintain Service Levels

The Public Works Department currently only has 5 Operators and 1 lead hand and one Supervisor. An additional full time Operator is required. Public Works Operators conduct snow maintenance and removal activities, maintain all street signs, repairs potholes. line painting, culvert and storm pond maintenance, conduct digs with large equipment at the cemetery, repair and replace garbage carts, assist with event set up and tear down, street sweeping, sidewalk repairs, manhole repairs, install snow fence, gravel road maintenance, gravel alley maintenance, calcium applications, crack sealing, RRFB and traffic light maintenance, parking lot maintenance, mowing ditches and roadways. The current workforce is overworked and struggles to meet the maintenance demands. The Public Works Department will be better able to manage the increased demands and ensure that Town owned roads, sidewalks and storm infrastructure are kept in excellent condition by hiring another full-time employee. the newly constructed snow dump will require an Operator to conduct pile management at the snow dump. This will require an Operator to be at the dump any time removal activities are occurring. Downtown receives snow removal approximately once per month, sometimes twice a month. And we remove snow from the priority routes at least twice per snow season.

The addition of a fulltime employee will enhance maintenance efficiency, allowing for more proactive upkeep of town owned infrastructure and the fleet. This will result in improved resident and visitor experiences and reduced long-term costs associated with deferred maintenance.

While adding more full-time employees will incur additional costs, it is important to consider the long-term benefits and potential cost savings. By addressing maintenance issues promptly, Public works can proactively prevent minor problems from escalating into major repairs, reducing overall maintenance costs. Overtime would be reduced by the addition of new staff members, also in order for the public works department to be able to work with the averaging agreements we need more employees.

For our team of 6, the workload of the department can significantly increase in the winter. Snowfall and icy conditions increase the demand for a number of services. This past winter between the 5 Operators an average of 400 to 500 manhours was put in each month. This type of workload is not sustainable for the few staff we have and can result in burnout. On many occasions the Supervisor has to go out and Operate

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

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

Operating Budget Details	2025 Budget	2026 Budget	2027 Budget	2028 Budget
32-01 - Roads				
Expenses				
2-112-00 - HOURLY WAGES	30,000	62,000	64,000	66,000
2-130-00 - EMPLOYER CONTRIBUTIONS	10,000	20,000	20,000	20,000
Total Expenses	40,000	82,000	84,000	86,000
Net 32-01 - Roads	(40,000)	(82,000)	(84,000)	(86,000)
Net Business Case Operating	(40,000)	(82,000)	(84,000)	(86,000)

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/25/2023
DIRECTOR	Jamie Dugdale	8/25/2023

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5261 - Junior Communications Officer
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE
BUSINESS CASE JUSTIFICATION

Growth Requirement - new or enhanced service levels

As the Town continues to grow, other departments have been undertaking new projects, events, and programs which has created additional work for the Communications and Marketing team. This team had previously lost an FTE in 2022 during a departmental restructuring and is currently at capacity. The team is also working with Economic Development and a portion of the Communications and Marketing Advisor's week has been devoted to supporting Economic Development initiatives. The Events Coordinator is also supporting Economic Development with the establishment of a Central Business Association. The increase in requests for additional marketing and communications support and the emergent communications needed during the summer (e.g. waste collection & water restrictions) has prevented staff from taking accrued vacation and over time. This time will need to be taken by staff during fall of 2024, but there are concerns regarding staff burnout.

Furthermore, there are many projects that the Town is looking to move forward in the coming years that will demand communications and marketing resources--these projects include the 2025 Municipal Election, website updates/review, & Wayfinding (approved in the 2024 Capital Budget), and much more.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority: Economic Development
Council Activity: 1.3 - Community Wellbeing Investment
Administrative Priority:
Administrative Activity:

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-07 - Communications & Marketing				
Expenses				
2-112-00 - HOURLY WAGES	65,000	65,000	65,000	65,000
2-130-00 - EMPLOYER CONTRIBUTIONS	23,400	23,400	23,400	23,400
Total Expenses	88,400	88,400	88,400	88,400
Net 12-07 - Communications & Marketing	(88,400)	(88,400)	(88,400)	(88,400)
Net Business Case Operating	(88,400)	(88,400)	(88,400)	(88,400)

APPROVALS	NAME	DATE
AUTHOR	Johnathan Strathdee	8/22/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5274 - Aquatic Centre - Casual FTE Increase
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	This increase is needed in order to ensure there's sufficient budget to maintain current operations.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Community Wellness
	Council Activity:	2.1 - Predictable and appropriate tax increases
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
72-15 - Aquatic Centre				
Expenses				
2-112-00 - HOURLY WAGES	26,000	26,000	26,000	26,000
2-116-00 - CASUAL/SEASONAL WAGES	127,300	137,400	143,000	148,700
2-130-00 - EMPLOYER CONTRIBUTIONS	8,100	8,500	8,800	9,100
Total Expenses	161,400	171,900	177,800	183,800
Net 72-15 - Aquatic Centre	(161,400)	(171,900)	(177,800)	(183,800)
Net Business Case Operating	(161,400)	(171,900)	(177,800)	(183,800)

APPROVALS	NAME	DATE
AUTHOR	Natasha Barron	8/21/2024
DIRECTOR	Mark Pretzlaff	8/21/2024

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5307 - Seasonal Parks Operators
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	Parks has always hired 25 seasonal operators. There was an error made and 3 were removed from the 2024 budget. These seasonal operators play a crucial role in community wellness by maintaining parks, green spaces, floral displays, trees, pathways and event set up and tear down. As the Town has grown there has not been any addition to the seasonal staffing in over ten years. As there is more to maintain, Parks is a fast paced department and the loss of the 3 seasonal staff resulted in the department struggling to keep up in the 2024 season.

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

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	9/13/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5312 - ERP - Ec. Dev. Customer Relationship Management (CRM) System Implementation
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Strategic Alignment
BUSINESS CASE JUSTIFICATION	• What is the request? Adding a new system to handle economic development opportunity and leads within the region. • Why is the request required? There is no existing Ec. Dev related CRM that can be used for this purpose within the Town's IT Infrastructure. • What are the implications if the request is not approved? The process regarding managing leads and information associated with those leads will continue to be a manual process, potentially resulting in lost opportunities for the Town and community. Ec. Dev. officer have to cross referencing multiple data sources to perform analysis, same as today. Dev. officer may also access alternative data sources such as ArcGIS and Planning Department data. Notes: Procuring new business process software that does not exist in the Town. Some levels of change management and business process integrations.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Economic Development
	Council Activity:	1.1 - Synergistic Housing Product and Business Growth/ Sustainability Opportunities
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	2,000	2,000	2,100	2,200
2-298-00 - CONTRACTED SERVICES	10,000	-	-	-
Total Expenses	12,000	2,000	2,100	2,200
Net 12-03 - Information Technology	(12,000)	(2,000)	(2,100)	(2,200)
Net Business Case Operating	(12,000)	(2,000)	(2,100)	(2,200)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	9/5/2023
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3126 - Roads - Lease of 1/2 ton Supervisor/Manager Truck- 2024
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	Currently Operations does not have enough trucks to completely meet its needs. Parks has to borrow many of public works trucks throughout the year to accommodate all of its seasonal employees leaving public works short on vehicles. By adding lease vehicles into the operating budget for supervisors we would be able to add an additional 2 trucks that we currently use into the working fleet. This will assist us greatly until such time that our capital plan allows us to add to our fleet instead of just replacing. This truck will cost operations \$12,000 year on a three year term.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Community Wellness Council Activity:b.2 - Efficient and Effective intra- and inter-community service provision Administrative Priority: Administrative Activity:

Operating Budget Details	2025 Budget	2026 Budget	2027 Budget	2028 Budget
32-01 - Roads				
Expenses				
2-264-00 - RENTAL - MOBILE EQUIPMENT	12,000	12,000	12,000	12,000
Total Expenses	12,000	12,000	12,000	12,000
Net 32-01 - Roads	(12,000)	(12,000)	(12,000)	(12,000)
Net Business Case Operating	(12,000)	(12,000)	(12,000)	(12,000)

APPROVALS	NAME	DATE
AUTHOR	Joe Schultz	8/15/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3134 - Parks - Lease of 2x 1/2 Ton Pickup Trucks Supervisor/Manager-2024
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	Currently, Operations does not have enough trucks to completely accommodate its needs. Parks has to borrow many of Public Works trucks throughout the year to accommodate seasonal employees. This result in Public Works being short on vehicles. By adding leased vehicles into the Operating budget for Supervisors to use during the year, we would be able to keep the two trucks that the Supervisors would have used into the working fleet. This will assist us greatly until such time that our Capital Plan allows us to add to our fleet instead of replacing. These two trucks will cost Operations \$24,000 per year on a three year term.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Community Wellness Council Activity:b.2 - Efficient and Effective Intra- and Inter-Community Service Provision Administrative Priority: Administrative Activity:

Operating Budget Details	2025 Budget	2026 Budget	2027 Budget	2028 Budget
72-02 - Common Services - Parks				
Expenses				
2-264-00 - RENTAL - MOBILE EQUIPMENT	24,000	24,000	24,000	24,000
Total Expenses	24,000	24,000	24,000	24,000
Net 72-02 - Common Services - Parks	(24,000)	(24,000)	(24,000)	(24,000)
Net Business Case Operating	(24,000)	(24,000)	(24,000)	(24,000)

APPROVALS	NAME	DATE
AUTHOR	Joe Schultz	8/15/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3168 - Public Works - Staffing Request - Two (2) Seasonal Employees -2024
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE JUSTIFICATION	The Public Works Department currently only has 5 Operators and 1 lead hand and one Supervisor. Public Works maintains all street signs, repairs potholes. line painting, culvert and storm pond maintenance, conduct digs with large equipment at the cemetery, repair and replace garbage carts, assist with event set up and tear down, street sweeping, sidewalk repairs, manhole repairs, gravel road maintenance, gravel alley maintenance, calcium applications, crack sealing, RRFB and traffic light maintenance, parking lot maintenance, mowing ditches and roadways. The current workforce is overworked and struggles to meet the maintenance demands. The Public Works Department will be better able to manage the increased demands and ensure that Town owned roads, sidewalks and storm infrastructure are kept in excellent condition by hiring two summer seasonal staff. The addition of seasonal staff will enhance maintenance efficiency, allowing for more proactive upkeep of town owned infrastructure and the fleet. This will result in improved
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Community Wellness Council Activity: 1.3 - Community Wellbeing Investment Administrative Priority: Administrative Activity:

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
32-01 - Roads				
Expenses				
2-112-00 - HOURLY WAGES	26,000	26,000	26,000	26,000
2-130-00 - EMPLOYER CONTRIBUTIONS	4,000	4,000	4,000	4,000
Total Expenses	30,000	30,000	30,000	30,000
Net 32-01 - Roads	(30,000)	(30,000)	(30,000)	(30,000)
Net Business Case Operating	(30,000)	(30,000)	(30,000)	(30,000)

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/25/2023
DIRECTOR	Jamie Dugdale	8/25/2023

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3169 - Common Services - Staffing Request - Training and Safety Coordinator
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	31 - Common Services

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	The Town of Strathmore received their COR certification and has implemented an ambitious safety action plan that Operation's has been unable to meet the expectations of. Safety is important and we have made great progress, but it is incremental. We fall behind on our building inspections and completion of SWP&P and JHA's. Example, Supervisor will make some progress on a training and sign off program, but then it gets stalled as other duties, tasks and planning takes over. Then when we pick it back up months later it takes some time to get our momentum back. We also have an abundance of SWP&P and JHA's to develop. Depending on the SWP&P and JHA these can take up to 40 hours for each one. This individual can ensure we continue to proceed with our safety program, this individual can assist with incident investigations, keep supervisors on track and keep the momentum going on our training and administrative items, conduct site visits, assist with training where possible, safety onboarding of full time and seasonal staff, ensure contractor pre-qualifications packages are completed on time, ensure certifications remain up to date and do not expire, assist with building inspections and fire drills, can inspect first aid kits and refills.

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

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
31-01 - Common Services - Operations				
Expenses				
2-112-00 - HOURLY WAGES	80,000	82,000	84,000	86,000
2-130-00 - EMPLOYER CONTRIBUTIONS	20,000	20,000	20,000	20,000
Total Expenses	100,000	102,000	104,000	106,000
Net 31-01 - Common Services - Operations	(100,000)	(102,000)	(104,000)	(106,000)
Net Business Case Operating	(100,000)	(102,000)	(104,000)	(106,000)

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	1/1/0001
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3174 - IT - Operations Building (132 Orchard Way) Business Internet Services Upgrade. Internet Connect
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Strategic Alignment
BUSINESS CASE JUSTIFICATION	- What is the request? Installing new Internet services to replace old shared WiFi internet connection. - Why is the request required? The existing shared internet was not performing properly causing issues and poor user experience for staff at this location. - What are the implications if the request is not approved? - Handling repeated IT issues related to the shared internet connection. - Poor user experience with the existing old and new phone system (both are using internet/network) Notes: Procuring new Telco services that does not exist at 132 Orchard Way previously.

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

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-217-00 - TELEPHONE & RADIO CHARGES	2,400	2,400	2,400	3,000
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	700	800	800	900
2-525-00 - SMALL EQUIPMENT PURCHASES	2,000	-	-	-
Total Expenses	5,100	3,200	3,200	3,900
Net 12-03 - Information Technology	(5,100)	(3,200)	(3,200)	(3,900)
Net Business Case Operating	(5,100)	(3,200)	(3,200)	(3,900)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	9/6/2023
DIRECTOR	Kara Rusk	9/6/2023

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3214 - Finance Staffing Addition - Multi-Area Coverage
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	The Finance department, as it is currently structured, divides operational responsibly amongst two teams: Managed by the Senior Manager, Financial Services: - Accounts Payable - Accounts Receivable and Billings - General Administration (i.e. front desk/reception/customer service etc.) - Cemetery Administration Managed by the Manager, Financial Planning, Budgeting, and Reporting: - Budgeting - Financial Reporting - Utility Billing - Property Taxes (and Assessment Services liaising) Many of the vital functions are the responsibility of a single staff member (i.e. Accounts Payable is handled by one team member individually, Accounts Receivable is handled by one team member individually, etc.) . There are provisions for coverage by immediate supervisors, managers, etc., however, team members are often caught in situations where they are reluctant to take adequate vacation or periods of rest, due to the volume of routine work that accumulates them when they are away. This also puts the organization at significant risk in the event of unexpected staff leave, or scheduled time of extended absence. The addition of an FTE role that is responsible for absence coverage and learning breadth of different Finance functional areas will provide a substantial mitigation of the organization risk we are currently experiencing. The role will also help with capacity issues, and ease the strain of workload currently being imposed on staff.

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				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-11 - Finance				
Expenses				
2-112-00 - HOURLY WAGES	40,000	40,000	40,000	40,000
2-130-00 - EMPLOYER CONTRIBUTIONS	7,000	7,000	7,000	7,000
Total Expenses	47,000	47,000	47,000	47,000
Net 12-11 - Finance	(47,000)	(47,000)	(47,000)	(47,000)
Net Business Case Operating	(47,000)	(47,000)	(47,000)	(47,000)

APPROVALS	NAME	DATE
AUTHOR	Riley Brolly	8/23/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4220 - Finance Staffing Addition - Business Analyst
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE

BUSINESS CASE JUSTIFICATION

In 2022, the Finance department underwent an independent "Finance Services Review performed by third party Protiviti Consultants. One of the key future needs mentioned at the time was the addition of a position dedicated to the role "Business Analyst". The position would be responsible for enhancing financial planning, budgeting and reporting to support the growing legislative needs and reporting requirements of the organization. This role is necessary as the responsibility for these routine and ad hoc tasks are growing too complex and numerous in nature for existing team members to complete them in an accurate and timely manner, without excessive amounts of overtime. The main duties/requirements of the role will include:

- Provides financial analytical support to all Town departments as a subject matter expert
- Provides accurate and timely financial information to support the decision making of the Financial Leadership team
- Prepares monthly, quarterly, and annual financial reconciliations
- Identifies, evaluates, and post General Journal entries
- Cash Flow analysis
- Project reporting

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				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-11 - Finance				
Expenses				
2-112-00 - HOURLY WAGES	75,000	75,000	75,000	75,000
2-130-00 - EMPLOYER CONTRIBUTIONS	15,000	15,000	15,000	15,000
Total Expenses	90,000	90,000	90,000	90,000
Net 12-11 - Finance	(90,000)	(90,000)	(90,000)	(90,000)
Net Business Case Operating	(90,000)	(90,000)	(90,000)	(90,000)

APPROVALS	NAME	DATE
AUTHOR	Riley Brolly	1/1/0001
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4223 - IT - CPS - FCSS - Client Intake Software (Outcome Tracker)
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	Despite the FCSS' successes in service delivery, the current reliance on paper-based processes presents significant inefficiencies in client file tracking and data management. This not only impacts operational efficiency but also limits the organization's ability to report on service metrics, which is crucial for securing funding opportunities from the Government of Alberta. The transition to a digital system presents a prime opportunity for FCSS to streamline its operations and enhance service delivery. By leveraging software solutions, FCSS can achieve the following benefits.

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

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	14,200	4,200	4,700	5,200
Total Expenses	14,200	4,200	4,700	5,200
Net 12-03 - Information Technology	(14,200)	(4,200)	(4,700)	(5,200)
Net Business Case Operating	(14,200)	(4,200)	(4,700)	(5,200)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Briefing Note - FCSS Client Intake Software

Subject

FCSS Client Intake Software Implementation

Background

Strathmore Family and Community Support Services (FCSS) supports a philosophy rooted in the empowerment of individuals and families. We firmly believe that fostering self-help not only cultivates integrity and self-worth but also nurtures independence within our community. Through our programs, we strive to equip individuals and families with the tools and resources needed to embrace healthy lifestyles. By promoting self-sufficiency and resilience, we aim to enhance the overall quality of life in our community and provide vital support during times of crisis. Our initiatives are guided by a commitment to proactive intervention, ensuring that individuals have the necessary support to navigate life's challenges effectively, FCSS' key programs:

Management of Partnerships for Delivery of Social Services - provides funding to community non-profits for delivering preventive social programs. It operates under the FCSS mandate, derived from the Family and Community Support Services Act, Family and Community Support Services Regulation, and Council Policy 5102.

Social Development - focuses on working with volunteers, organizations, agencies, and government to build community capacity and resiliency. It aims to increase social awareness and address service gaps through partnerships and collaborations. Activities include hosting presentations, workshops, and events, engaging in social community development, direct client work, program development, securing funding, and collaborating with local businesses and social service agencies. The focus is on areas such as seniors, youth, and Indigenous communities.

Community Events - involves coordinating and delivering events to facilitate community awareness and understanding, such as Alberta Culture Day and National Day for Truth and Reconciliation. It provides education on social issues, opportunities for community connection, and strengthens community partnerships through various activities.

Seniors Support Programs and Information and Referral - provide support, information, referral, and advocacy to help seniors maintain wellness and independence. This includes specific programs like

Seniors Week Programming, Income Tax Program, Senior Property Tax Rebate, and the Snow Angel Program, governed by Council Policy 5103. The Information and Referral sub-program offers information and referrals for social services based on need and urgency, assisting with inquiries, navigating systems, and providing external referrals. This includes services like Aish Applications, Adult & Children Health Benefits, and various community support services such as True North, Good Food Box, Overnight Shelter, and Primary Care.

Community Development – Developing our community means building capacity, strengthening relationships, and organizing resources. By working closely with local agencies and partners, FCSS collaborates on initiatives that address service gaps, increase social awareness, and enhance the community's overall resilience. We are dedicated to guiding clients through resource navigation and empowering them by promoting autonomy and self-sufficiency. This approach ensures that individuals and families have the resources, knowledge, and confidence needed to make informed decisions and lead independent, fulfilling lives. Additionally, it supports the community by directing clients to appropriate resources, reducing duplication, and optimizing the effectiveness of available services. Through these efforts, FCSS fosters a more connected and empowered community, capable of responding effectively to both immediate needs and long-term challenges.

Objectives

Transition from paper-based processes to a digitized system for efficient client file management

Concerns

Despite the FCSS' successes in service delivery, the current reliance on paper-based processes presents significant inefficiencies in client file tracking and data management. This not only impacts operational efficiency but also limits the organization's ability to report on service metrics, which is crucial for securing funding opportunities from the Government of Alberta.

The transition to a digital system presents a prime opportunity for FCSS to streamline its operations and enhance service delivery. By leveraging software solutions, FCSS can achieve the following benefits.

- Enable Reporting and Analytics - Develop service level and metrics reporting capabilities to support the Town's strategic vision and secure opportunities from the Government of Alberta.

- Enhance Operational Efficiency - Transition from paper-based processes to a digitized system for efficient client file tracking.
- Improve Service Delivery - Streamline the management of partnerships and social development initiatives.

Implications

Key Stakeholders

- Senior Leadership Team – Overall senior leadership on service level metrics
- Manager of FCSS
- FCSS Department – Primary user and administrator for the software.
- Legislative Services – Privacy and data management.
- IT Department - 1st Tier Technical Support and Maintenance. Passthrough vendor technical support. Software Maintenance Contract/SLA. Technology roadmap.
- Government Agency – Consume reports and data shared by FCSS.
- End Users - FCSS Staff Members, Volunteers, Partner Organizations, Community Members.

Project Scope

In-Scope:

- Implementation of the Outcome Tracker cloud solution.
- Implementation of a service metrics reporting module.
- Integration with existing FCSS programs and services process.
- Training and support for FCSS staff and volunteers.

Out-Scope:

- Computer and hardware - it is a cloud-based implementation.

Budget Estimation

Outcome Tracker Software:

One-time licensing with 20 hr configuration	\$10,000 (USD 7,000)
Monthly Subscription for 5 users	\$350 (USD 250) per month / \$4200 annually

Budget Forecast

1st Year	\$14,200
2 nd Year	\$4,200
3 rd Year	\$4,700 *inflationary est.
4 th Year	\$5,200 *

- The FCSS department has evaluated several software packages, including Outcome Tracker, Better Impact, The Outcome Tracker seems to be a better fit for its operating model.

Risks and Mitigation

1) Risk of Data Retention Policy

- To ensure compliance with legislative requirements and organizational best practices, FCSS will implement a comprehensive data retention policy. This policy will outline the retention and destruction periods for all types of data managed within the new software system.

Mitigation Strategies:

- Engagement with Legislative Services:
 - During the planning phase, FCSS will engage with legislative services to ensure that a copy of the data is stored in M-Files, a compliant document management system.
 - The Personal Information Bank (PIB) will be updated to reflect the data retention and destruction period requirements as mandated by relevant legislation.

2) Risk of resistance to Change Among Staff and Volunteers

Change Management Strategies:

- Implement change management strategies that include clear communication plans, regular updates, and feedback mechanisms to address concerns and suggestions from staff and volunteers.

- Establish change champions within the organization to foster a supportive environment and encourage adoption.

3) Risk of Data Security and Privacy Concerns

- Implement robust security measures to protect sensitive data, including encryption, secure access controls, and regular security audits.
- Ensure the software solution meets all relevant data residency requirements. For instance, ensure that the data for Canadian customers is stored within Canada, leveraging Amazon AWS hosting as provided by the Outcome Tracker solution.
- Regularly review and update security protocols to stay aligned with evolving regulations and best practices.

4) Risk of Technical issues during implementation.

- Detailed project planning and testing phases.
- There is no expected integration required as all the data will resided within the cloud software.

Recommendations

- Proceed with proposing as a business case in 2025. FCSS currently does not have a case management solution in the current Strathmore's business solutions landscape.

References

- [Outcome Tracker | VistaShare](#)
- [Better Impact Volunteer Management Software Donor Management Software](#)
- [Family and Community Support Services - Town of Strathmore](#)
- [Family and Community Support Services \(FCSS\) program | Alberta.ca](#)
- [Definition of Case Management Solutions - IT Glossary | Gartner](#)

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4224 - IT - CPS - Fire Services - First Due Fire Hall Management System (FirePro 2) Replacement
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE

BUSINESS CASE JUSTIFICATION

- Existing on-perms solutions introduced more than 10 years.
- Server and software managed by Town's resources.
- Standalone system currently does not integrate with other system.
- Integration challenges on employee timesheet and online incident reporting capabilities
- Annual Support Maintenance

STRATEGIC PLAN & CORPORATE

BUSINESS PLAN ALIGNMENT:

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

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	25,000	25,000	25,000	25,000
Total Expenses	25,000	25,000	25,000	25,000
Net 12-03 - Information Technology	(25,000)	(25,000)	(25,000)	(25,000)
Net Business Case Operating	(25,000)	(25,000)	(25,000)	(25,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Briefing Note - The Fire Hall Records Management System (FRMS) Replacement

Subject

The Fire Hall Records Management System (FRMS) Replacement – From FirePro 2 to First Due

Background

The Fire Hall Records Management System (FRMS) is for streamlining operations and enhance efficiency within fire department. The FRMS system integrates critical functions such as resource management, incident reporting, and personnel scheduling. By centralizing data, FRMS provides real-time access to information, ensuring that decision-making is informed and timely. Common features include automated maintenance tracking for equipment, integrated communication tools for team scheduling and coordination, and reporting capabilities. The system typically user-friendly and customizable to meet the specific needs of different fire halls, promoting adherence to safety standards and operational protocols. Implementing FRMS will likely result in significant improvements in response times and resource allocation, ultimately enhancing public safety and operational effectiveness.

The Town of Strathmore Fire Department currently using Fire Pro 2 (FP2). FP2 is a comprehensive management system tailored for Canadian Fire Departments. As fire department management grows in complexity, FP2 addresses the need for sophisticated records management software. It streamlines administrative duties and enhances decision-making in prevention, operations, and finance, tackling challenges such as tight budgets and outdated systems.

The new potential system First Due is changing from on-perms to cloud Fire and Emergency Services management with its comprehensive solution. Designed to streamline and unify critical operational tasks, First Due eliminates the need for on perms systems by providing an all-in-one platform that covers every aspect of department management and response.

Objectives

Implement a flexible Fire Hall Records Management System (FRMS) solution that is meeting today's digitized operations and addressing the current FirePro2 system's pain points.

Concerns

Existing solution - Fire Pro 2 (FP2)



<https://fp2.ca/>

- Existing on-perms solutions introduced more than 10 years.
- Server and software managed by Town's resources.
- Standalone system currently does not integrate with other system.
- Integration challenges on employee timesheet and online incident reporting capabilities
- Annual Support Maintenance

Potential candidate for replacement – First Due

<https://www.firstdue.com/>

- Cloud base solutions (SaaS)
- Server and software managed by vendor.
- Data integration to be managed by the Town and Vendor (i.e.: GIS/CAD, Employee timesheet, asset, and record Management)
- Annual Support Maintenance (subscription model)

Implications

- Some level of coordination with the stakeholders under Town's Records Management Policy 1701
- Service Level Agreement with New Support Model – Changes from Town managed to Vendor managed. Potential increased support on Internet and end-user support related to cloud native solution.
- Hardware Requirements – Potential additional handheld devices such as iPad or Android.
- Network Infrastructure – Level of network enhancement required at Fire Hall address 721 Lakeside Blvd, Strathmore, AB T1P 1B8
- Potential data exchange and integration – Attendance/Timesheet (automation/manual), GIS systems, Record Management and Retention (M-Files, or 3rd party Cloud). If this is out of scope, how could we future proof this common requirements?
- Cost?

Recommendations

- Fire Department Technology Modernization Roadmap/Plan – an approved strategic roadmap to guide implement, integrate, and support technology in Fire Department as well as the industry alignment with the similar operations.
- Business requirements and requirement traceability matrix. Procurement policy alignment – RFP or sole source justification required.
- Opportunity and Benefit Realization - How new system can help Fire Services to meeting strategic goals? KPI to measure.
- Project delivery framework required due to the complexity of business process integration and level of stakeholder engagement.
- Change Management - Stakeholder identification and change impact assessment – Share debrief notes with all managers to identify additional int/ext. stakeholders. For instance, record management, asset management, training/learning management, finance (Self-Service/inspection invoice) and information technology.
- SLA review and negotiation. Vendor integration with the internal Service Desk.
- Network Infrastructure – Some level of network high availability enhancement at Fire Hall to support full cloud-based solution (internet only) experiences. This should be part of the roadmap item.
- Vendor Integration capabilities – Ensure future data exchange automation is possible.

References

- [What Is SaaS - Advantages and Disadvantages | Cloud Computing | CompTIA](#)
- [Fire Department Software FP2 - Fight Fires Not Paperwork!](#)
- [Fire and EMS Software | Fire and EMS RMS Software \(firstdue.com\)](#)
- [How to Avoid Records Management System Failure \(erpadvisorsgroup.com\)](#)
- [Example of Fire Department IT Strategy Plan](#)

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4227 - IT - Information Security Audit Tools Automation - Manage Engine AD360 or similar
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE

BUSINESS CASE JUSTIFICATION	Improve cybersecurity incident discovery and response through automated identity lifecycle management, secure SSO, adaptive MFA, approval-based workflows, UBA-driven identity threat protection, and historical audit reports.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority:	Financial Sustainability
Council Activity:	b.4 - Maintain and increase institutional and NGO Supports in the Community
Administrative Priority:	
Administrative Activity:	

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	38,000	39,000	40,000	41,000
Total Expenses	38,000	39,000	40,000	41,000
Net 12-03 - Information Technology	(38,000)	(39,000)	(40,000)	(41,000)
Net Business Case Operating	(38,000)	(39,000)	(40,000)	(41,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4228 - IT - Generative Artificial Intelligence (Gen AI) Trial (10 x M365 Copilot for EA)
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Corporate Business Plan
BUSINESS CASE JUSTIFICATION	In today's fast-paced business environment, administrative assistants play a crucial role in ensuring smooth operations. They are the silent leaders who enhance productivity and ensure that every task is executed with precision. Microsoft 365 Copilot, a cutting-edge AI-powered tool, offers transformative capabilities that allow administrative assistants to manage their tasks more efficiently. By integrating artificial intelligence into daily workflows, Copilot streamlines operations, making them smoother and more effective. Please review attached briefing note.

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

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	5,000	5,000	5,500	6,000
Total Expenses	5,000	5,000	5,500	6,000
Net 12-03 - Information Technology	(5,000)	(5,000)	(5,500)	(6,000)
Net Business Case Operating	(5,000)	(5,000)	(5,500)	(6,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Briefing Note - IT - Generative Artificial Intelligence EA Trial (10 - M365 Copilot)

Subject

IT - Generative Artificial Intelligence EA Trial (10 - M365 Copilot)

Background

In today's fast-paced business environment, executive assistants (EA) play a crucial role in ensuring smooth operations at senior leadership level. They are the front-line leaders who enhance productivity and ensure that every task is executed with precision. Microsoft 365 Copilot, a cutting-edge AI-powered tool, offers transformative capabilities that allow administrative assistants to manage their tasks more efficiently. By integrating artificial intelligence into daily workflows, Copilot streamlines operations, making them smoother and more effective.

This business case explores the specific administrative tasks that Microsoft 365 Copilot can optimize and highlights the key benefits it offers to administrative assistants.

Key Benefits of Microsoft 365 Copilot

1) Automating Documentation and Reports

Benefit: Microsoft 365 Copilot simplifies office management by automating routine documentation and report generation tasks. This enables administrative assistants to produce polished reports and documents quickly and with minimal effort.

Example: An administrative assistant can instruct Copilot to generate a sales report for the last quarter by simply providing the necessary parameters. Copilot then organizes the data, highlights trends, and produces a ready-to-use report.

2) Streamlining Email Management

Benefit: Copilot enhances email management by integrating seamlessly with Microsoft Outlook. It offers features that help draft emails, provide feedback, and ensure communication is clear and professional.

Example: Using the “Draft with Copilot” feature, an assistant can generate content tailored to the specific needs of the email recipient, while “Coaching by Copilot” provides real-time feedback on the draft.

3) Enhancing Operational Processes

Benefit: Copilot assists in optimizing operational processes such as scheduling, inventory management, and handling customer inquiries, thereby improving accuracy and efficiency.

Example: For scheduling, an assistant can ask Copilot to set up a team meeting. Copilot will find an appropriate time slot that works for everyone, saving time and ensuring no scheduling conflicts.

4) Offering Actionable Insights and Recommendations

Benefit: Copilot’s ability to provide intelligent insights and recommendations enables administrative assistants to make informed decisions quickly.

Example: An assistant can ask Copilot to analyze inventory levels and forecast supply needs for the next month, enabling more proactive resource management.

5) Error Detection and Correction

Benefit: Copilot ensures all communications are professional and error-free by detecting and correcting grammatical and spelling mistakes.

Example: If an assistant types a client email in a rush and makes errors, Copilot will flag these mistakes and suggest corrections, ensuring the message is polished before it is sent.

Objectives

Introduce AI tools to executive assistant role for increasing business productivity

Concerns

- Many administrative tasks must be handled manually, which can be time-consuming and prone to errors. This could lead to inefficiencies in documentation, report generation, scheduling, and other routine operations.
- The absence of automation can create bottlenecks, especially in high-volume tasks such as email management or data analysis, slowing down overall productivity.

Implications

Key Stakeholders

- Senior Leadership Team – Overall senior leadership on service level metrics
- Executive Assistant

Project Scope

In-Scope:

- Implementation of 10 trial license. Trial period – 1 year.
- Information Session for affected stakeholders as change management
- Provide user training session to trial group

Budget Estimation

Copilot for Microsoft 365 x 10	\$5,000

Budget Forecast - Trial

1st Year	\$5,000
2 nd Year	\$5,000
3 rd Year	\$5,500 *inflationary est.
4 th Year	\$6,000 *inflationary est.

Budget Forecast – Full Deployment Estimation at 100 office employees.

1st Year	\$50,000
2 nd Year	\$55,000
3 rd Year	\$60,000 *inflationary est.
4 th Year	\$65,000 *inflationary est.

For full deployment, the estimated cost is \$50,000 based on 100 office employees.

Risks and Mitigation

- 1) Data Security and Compliance Risk – Integrating Microsoft 365 Copilot could expose sensitive organizational data to potential breaches or unauthorized access, raising concerns around data security and regulatory compliance.
 - a. Mitigation: Ensure that all data, both at rest and in transit, is encrypted using industry-standard encryption methods.
- 2) User Adoption Risk - Employees may resist adopting Microsoft 365 Copilot due to unfamiliarity with the tool, perceived complexity, or fear of job lost.
 - a. Mitigation: Utilize change management strategies to ease the transition, such as appointing internal champions to advocate for the tool and share success stories. Develop and implement thorough training sessions to familiarize users with Copilot’s features, demonstrating its ease of use and benefits. Create AI policy as per of the trial to ensure the goal is to enhance productivity and not replacing job role.

References

- [Microsoft Copilot for Microsoft 365 | Microsoft 365](#)
- [Introducing Microsoft 365 Copilot – your copilot for work - The Official Microsoft Blog](#)

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4229 - IT - Finance Risk Modeling and Strategic Planning Software - ClearPoint
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE
BUSINESS CASE JUSTIFICATION

Corporate Business Plan

St. Albert's City administration is responsible for supporting key corporate processes within the organization, handling corporate-wide strategic planning and reporting, and assisting departments in developing business plans and managing project changes. Every four years, when a new council is elected, the mayor and councillors develop a new strategic plan, outlining what they aim to achieve over their term. This strategic plan is then reflected in a comprehensive corporate business plan, which is divided into two sections: priority projects or initiatives linked to the council's strategic plan, and internal priority initiatives that support the delivery of programs and services to the community. Council priorities focus on the community overall, while internal priorities consist of corporate practices, such as HR or IT, that keep the organization running. The strategic plan has an external focus, while the internal plan blends both external and internal priorities together.

Reporting on these plans is done quarterly, and both plans are reviewed and updated annually. This dynamic planning and reporting process allows the council to adjust to emergent issues and stay attuned to the latest developments within the city. ClearPoint Strategy was introduced to streamline and automate the city's processes, which require "lots of involvement from lots of people," such as data updaters and report builders. ClearPoint provided the platform for building a corporate business plan scorecard, where each initiative is linked to both a council priority and an internal priority. This allowed for the creation of reports using only a single data set. With ClearPoint, the team can now easily retire old projects, add new ones, and extend timeframes each year. Johnson also praises the convenience of sequential period views. As the community has questions or concerns, the city can review project progress over time and make evidence-based decisions on the best course of action. Furthermore, ClearPoint enabled the development of a public dashboard, which automatically updates data from the ClearPoint system. The published reports will inform stakeholders by displaying charts, graphs, and lists of services.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	42,000	43,000	44,000	45,000
Total Expenses	42,000	43,000	44,000	45,000
Net 12-03 - Information Technology	(42,000)	(43,000)	(44,000)	(45,000)
Net Business Case Operating	(42,000)	(43,000)	(44,000)	(45,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4238 - Assistant Manager Operations
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	31 - Common Services

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	The Assistant Manager will provide support to the Operations Manager by addressing operational needs and manager multiple division projects and maintain positive customer relations. They will provide direction and oversight to subordinates related to day to day service delivery, customer services, staffing, inventory and equipment. The work load is excessive and support is required.
STRATEGIC PLAN & CORPORATE	Council Priority:Community Wellness Council Activity:2.1 - Predictable and appropriate tax increases Administrative Priority: Administrative Activity:

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/29/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5243 - Council - Prezi - Councillor Software Request
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE
BUSINESS CASE JUSTIFICATION

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority:
Council Activity:
Administrative Priority:
Administrative Activity:

Operating Budget Details	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	1,200	1,200	1,200	1,200
Total Expenses	1,200	1,200	1,200	1,200
Net 12-03 - Information Technology	(1,200)	(1,200)	(1,200)	(1,200)
Net Business Case Operating	(1,200)	(1,200)	(1,200)	(1,200)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5244 - Alberta Cultural Days
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	51 - FCSS

TYPE	Strategic Alignment
BUSINESS CASE JUSTIFICATION	Currently FCSS has been fortunate to offer a 2023 and 2024 Cultural Day event to our community with the financial support of the Settlement, Language, Integration & Projects (SILP). With the grants expiry in February of 2025, the FCSS department would like to continue this annual event. We have experienced a renewed relationship between Town of Strathmore FCSS and local employers, support services agencies, and organizations to facilitate a wholistic integration of newcomers, access to resources, and increase community intercultural competency. Host annual cultural events that demonstrate the diversity and strengths of our community.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Community Wellness
	Council Activity:	3.3 - Diversity and Inclusivity
	Administrative Priority:	
	Administrative Activity:	

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
51-01 - FCSS				
Expenses				
2-518-00 - PROGRAMMING EXPENSES	15,000	-	-	-
Total Expenses	15,000	-	-	-
Net 51-01 - FCSS	(15,000)	-	-	-
Net Business Case Operating	(15,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Budd Brazier	8/16/2024
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5249 - IT - Managed IT Support
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	Focus on Strategic Initiatives and partnership - By offloading routine tasks to a managed service provider, our internal IT team can focus on strategic, high-value activities, such as working closely with business departments to anticipate and plan for future needs.

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				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-298-00 - CONTRACTED SERVICES	480,000	504,000	529,000	555,000
Total Expenses	480,000	504,000	529,000	555,000
Net 12-03 - Information Technology	(480,000)	(504,000)	(529,000)	(555,000)
Net Business Case Operating	(480,000)	(504,000)	(529,000)	(555,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Briefing Note - Managed IT Support

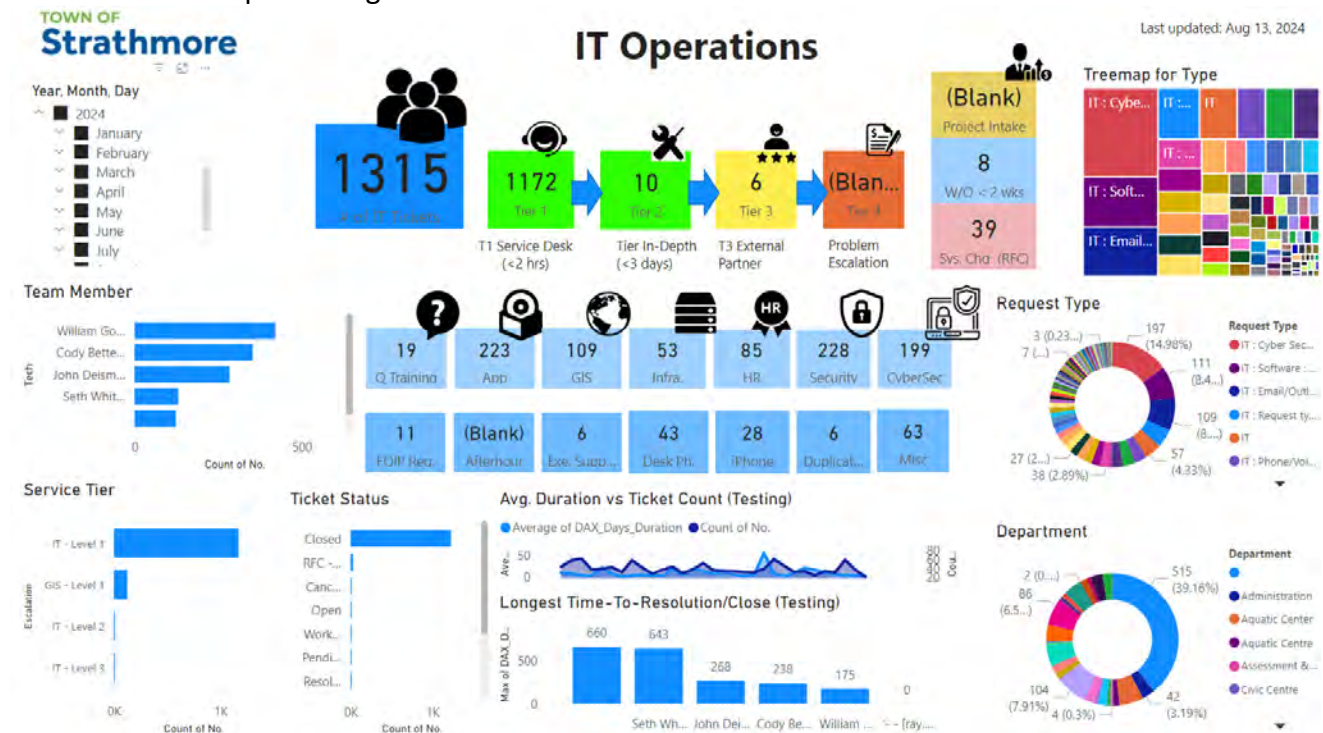
Subject

Managed IT Support

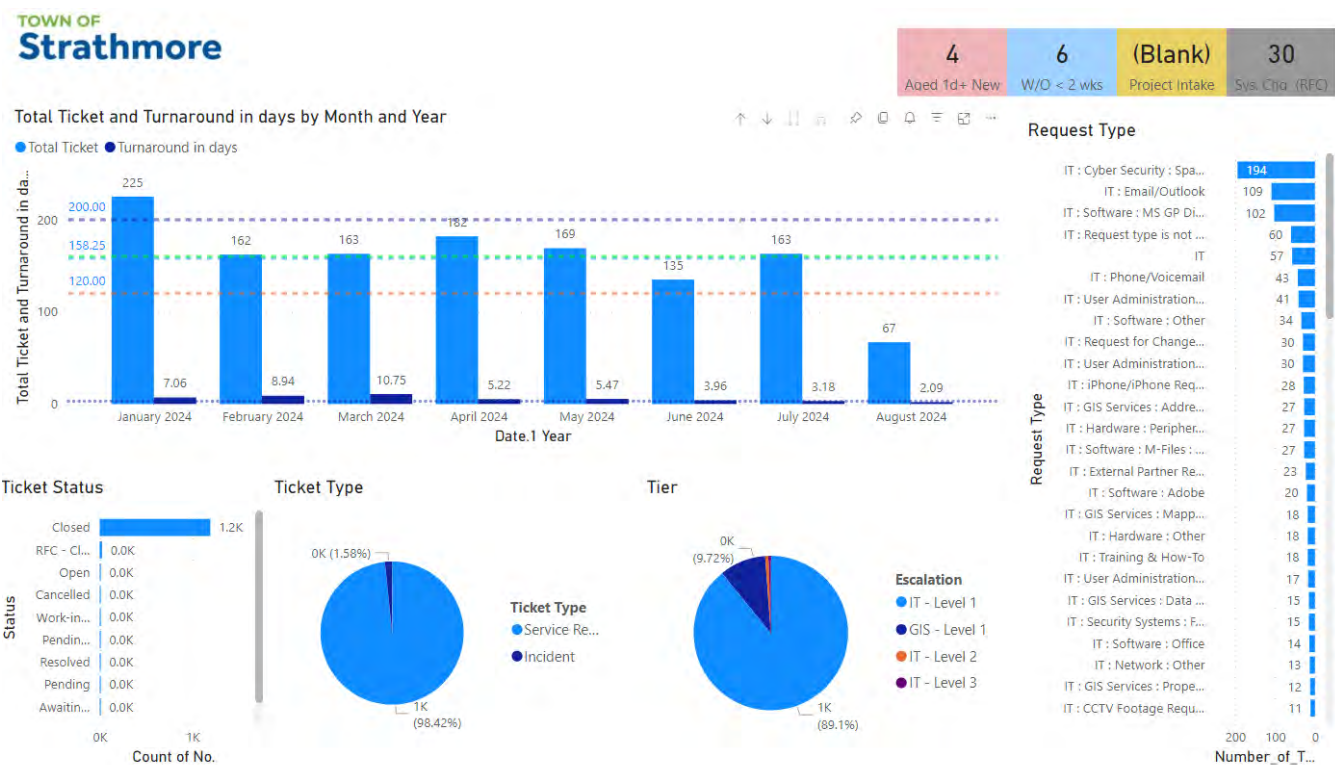
Background

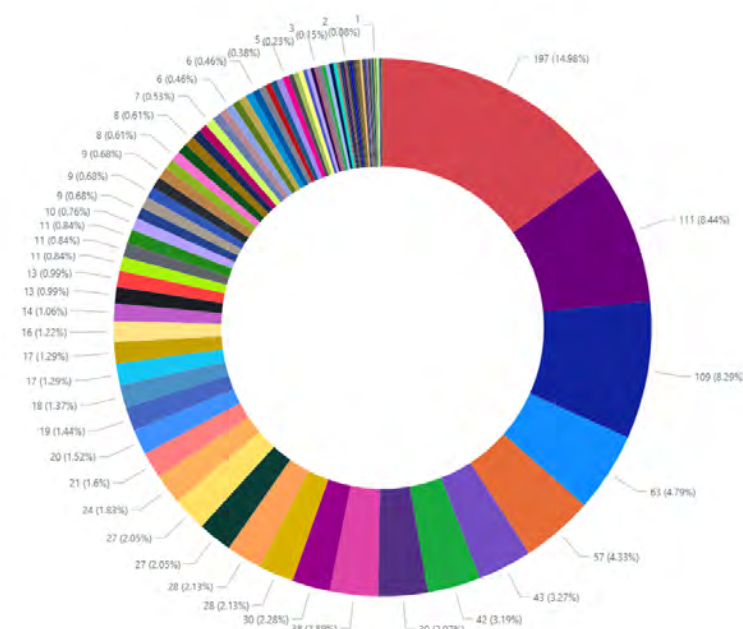
The purpose of this business case is to propose the integration of Managed IT Support Services to augment our existing IT department. This service will primarily handle day-to-day Tier 1 and Tier 2 IT issues, including Microsoft 365 support, user onboarding and offboarding, project task delivery, and user training and enablement.

IT Service Desk Report – Aug 2024:



IT Service Desk Turnaround Time Report – Aug 2024:





W

- Focus on Strategic Initiatives and partnership - By offloading routine tasks to a managed service provider, our internal IT team can focus on strategic, high-value activities, such as working closely with business departments to anticipate and plan for future needs.
- Cost Efficiency - Managed IT Services can reduce long term IT costs by providing scalable support that aligns with our needs, avoiding the expenses associated with hiring additional full-time staff.

- Access to Additional Expertise - Leveraging a managed service provider gives us access to a team of experts with specialized knowledge in various IT areas, ensuring that our issues are resolved quickly and effectively
- Improved Service Levels - With dedicated resources focused on routine IT tasks and user support, response times will improve, leading to higher satisfaction among employees and a reduction in downtime.

This transition of services will help the IT department shift its focus to high-value business activities, such as adopting a business partnership model to work closely with internal business departments on defining and understanding future needs, rather than being reactive in delivering ticket requests.

Benefits

Reclassifying Current IT Roles to Business-Oriented Positions

In addition to the direct benefits of Managed IT Services, reclassifying current IT roles to more business-oriented positions, such as Business Analysis, Business Solutions Delivery, Business Application Support, and Information Management, will bring the following advantages:

- Enhanced Business Alignment - By reclassifying IT roles to focus on business analysis and solutions delivery, our IT department can work more closely with business units to understand their needs and deliver tailored solutions that drive business outcomes. This alignment ensures that IT initiatives directly support the Town's strategic goals.
- Increased Value Creation - Shifting IT roles to focus on business analysis and information management allows the IT department to contribute more strategically, identifying opportunities for innovation and process improvement. This reorientation enhances the department's ability to create value for the Town.
- Career Development and Employee Retention - Offering IT staff the opportunity to upskill and transition into more strategic, business-focused roles supports their professional growth and increases job satisfaction. This investment in career development can lead to higher employee retention rates and a more motivated workforce.

Risk and Impact Analysis:

Risk 1 - Outsourcing IT functions may lead to a perceived or actual loss of control over IT operations and decision-making.

Mitigation - Establish clear IT governance structures (outcome from Protiviti IT functional review), including well-defined Service Level Agreements (SLAs) and regular IT vendor management meetings with the managed service provider to ensure alignment with the Town's objectives. Maintain a core internal IT team to oversee and manage the relationship with the service provider.

Risk 2 - The quality and consistency of service provided by the managed IT service provider might not meet internal expectations or standards.

Mitigation - Select a reputable service provider with a proven track record. Incorporate strict SLAs with measurable performance metrics and conduct regular performance assessments. Implement feedback loops for continuous improvement.

Risk 3 - Security and Compliance Concerns - Outsourcing IT services may introduce security vulnerabilities or lead to non-compliance with regulatory requirements.

Mitigation - Ensure the service provider adheres to industry-standard security protocols and complies with relevant regulations. Include data protection clauses in the contract and require regular security audits and reporting.

Risk 4 - The managed IT service provider's culture and operational approach may not align with our Town's culture, leading to friction.

Mitigation - During the selection process, prioritize providers with a cultural fit. Include provisions for cultural integration in the onboarding process and maintain open communication channels to address any issues promptly.

Risk 5 - Internal IT staff may resist the transition to Managed IT Services due to concerns about job security, changes in job roles, or the perception of reduced importance within the Town.

Mitigation - Implement a comprehensive change management plan that includes clear communication about the reasons for the transition and the benefits to the Town and staff. Provide professional development opportunities and upskilling programs for internal IT members to transition them into higher-value roles within the Town. This approach will help to maintain

morale and engagement while ensuring that staff are well-prepared for their new responsibilities.

Implications

Key Stakeholders

- Senior Leadership Team – Overall senior leadership on service level metrics
- All users
- IT Department
- External stakeholders such as external system vendors

Project Scope

In-Scope:

- Review Protiviti IT functional review report with Senior Leadership Team.
- Establish the IT Governance model and key roles.
- Define Service Catalog and SLA for the internal IT services.
- Define Service Catalog and SLA for the managed IT services, including 7 days, 7 AM - 10 PM coverage.
- Reconfigure and migrate to new IT Service Desk software.
- Request for Proposal (RFP) from various qualified providers.
- Communication and change management.
- Onboard vendor to monitor and manage services for the Town.
- Performance Management.

Budget Estimation

Per-User Pricing	\$480,000
(\$2,400 per user annually x 200 FTE, TFTE, and Casual users)	

Budget Forecast

1st Year	\$480,000
2 nd Year	\$504,000 *5% inflationary est.
3 rd Year	\$529,000 *5% inflationary est.

4th Year

\$555,000 *5% inflationary est.

References

- [What is a managed service provider? Strategic IT outsourcing for IT services | CIO](#)
- [How to get the most from a managed IT services provider | CIO](#)

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5268 - RCMP Administrative Services
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	21 - Policing

TYPE

BUSINESS CASE JUSTIFICATION

The Town of Strathmore sets fees associated with services provided by the RCMP detachment; however, this applies to Strathmore residents only. By comparison, Wheatland County has not determined that no fees will be charged for County residents requesting these services.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority:
Council Activity:
Administrative Priority:
Administrative Activity:

Operating Budget Details	2025 Budget	2026 Budget	2027 Budget	2028 Budget
21-01 - Police Services				
Revenues				
1-530-00 - RCMP FINES	(40,000)	(40,000)	(40,000)	(40,000)
Total Revenues	(40,000)	(40,000)	(40,000)	(40,000)
Net 21-01 - Police Services	(40,000)	(40,000)	(40,000)	(40,000)
Net Business Case Operating	(40,000)	(40,000)	(40,000)	(40,000)

APPROVALS	NAME	DATE
AUTHOR	Mark Pretzlaff	8/22/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5269 - Civic Centre - Roof Repairs & Building Condition Assessment
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE

BUSINESS CASE JUSTIFICATION

Securing engineering consulting services to conduct an overall condition assessment of the Civic Centre. Depending on the findings, if the rest of the roof is in good condition (aside from the portion experiencing leaks), we'll proceed with replacing the portion currently experiencing leaks/water damage. If the whole roof is determined to be in poor condition and needing replacement, we'll hold off on the repairs, and plan to request additional Capital funding in 2026 to complete a full roof replacement.

The results of the Building Condition Assessment will determine whether the roof needs to be repaired or replaced.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Civic Centre - Roof Repairs & Building Condition						
3-12-00-600-00 - WIP	58,000	-	-	-	-	-
- Civic Centre - Roof Repairs & Building Condition	58,000	-	-	-	-	-
Expenses / Expenditure	58,000	-	-	-	-	-
Net Business Case Capital	(58,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Marcie Brinton	8/21/2024
DIRECTOR	Mark Pretzlaff	8/21/2024

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5276 - RCMP Community Resource Officer
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	21 - Policing

TYPE

BUSINESS CASE JUSTIFICATION

While a CRO focus is on building and expanding relationships with the community children, youth, seniors, and various organizations including businesses and volunteer groups, they also assist with other policing priorities such as property crimes, traffic safety, and other community engagement initiatives.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

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

Operating Budget Details	2025 Budget	2026 Budget	2027 Budget	2028 Budget
21-01 - Police Services				
Expenses				
2-331-00 - RCMP CONTRACT	190,000	190,000	190,000	190,000
Total Expenses	190,000	190,000	190,000	190,000
Net 21-01 - Police Services	(190,000)	(190,000)	(190,000)	(190,000)
Net Business Case Operating	(190,000)	(190,000)	(190,000)	(190,000)

APPROVALS	NAME	DATE
AUTHOR	Mark Pretzlaff	8/22/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5278 - 51-01 Program Delivery Resource
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	51 - FCSS

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	2025 budget request increase of \$63,600 (24%) over the 2024 budget of \$251,900.00, there is justification for this increase as FCSS experienced a significant reduction to the FCSS 51-01 budget from the 2023 budget of (\$156,100.00) - 38% for the 2024 budget. In order to maintain the mandate of the FCSS Act and to raise our programming to pre covid service levels, it's critical the FCSS has the allocated budget to offer our service to the community. There are also other increases to the 2025 budget that are assigned to 51-01 that are out of the departments control. Examples are the increase to the Avail auditing fees, an increased focus on Volunteers via the FCSS Act and overall approved wages/COLA from council.

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

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
51-01 - FCSS				
Expenses				
2-221-00 - ADVERTISING, PROMOTION, P.R.	5,500	-	-	-
2-239-00 - PROFESSIONAL FEES	3,200	-	-	-
2-512-01 - UNIFORMS	1,500	-	-	-
2-518-00 - PROGRAMMING EXPENSES	24,000	-	-	-
Total Expenses	34,200	-	-	-
Net 51-01 - FCSS	(34,200)	-	-	-
Net Business Case Operating	(34,200)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Budd Brazier	8/22/2024
DIRECTOR	Mark Pretzlaff	8/22/2024

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5289 - Common Services 31-01 - Facility maintenance - Apprentice
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	31 - Common Services

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	LED upgrades required a technician to assist with installs. We pulled a seasonal from parks at the end of this summer season to work with facilities for the winter who wants to become an electrician to help with the light installs. We would like him to apprentice under the Facility Lead for two years. After two years we will re-assess to see if we can provide the skill set necessary to complete the apprenticeship program, if not the plan is to introduce him to our contractors who may be able to support the completion of his apprenticeship program. Journeymen provide a professional skillset which includes customer service, problem solving, ability to learn new things, attention to detail, safety and time management.

STRATEGIC PLAN & CORPORATE	Council Priority:	Community Wellness
	Council Activity:	2.1 - Predictable and appropriate tax increases
	Administrative Priority:	
	Administrative Activity:	

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/29/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5293 - SMB improvements
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	31 - Common Services

TYPE

BUSINESS CASE JUSTIFICATION

Operations has encountered several issues with the building after the warranty period. The building maintenance operations cost center is over budget in 2024, we would like to supplement this with capital improvements. The outdoor washroom doors have been damaged and are too heavy for those in wheelchairs to open so they need to be replaced, signage is damaged and needs repair/replacement, the stucco is in disrepair in various locations, one of the letters has fallen off of the sign, Municipal enforcement would like window tinting in their workspace, paint job was only drywall paint and needs to be redone,

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority: Community Wellness
Council Activity: 2.1 - Predictable and appropriate tax increases
Administrative Priority:
Administrative Activity:

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- SMB Improvements						
3-12-00-600-00 - WIP	93,000	-	-	-	-	-
- SMB Improvements	93,000	-	-	-	-	-
Expenses / Expenditure	93,000	-	-	-	-	-
Net Business Case Capital	(93,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/29/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5309 - IT - Cloud Migration - ERP - Questica Budgeting Cloud Solution
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Corporate Business Plan
BUSINESS CASE JUSTIFICATION	• What is the request? Move Questica from on-premises to cloud (No changes in software functionalities, hosting location changes). • Why is the request required? Lower long-term CAPEX (Capital IT Asset Replacement and local resources to support). Increasing vendor support turnaround performance. Cloud hosting provides higher availability, disaster recovery, and security compliance to business-critical application. • What are the implications if the request is not approved? Questica will remain on-premises with the current service level, which means that the capital infrastructure will need to be repaired, maintained and replaced 5 years at a proportional cost of approx. \$42,250 Important to note that there will be also lost opportunity of intangible benefits such as
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: N/A Council Activity: Administrative Priority: Administrative Activity:

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	-	-	-	15,500
2-298-00 - CONTRACTED SERVICES	-	-	12,000	-
Total Expenses	-	-	12,000	15,500
Net 12-03 - Information Technology	-	-	(12,000)	(15,500)
Net Business Case Operating	-	-	(12,000)	(15,500)

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

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5310 - IT - Cloud Migration - ERP - Cityworks Cloud Solution
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Corporate Business Plan
BUSINESS CASE JUSTIFICATION	• What is the request? Move Cityworks from on-premises to cloud (No changes in software functionalities, hosting location changes) • Why is the request required? Lower long-term CAPEX (Capital IT Asset Replacement and local resources to support). Increasing vendor support turnaround performance. Cloud hosting provides higher availability, disaster recovery, and security compliance to business-critical application. • What are the implications if the request is not approved? Cityworks will remain on-premises with the current service level, which means that the capital infrastructure will need to be repaired, maintained and replaced every 5 years at a proportional cost of approx. \$42,250 Important to note that there will be also lost opportunity of intangible benefits such as turnkey support from ESRI and simplifying Town's maintenance under Software as a service (SaaS) model. *Based on proportional cost of 5 years capital restoration at the shared platform \$845,000. Citywork is accounted for approx.. 5% utilization of overall shared physical IT platform. Notes: The change is the storage location and SaaS subscription/fee payment model. ROI

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Council Activity: Administrative Priority: Administrative Activity:

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	-	5,500	6,000	6,500
Total Expenses	-	5,500	6,000	6,500
Net 12-03 - Information Technology	-	(5,500)	(6,000)	(6,500)
Net Business Case Operating	-	(5,500)	(6,000)	(6,500)

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

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5315 - HR - Replacement of Performance Management Software (Standalone)
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE JUSTIFICATION	• What is the request? The primary goal is to secure approval from the Senior Leadership Team (SLT) for the implementation of an HRIS system. This will replace the old Emperform while adding additional support such as ATS, onboarding, policy management and some recognition. • Why is the request required? Performance Management Software was not being utilized and did not bring as much value to the organization as an HRIS system would. A new HRIS would: 1. Improve Operational Efficiency: Automate and streamline HR processes, reducing the manual workload and allowing HR personnel to focus on strategic tasks. 2. Data Security and Compliance: Enhance data security, comply with FOIP regulations, and reduce the risk of human errors related to employee data. 3. Enhance Recruitment: Facilitate smoother recruitment processes, improving the applicant experience and enabling data-driven decision-making regarding recruitment sources. 4. Policy Management: Simplify policy distribution and tracking, reducing administrative overhead and mitigating legal risks. 5. Data Insights: Enable data tracking and reporting for various HR metrics, aiding in strategic decision-making and cost-effective resource allocation. • What are the implications if the request is not approved? Paper form-based process will be continued. This manual approach poses substantial risks to the Town, including data security concerns, compliance with FOIP regulations, and the potential for human errors. Recruitment processes are hindered due to the reliance on manual email communication, leading to difficulties in receiving and submitting resumes. There is also a lack of data tracking capabilities, making it challenging to provide insights into critical aspects such as recruitment sources, employee turnover, and cost management. Additionally, policy distribution and tracking are time-consuming and prone to errors, potentially exposing the Town to legal liabilities. Manual tracking of training, background checks, and employee records introduces data integrity risks and FOIP compliance issues. In sum, the existing HR practices are resource-intensive, inefficient, and pose significant risks to the Town.

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

Operating Budget Details	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	15,000	12,500	13,000	14,000
Total Expenses	15,000	12,500	13,000	14,000
Net 12-03 - Information Technology	(15,000)	(12,500)	(13,000)	(14,000)
Net Business Case Operating	(15,000)	(12,500)	(13,000)	(14,000)

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	1/1/0001
DIRECTOR	Kara Rusk	1/1/0001

Town of Strathmore 2025 Capital Budget Capital Business Cases - Priority															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
3211	41 - Water	AUTO - 3211 - Water Reservoir Upgrades	Ethan Wilson	75.00	Debt	\$5,300,000	\$150,000								
4221	12 - Administration	AUTO - 4221 - ERP Replacement and Process Optimization	Ray Chan	70.00	LGFF/CCBF	\$150,000	\$500,000	\$350,000							
3052	23 - Fire	AUTO - 3052 - Engine 2 Replacement Fire Truck	David Sturgeon	62.50	LGFF/CCBF	\$480,000	\$1,120,000								
3215	23 - Fire	AUTO - 3215 - SCBA Replacement	David Sturgeon	60.00	LGFF/CCBF	\$76,000									
5290	72 - Recreation	AUTO - 5290 - Splash Park Recirculation system	Donna McCallum	57.50	LGFF/CCBF	\$300,000									
4231	12 - Administration	AUTO - 4231 - IT - CPS - Fire Department Internet Upgrade	Ray Chan	57.50	Capital Reserve	\$21,000									
3210	42 - Wastewater	AUTO - 3210 - 42.1 - WWTP PLC/SCADA Upgrades	Ethan Wilson	55.50	Waste Water Reserve	\$87,000	\$63,000								
3210	42 - Wastewater	AUTO - 3210 - 42.1 - WWTP PLC/SCADA Upgrades	Ethan Wilson	55.50	AMWWP Grant	\$38,000	\$27,000								
5296	32- Roads	Roads- EPW 36 RPM Tech 220 Loader Mounted Snow Blower Replacement- 2025	Joe Schultz	53.50	LGFF/CCBF	\$265,000									
5279	31 - Common Services	AUTO - 5279 - Fleet - Portable Column Lifts	Deanna Connington	50.00	Capital Reserve	\$78,000									
5271	72 - Recreation	AUTO - 5271 - Aquatic Center Carbon Monoxide Detector System / Capital Project	Natasha Barron	50.00	LGFF/CCBF	\$9,000									
3202	42 - Wastewater	AUTO - 3202 - 42.1 - WWTP General Plant Upgrades	Ethan Wilson	49.00	Waste Water Reserve	\$60,000	\$80,000	\$60,000	\$100,000						
3209	42 - Wastewater	AUTO - 3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	Ethan Wilson	49.00	Waste Water Reserve	\$75,000	\$60,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	
3098	32 - Roads	AUTO - 3098 - Roads- PW 22 Sterling 7500 Plow Truck Replacement- 2025	Joe Schultz	48.50	LGFF/CCBF	\$470,000									
4225	12 - Administration	AUTO - 4225 - IT - IODS - GIS Server Upgrade	Ray Chan	48.50	LGFF/CCBF	\$323,000	\$100,000	\$110,000	\$130,000						
3212	32 - Roads	AUTO - 3212 - Road Asset Management Plan (RAMP)	Ethan Wilson	47.00	LGFF/CCBF	\$380,000	\$345,000	\$365,000	\$380,000	\$400,000	\$420,000				
3132	72 - Recreation	AUTO - 3132 - 72 - Parks - PK86 Kenworth Single Axel Water truck Replacement - 2025	Deanna Connington	46.00	LGFF/CCBF	\$170,000									
5256	72 - Recreation	AUTO - 5256 - Curling Rink - Backflow Prevention Install	Marcie Brinton	45.00	Capital Reserve	\$14,000									
5295	72 - Recreation	AUTO - 5295 - Kinsmen Tree Replacement	Donna McCallum	45.00	Capital Reserve	\$50,000									
3199	72 - Recreation	AUTO - 3199 - Aquatic Centre - Expansion Tank & Bladder Replacement	Marcie Brinton	42.50	LGFF/CCBF	\$30,000									
5263	12 - Administration	AUTO - 5263 - IODS - Public Works Bulk Water Station Payment Terminal Replacement	Ray Chan	42.00	Water Reserve	\$50,000									
5238	72 - Recreation	AUTO - 5238 - Family Centre Ice Resurfacer Batteries	Craig Dilts	41.00	Capital Reserve	\$40,000									
3150	42 - Wastewater	AUTO - 3150 - 42.1 - WWTP UV System	Ethan Wilson	40.50	Waste Water Reserve	\$385,000									
5257	12 - Administration	AUTO - 5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10 Years (2024-2034)	Ray Chan	Annual	LGFF/CCBF	\$64,000	\$66,000	\$66,000	\$68,000	\$70,000	\$72,000	\$74,000	\$76,000	\$78,000	\$80,000
3207	72 - Recreation	AUTO - 3207 - Pathway Lifecycle	Ethan Wilson	Annual	LGFF/CCBF	\$78,000	\$82,000	\$87,000	\$91,000	\$95,000	\$100,000	\$105,000	\$111,000	\$116,000	\$122,000
5302	72 - Recreation	AUTO - 5302 - Kinsmen Park Christmas Lights	Donna McCallum	Annual	LGFF/CCBF	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
5303	32 - Roads	AUTO - 5303 - Sidewalk Improvements	Donna McCallum	Annual	LGFF/CCBF	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
5304	72 - Recreation	AUTO - 5304 - Site Furniture	Donna McCallum	Annual	LGFF/CCBF	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
3213	32 - Roads	AUTO - 3213 - Capital Projects Engineering	Ethan Wilson	Annual	Capital Reserve	\$75,000	\$70,000	\$60,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
5305	11 - Council	AUTO - 5305 - Capital Priority Projects	Riley Brolly	Annual	Capital Reserve - Tentative		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
3070	32 - Roads	AUTO - 3070 - George Freeman Trail Upgrades	Ethan Wilson	53.75	Multiple Funding			\$4,700,000			\$4,200,000				
3071	32 - Roads	AUTO - 3071 - Wildflower Road - Phase 1 to 3	Ethan Wilson	52.25	Multiple Funding		\$2,300,000			\$7,700,000					
3097	32 - Roads	AUTO - 3097 - Roads- EPW 57 John Deere 60 Series Excavator Replacement- 2025	Joe Schultz	45.50	LGFF/CCBF		\$167,000								
3103	32 - Roads	AUTO - 3103 - Roads- PW 69 Ford F-150 Replacement- 2025	Joe Schultz	43.00	Capital Reserve		\$78,000								
4226	12 - Administration	AUTO - 4226 - IT - Town of Strathmore CCTV and Door Access Control Roadmap	Ray Chan	41.50	LGFF/CCBF		\$70,000	\$85,000	\$55,000	\$105,000	\$10,000				
4233	72 - Recreation	AUTO - 4233 - Snow Boss - stand on plow	Deanna Connington	41.50	LGFF/CCBF		\$35,000								
3198	72 - Recreation	AUTO - 3198 - Aquatic Center Lap Pool Circ Pump	Natasha Barron	41.00	LGFF/CCBF		\$26,000								
5291	31 - Common Services	AUTO - 5291 - Westlake Shop Upgrades Phase 2	Donna McCallum	38.50	LGFF/CCBF		\$350,000								
3137	72 - Recreation	AUTO - 3137 - 72 - Parks - EPK 77 - Kubota UTV - Replacement - 2025	Deanna Connington	38.00	Capital Reserve		\$60,000								
5237	72 - Recreation	AUTO - 5237 - Family Centre Rooftop Unit	Craig Dilts	36.00	LGFF/CCBF		\$115,000								

Town of Strathmore 2025 Capital Budget Capital Business Cases - Priority															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
5254	72 - Recreation	AUTO - 5254 - Family Centre Roofing Project - Phase 3	Marcie Brinton	33.50	LGFF/CCBF		\$455,000								
5241	72 - Recreation	AUTO - 5241 - Family Centre Dehumidifier	Craig Dilts	33.50	LGFF/CCBF		\$42,500								
3133	72 - Recreation	AUTO - 3133 - 72 - Parks - PK88 Ford F-150 Replacement - 2025	Deanna Connington	33.00	Capital Reserve		\$84,000								
5286	32 - Roads	AUTO - 5286 - Centre Street and Centennial Drive Intersection Improvements	Ethan Wilson	32.50	LGFF/CCBF		\$50,000								
5250	32 - Roads	AUTO - 5250 - Second Street Road Reconstruction	Ethan Wilson	29.50	Capital Reserve		\$175,000								
4239	12 - Administration	AUTO - 4239 - IT - IODS - SMB Rooftop Unit Building Automation	Ray Chan	28.50	LGFF/CCBF		\$90,000								
3145	72 - Recreation	AUTO - 3145 - 72 - Parks - Add new 1 ton with dump box - 2025	Deanna Connington	28.00	LGFF/CCBF		\$130,000								
5272	72 - Recreation	AUTO - 5272 - Aquatic Center Mechanical Room Repairs / Capital Project	Natasha Barron	26.00	LGFF/CCBF		\$30,000								
5283	72 - Recreation	AUTO - 5283 - Maplewood Drive Boulevard Landscaping	Ethan Wilson	23.00	Capital Reserve		\$475,000								
4217	72 - Recreation	AUTO - 4217 - Sounds System Sports Centre	Lisa Montgomery	23.00	Capital Reserve		\$40,000								
4236	12 - Director of IODS	AUTO - 4236 - SMB- Electric Baseboard Heat	Donna McCallum	19.50	LGFF/CCBF		\$12,000								
5293	72 - Recreation	AUTO - 5293 - SMB Improvements	Donna McCallum	19.50	Capital Reserve		\$93,000								
5240	72 - Recreation	AUTO - 5240 - Family Centre Makeup Air Unit	Craig Dilts	18.00	LGFF/CCBF		\$40,000								
5287	26 - Municipal Enforcement	AUTO - 5287 - Sea Can for stolen items	Donna McCallum	14.00	Capital Reserve		\$7,000								
5299	12 - Administration	AUTO - 5299 - Wayfinding	Johnathan Strathtdee		LGFF/CCBF		\$25,000								
3051	23 - Fire	AUTO - 3051 - Bush Buggy Replacement Fire Truck	David Sturgeon		LGFF/CCBF		\$150,000								
3053	23 - Fire	AUTO - 3053 - Squad Fire Truck Replacement	David Sturgeon		LGFF/CCBF		\$120,000								
3054	23 - Fire	AUTO - 3054 - SCBA Bottles Replacement	David Sturgeon		LGFF/CCBF			\$150,000							
3055	23 - Fire	AUTO - 3055 - Auto Extrication Tool Replacement	David Sturgeon		LGFF/CCBF				\$225,000						
3056	23 - Fire	AUTO - 3056 - AED Replacement (Set of 6)	David Sturgeon		LGFF/CCBF				\$21,000						
3057	23 - Fire	AUTO - 3057 - Thermal Imaging Camera Replacement (Set of 6)	David Sturgeon		LGFF/CCBF				\$60,000						
3058	23 - Fire	AUTO - 3058 - Rescue Airbag & Strut Replacement (Fire)	David Sturgeon		LGFF/CCBF				\$50,000						
3059	23 - Fire	AUTO - 3059 - Extractor & Dryer Replacement (Fire)	David Sturgeon		LGFF/CCBF					\$40,000					
3060	23 - Fire	AUTO - 3060 - CPR Lucas Device Replacement	David Sturgeon		LGFF/CCBF					\$60,000					
3061	23 - Fire	AUTO - 3061 - Ladder 1 Fire Truck Replacement	David Sturgeon		LGFF/CCBF				\$750,000	\$1,750,000					
3062	23 - Fire	AUTO - 3062 - Rescue Trailer Replacement	David Sturgeon		LGFF/CCBF						\$25,000				
3063	23 - Fire	AUTO - 3063 - Rescue Boat Replacement	David Sturgeon		LGFF/CCBF							\$35,000			
3064	23 - Fire	AUTO - 3064 - SCBA Compressor Replacement	David Sturgeon		LGFF/CCBF							\$300,000			
3065	23 - Fire	AUTO - 3065 - SCBA Replacement	David Sturgeon		LGFF/CCBF								\$350,000		
3066	23 - Fire	AUTO - 3066 - Tender 1 Fire Truck Replacement	David Sturgeon		LGFF/CCBF									\$850,000	
3067	72 - Recreation	AUTO - 3067 - Family Centre - Ice Plant Control Integration	Craig Dilts		LGFF/CCBF		\$10,000								
3068	41 - Water	AUTO - 3068 - Third Street Cast Iron Replacement	Ethan Wilson		Water Reserve							\$1,100,000			
3069	42 - Wastewater	AUTO - 3069 - Central Trunk Sewer Upgrades	Ethan Wilson		Multiple Funding		\$3,500,000				\$942,000				
3072	32 - Roads	AUTO - 3072 - Westcreek/Wildflower Arterial	Ethan Wilson		Multiple Funding		\$4,300,000		\$6,000,000						
3073	72 - Recreation	AUTO - 3073 - Sports Centre Batting Cage	Lisa Montgomery		LGFF/CCBF		\$30,000								
3074	72 - Recreation	AUTO - 3074 - Sports Centre Sport Field Divider	Lisa Montgomery		LGFF/CCBF		\$33,000								
3075	72 - Recreation	AUTO - 3075 - Parks - EPK 71 - Mower Replacement - 2028	Deanna Connington		Capital Reserve					\$77,000					
3076	72 - Recreation	AUTO - 3076 - 72 - Parks - Mower Replacement / Snow Plow - Unit EPK 74 - 2030	Deanna Connington		Capital Reserve							\$77,000			
3077	72 - Recreation	AUTO - 3077 - 72 - Parks - Unit EPK 80 - Mower / Snow Plow Replacement - 2030	Deanna Connington		Capital Reserve							\$77,000			
3078	41 - Water	AUTO - 3078 - Wildflower Distribution Main Upgrade	Ethan Wilson		LGFF/CCBF								\$2,500,000		
3079	41 - Water	AUTO - 3079 - Wildflower Reservoir Storage Upgrade	Ethan Wilson		LGFF/CCBF										\$8,200,000
3080	41 - Water	AUTO - 3080 - Westdale Street Utility Replacement	Ethan Wilson		LGFF/CCBF					\$1,200,000					
3081	41 - Water	AUTO - 3081 - Fifth Avenue Utility Replacement	Ethan Wilson		LGFF/CCBF								\$1,955,000		
3082	41 - Water	AUTO - 3082 - Sixth Avenue Utility Replacement	Ethan Wilson		LGFF/CCBF									\$1,400,000	

Town of Strathmore 2025 Capital Budget Capital Business Cases - Priority															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
3083	41 - Water	AUTO - 3083 - Second Street Utility Replacement & Downtown Beautification	Ethan Wilson		LGFF/CCBF						\$578,000				
3084	41 - Water	AUTO - 3084 - Fourth Street Utility Upgrades	Ethan Wilson		Multiple Funding		\$860,000								
3085	41 - Water	AUTO - 3085 - Wheeler Street Waterline Upgrade	Ethan Wilson		LGFF/CCBF				\$310,000						
3086	41 - Water	AUTO - 3086 - New Bulk Water Depot	Ethan Wilson		Water Reserve			\$500,000							
3087	42 - Wastewater	AUTO - 3087 - Bow Tertiary Outfall Pump Upgrade	Ethan Wilson		Waste Water Offsite										\$513,000
3088	72 - Recreation	AUTO - 3088 - Sports Centre -Turf Replacement	Lisa Montgomery		Storm Water Reserve		\$275,000								
3089	37 - Stormwater	AUTO - 3089 - Storm Pond 7, Phase 1 to 3	Ethan Wilson		Storm Water Reserve						\$1,625,000				
3090	37 - Stormwater	AUTO - 3090 - Storm Pond 4B Expansion	Ethan Wilson		Storm Water Reserve									\$410,000	
3091	37 - Stormwater	AUTO - 3091 - Storm Pond 1 Outfall Control Structure	Ethan Wilson		Storm Water Reserve										\$2,100,000
3092	32 - Roads	AUTO - 3092 - EPW 61 772 motor grader replacement 2029	Joe Schultz		Capital Reserve						\$775,000				
3093	32 - Roads	AUTO - 3093 - Roads- EPW 49 John Deere 624 Wheel Loader Replacement- 2027	Joe Schultz		Capital Reserve				\$524,000						
3094	32 - Roads	AUTO - 3094 - Roads- EPW 62 John Deere 644 Wheel Loader Replacement- 2033	Joe Schultz		Capital Reserve										\$597,000
3095	32 - Roads	AUTO - 3095 - Roads- EPW 047 Bobcat S300 Replacement 2026	Joe Schultz		Capital Reserve			\$133,000							
3096	32 - Roads	AUTO - 3096 - Roads- EPW 075 John Deere 333 Compact Track Loader Replacement 2033	Joe Schultz		Capital Reserve										\$168,000
3099	32 - Roads	AUTO - 3099 - Roads- PW 74 International 7300 Plow Truck Replacement- 2028	Joe Schultz		Capital Reserve					\$502,000					
3100	32 - Roads	AUTO - 3100 - Roads- OP 004 International HV Single Axle Hook/Plow Truck Replacement- 2030	Joe Schultz		Capital Reserve							\$350,000			
3102	32 - Roads	AUTO - 3102 - Roads- (awaiting delivery) 2023 International HX Plow Truck Replacement- 2033	Joe Schultz		Capital Reserve										\$572,000
3104	32 - Roads	AUTO - 3104 - Roads - PW 25 Chevrolet Silverado 1500 Replacement - 2026	Joe Schultz		Capital Reserve			\$73,000							
3105	32 - Roads	AUTO - 3105 - Roads- PW 50 Ford F-150 Replacement- 2027	Joe Schultz		Capital Reserve				\$82,000						
3106	32 - Roads	AUTO - 3106 - Roads- PW 71 Ford F-150 Replacement- 2028	Joe Schultz		Capital Reserve					\$76,000					
3107	32 - Roads	AUTO - 3107 - Roads- PW 64 Chevrolet Silverado 1500 Replacement- 2029	Joe Schultz		Capital Reserve						\$85,000				
3108	32 - Roads	AUTO - 3108 - Roads- PW 67 Chevrolet Silverado 1500 Replacement- 2030	Joe Schultz		Capital Reserve							\$79,000			
3109	32 - Roads	AUTO - 3109 - Roads- PW 72 Chevrolet Silverado 1500 Replacement- 2031	Joe Schultz		Capital Reserve								\$89,000		
3110	32 - Roads	AUTO - 3110 - Roads- PW 76 Ford F-150 Replacement- 2032	Joe Schultz		Capital Reserve									\$82,000	
3111	32 - Roads	AUTO - 3111 - Roads- PW 77 Ford F-150 Replacement- 2033	Joe Schultz		Capital Reserve										\$93,000
3112	32 - Roads	AUTO - 3112 - Roads- PW 006 Chevrolet Silverado 3500 Dump Box Replacement- 2027	Joe Schultz		Capital Reserve				\$130,000						
3113	32 - Roads	AUTO - 3113 - Roads- PW 78 Ford F-550 Dump Box Replacement- 2032	Joe Schultz		Capital Reserve									\$146,000	
3114	32 - Roads	AUTO - 3114 - Roads- OP 012 Hydrovac Trailer Replacement- 2032	Joe Schultz		Capital Reserve									\$160,000	
3115	32 - Roads	AUTO - 3115 - Roads- EPW 76 Marathon Crack Sealer Replacement- 2032	Joe Schultz		Capital Reserve									\$90,000	
3116	32 - Roads	AUTO - 3116 - Roads- EPW 66 Hot Box Trailer Replacement- 2026	Joe Schultz		Capital Reserve			\$96,000							
3117	32 - Roads	AUTO - 3117 - Roads- OP- 13 Big Tex Tilt Deck Trailer Replacement- 2030	Joe Schultz		Capital Reserve							\$20,000			
3118	32 - Roads	AUTO - 3118 - Roads- New Purchase- Asphalt Recycler Purchase- 2026	Joe Schultz		Capital Reserve			\$160,000							

Town of Strathmore 2025 Capital Budget Capital Business Cases - Priority															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
3119	32 - Roads	AUTO - 3119 - Roads- New Purchase- Wood Chipper Purchase- 2026	Joe Schultz		Capital Reserve			\$85,000							
3120	32 - Roads	AUTO - 3120 - Roads- EPW 59 Variable Message Sign Board Replacement- 2031	Joe Schultz		Capital Reserve								\$30,000		
3121	32 - Roads	AUTO - 3121 - Roads- EPW 60 Variable Message Sign Board Replacement- 2031	Joe Schultz		Capital Reserve								\$30,000		
3122	32 - Roads	AUTO - 3122 - Roads- New Purchase- 2x Variable Message Sign Boards- 2031	Joe Schultz		Capital Reserve								\$60,000		
3123	32 - Roads	AUTO - 3123 - Facilities- OP 008 Ram Promaster Replacement- 2028	Joe Schultz		Capital Reserve					\$123,000					
3124	32 - Roads	AUTO - 3124 - Roads- PW 75 Ford f-350 Service Truck Replacement- 2026	Joe Schultz		Capital Reserve			\$160,000							
3125	32 - Roads	AUTO - 3125 - Roads- OP 001 Elgin Street Sweeper Replacement- 2031	Joe Schultz		Capital Reserve								\$417,000		
3127	72 - Recreation	AUTO - 3127 - 72 - Parks - PK90 - GMC 2500 Replacement - 2027	Deanna Connington		Capital Reserve				\$68,000						
3128	72 - Recreation	AUTO - 3128 - 72 - Parks - OP 003 - Ford F150 Replacement - 2028	Deanna Connington		Capital Reserve					\$68,000					
3129	72 - Recreation	AUTO - 3129 - Sports Centre - Motor & Lifts for Basketball Hoops & Curtains	Lisa Montgomery		LGFF/CCBF										\$12,000
3130	72 - Recreation	AUTO - 3130 - 72 - Parks - OP 011 - Ford F150 - Replacement - 2029	Deanna Connington		Capital Reserve						\$68,000				
3131	72 - Recreation	AUTO - 3131 - 72 - Parks - PK 89 GMC 3500 1 Ton Dump Box Replacement - 2030	Deanna Connington		Capital Reserve							\$120,000			
3135	72 - Recreation	AUTO - 3135 - 72 - Parks - Wide Area Mower Replacement - 2033	Deanna Connington		Capital Reserve										\$116,000
3136	72 - Recreation	AUTO - 3136 - 72 - Parks - John Deere Zero Turn Mower Replacement - 2032	Deanna Connington		Capital Reserve									\$18,000	
3138	72 - Recreation	AUTO - 3138 - Parks - OP 002 - Kubota Tractor Replacement - 2028	Deanna Connington		Capital Reserve					\$100,000					
3139	72 - Recreation	AUTO - 3139 - 72 - Parks - OP 006 - MT7 Trackless - Replacement - 2030	Deanna Connington		Capital Reserve							\$180,000			
3140	72 - Recreation	AUTO - 3140 - 72 - Parks - OP 014 - MT7 Trackless - Replacement - 2034	Deanna Connington		Capital Reserve										\$180,000
3141	72 - Recreation	AUTO - 3141 - 72 - Parks - New 1/2 ton pick up truck - 2030	Deanna Connington		Capital Reserve							\$68,000			
3142	72 - Recreation	AUTO - 3142 - 72 - Parks - New 1/2 ton pick up truck - 2031	Deanna Connington		Capital Reserve								\$68,000		
3143	72 - Recreation	AUTO - 3143 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2032	Deanna Connington		Capital Reserve									\$68,000	
3144	72 - Recreation	AUTO - 3144 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2033	Deanna Connington		Capital Reserve										\$68,000
3146	72 - Recreation	AUTO - 3146 - Sport Centre - Fitness Facility	Lisa Montgomery		LGFF/CCBF		\$179,000								
3149	72 - Recreation	AUTO - 3149 - 72 - Parks - New washrooms/change rooms for Splash Park	Deanna Connington		LGFF/CCBF			\$300,000							
3151	42 - Wastewater	AUTO - 3151 - 42.1 - WWTP HVAC Lifecyle Replacements	Ethan Wilson		Waste Water Reserve		\$80,000			\$120,000					
3152	42 - Wastewater	AUTO - 3152 - 42.1 - WWTP VFD Lifecycle Replacements	Ethan Wilson		Waste Water Reserve			\$150,000							
3153	42 - Wastewater	AUTO - 3153 - 42.1 - WWTP MCC Lifecycle Replacements	Ethan Wilson		Waste Water Reserve									\$150,000	
3154	42 - Wastewater	AUTO - 3154 - 42.1 - WWTP Lagoon Refurbishment	Ethan Wilson		Waste Water Reserve			\$60,000	\$300,000	\$300,000	\$100,000				
3155	42 - Wastewater	AUTO - 3155 - 42.1 - WWTP Alum Tank Replacement	Ethan Wilson		Waste Water Reserve					\$100,000					
3156	42 - Wastewater	AUTO - 3156 - 42.1 - WWTP Primary & Secondary Treatment	Ethan Wilson		Waste Water Reserve					\$400,000	\$350,000	\$200,000			
3157	42 - Wastewater	AUTO - 3157 - 42.1 - Lift Station Lifecyle Replacements	Ethan Wilson		Waste Water Reserve					\$60,000	\$160,000	\$160,000			
3158	42 - Wastewater	AUTO - 3158 - 42.1 - WWTP Centrifuge Lifecycle Replacements	Ethan Wilson		Waste Water Reserve							\$360,000			
3159	42 - Wastewater	AUTO - 3159 - 42.1 - WWTP Blower System Replacement	Ethan Wilson		Waste Water Reserve								\$200,000		

Town of Strathmore 2025 Capital Budget Capital Business Cases - Priority															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
3160	42 - Wastewater	AUTO - 3160 - 42.1 - WWTP Headworks Replacement	Ethan Wilson		Waste Water Reserve									\$100,000	
3161	42 - Wastewater	AUTO - 3161 - WWTP Control Building Upgrades	Ethan Wilson		Waste Water Reserve										\$60,000
3162	42 - Wastewater	AUTO - 3162 - 42.1 - WWTP UV Lifecycle Replacements	Ethan Wilson		Waste Water Reserve								\$400,000		
3163	41 - Water	AUTO - 3163 - 41.1 - Wildflower Reservoir Instrument Replacements	Ethan Wilson		Water Reserve									\$60,000	
3164	72 - Recreation	AUTO - 3164 - 72 - Parks - Replacement Lambert Park washrooms	Deanna Connington		Capital Reserve				\$150,000						
3165	72 - Recreation	AUTO - 3165 - 72 - Parks - Playground replacement - Green Meadows	Deanna Connington		Capital Reserve				\$90,000						
		AUTO - 3166 - 72 - Parks - Playground replacement - Terry Ray Clark Park	Deanna Connington		Capital Reserve		\$90,000								
3166	72 - Recreation														
3178	72 - Recreation	AUTO - 3178 - Aquatic Center Audio System / Capital	Natasha Barron		LGFF/CCBF		\$23,000								
3179	72 - Recreation	AUTO - 3179 - Aquatic Center Waterslide Stairs / Capital	Natasha Barron		LGFF/CCBF		\$15,000								
3180	72 - Recreation	AUTO - 3180 - Aquatic Center Flooring / Capital	Natasha Barron		LGFF/CCBF			\$43,000							
3182	72 - Recreation	AUTO - 3182 - Aquatic Center Heat Exchangers / Capital	Natasha Barron		LGFF/CCBF		\$10,000								
3183	72 - Recreation	AUTO - 3183 - Aquatic Center Heat Exchanger Lap Pool / Capital	Natasha Barron		LGFF/CCBF										\$17,000
3184	72 - Recreation	AUTO - 3184 - Aquatic Center UV Film Windows / Capital	Natasha Barron		LGFF/CCBF			\$16,000							
3185	72 - Recreation	AUTO - 3185 - Aquatic Center Fencing Under Waterslide / Capital	Natasha Barron		LGFF/CCBF		\$7,000								
3186	72 - Recreation	AUTO - 3186 - Aquatic Center Diving Board / Capital	Natasha Barron		LGFF/CCBF					\$8,000					
3187	72 - Recreation	AUTO - 3187 - Aquatic Center Re-Tile Spa / Hot Tub / Capital	Natasha Barron		LGFF/CCBF										\$100,000
3188	72 - Recreation	AUTO - 3188 - Aquatic Center Re-Tile Kiddy Pool / Capital	Natasha Barron		LGFF/CCBF										\$125,000
3189	72 - Recreation	AUTO - 3189 - Aquatic Center Diving Blocks / Capital	Natasha Barron		LGFF/CCBF							\$35,000			
3190	72 - Recreation	AUTO - 3190 - Aquatic Center Front Desk Reception, Replacement / Capital	Natasha Barron		LGFF/CCBF					\$25,000					
3191	72 - Recreation	AUTO - 3191 - Aquatic Center Replace Tiles All Changerooms & Pool Deck Area / Capital	Natasha Barron		LGFF/CCBF										\$650,000
3192	72 - Recreation	AUTO - 3192 - Aquatic Center Baffles / Capital	Natasha Barron		LGFF/CCBF			\$125,000							
3193	72 - Recreation	AUTO - 3193 - Aquatic Center Replace Sand Filters / Capital	Natasha Barron		LGFF/CCBF		\$35,000								
3194	72 - Recreation	AUTO - 3194 - Aquatic Center Replace Filters Hot Tub & Kiddy Pool / Capital	Natasha Barron		LGFF/CCBF				\$27,000						
3195	72 - Recreation	AUTO - 3195 - Aquatic Center Replace Lockers / Capital	Natasha Barron		LGFF/CCBF		\$140,000								
3196	72 - Recreation	AUTO - 3196 - Aquatic Center Chairlift / Capital	Natasha Barron		LGFF/CCBF		\$10,000								
3197	72 - Recreation	AUTO - 3197 - Aquatic Center Domestic Hot Water Tanks / Capital	Natasha Barron		LGFF/CCBF		\$15,000								
3208	42 - Wastewater	AUTO - 3208 - 42.1 - WWTP Lab Equipment	Ethan Wilson		Waste Water Reserve			\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
5239	72 - Recreation	AUTO - 5239 - Family Centre Arena - Expansion	Craig Dilts		LGFF/CCBF										
5242	72 - Recreation	AUTO - 5242 - Family Centre Desuperheater	Craig Dilts		LGFF/CCBF		\$100,000								
5251	32 - Roads	AUTO - 5251 - Westlake Road Reconstruction	Ethan Wilson		Capital Reserve		\$130,000								
5252	32 - Roads	AUTO - 5252 - Parklane Drive Reconstruction	Ethan Wilson		Capital Reserve				\$300,000						
5280	42 - Wastewater	AUTO - 5280 - 42.1 WWTP Centrifuge Overhaul	Ethan Wilson		Waste Water Reserve		\$100,000								
5281	42 - Wastewater	AUTO - 5281 - 42.1 - WWTP Effluent Pumphouse Rehabilitation	Ethan Wilson		Waste Water Reserve			\$150,000							
5284	42 - Wastewater	AUTO - 5284 - 42.1 - WWTP Polymer Make-Up System	Ethan Wilson		Waste Water Reserve		\$325,000								
5301	12 - Administration	AUTO - 5301 - Digital Highway Sign	Johnathan Strathdee		LGFF/CCBF										
Total:						\$9,313,000	\$18,974,500	\$8,899,000	\$10,776,000	\$14,244,000	\$10,375,000	\$4,205,000	\$7,151,000	\$4,593,000	\$14,588,000

Town of Strathmore 2025 Capital Budget Capital Business Cases - Dept Order															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
5305	11 - Council	AUTO - 5305 - Capital Priority Projects	Riley Brolly	Annual	Capital Reserve - Tentative		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
4221	12 - Administration	AUTO - 4221 - ERP Replacement and Process Optimization	Ray Chan	70.00	LGFF/CCBF	\$150,000	\$500,000	\$350,000							
4225	12 - Administration	AUTO - 4225 - IT - IODS - GIS Server Upgrade	Ray Chan	48.50	LGFF/CCBF	\$323,000	\$100,000	\$110,000	\$130,000						
4226	12 - Administration	AUTO - 4226 - IT - Town of Strathmore CCTV and Door Access Control	Ray Chan	41.50	LGFF/CCBF		\$70,000	\$85,000	\$55,000	\$105,000	\$10,000				
4231	12 - Administration	AUTO - 4231 - IT - CPS - Fire Department Internet Upgrade	Ray Chan	57.50	Capital Reserve	\$21,000									
4239	12 - Administration	AUTO - 4239 - IT - IODS - SMB Rooftop Unit Building Automation	Ray Chan	28.50	LGFF/CCBF		\$90,000								
5257	12 - Administration	AUTO - 5257 - IT - IT Restoration, Consolidation, and Cost Efficiency	Ray Chan	Annual	LGFF/CCBF	\$64,000	\$66,000	\$66,000	\$68,000	\$70,000	\$72,000	\$74,000	\$76,000	\$78,000	\$80,000
5263	12 - Administration	AUTO - 5263 - IODS - Public Works Bulk Water Station Payment	Ray Chan	42.00	Water Reserve	\$50,000									
5299	12 - Administration	AUTO - 5299 - Wayfinding	Johnathan Strathdee		LGFF/CCBF		\$25,000								
5301	12 - Administration	AUTO - 5301 - Digital Highway Sign	Johnathan Strathdee		LGFF/CCBF										
4236	12 - Director of IODS	AUTO - 4236 - SMB- Electric Baseboard Heat	Donna McCallum	19.50	LGFF/CCBF		\$12,000								
3051	23 - Fire	AUTO - 3051 - Bush Buggy Replacement Fire Truck	David Sturgeon		LGFF/CCBF		\$150,000								
3052	23 - Fire	AUTO - 3052 - Engine 2 Replacement Fire Truck	David Sturgeon	62.50	LGFF/CCBF	\$480,000	\$1,120,000								
3053	23 - Fire	AUTO - 3053 - Squad Fire Truck Replacement	David Sturgeon		LGFF/CCBF		\$120,000								
3054	23 - Fire	AUTO - 3054 - SCBA Bottles Replacement	David Sturgeon		LGFF/CCBF			\$150,000							
3055	23 - Fire	AUTO - 3055 - Auto Extrication Tool Replacement	David Sturgeon		LGFF/CCBF				\$225,000						
3056	23 - Fire	AUTO - 3056 - AED Replacement (Set of 6)	David Sturgeon		LGFF/CCBF				\$21,000						
3057	23 - Fire	AUTO - 3057 - Thermal Imaging Camera Replacement (Set of 6)	David Sturgeon		LGFF/CCBF				\$60,000						
3058	23 - Fire	AUTO - 3058 - Rescue Airbag & Strut Replacement (Fire)	David Sturgeon		LGFF/CCBF				\$50,000						
3059	23 - Fire	AUTO - 3059 - Extractor & Dryer Replacement (Fire)	David Sturgeon		LGFF/CCBF					\$40,000					
3060	23 - Fire	AUTO - 3060 - CPR Lucas Device Replacement	David Sturgeon		LGFF/CCBF					\$60,000					
3061	23 - Fire	AUTO - 3061 - Ladder 1 Fire Truck Replacement	David Sturgeon		LGFF/CCBF				\$750,000	\$1,750,000					
3062	23 - Fire	AUTO - 3062 - Rescue Trailer Replacement	David Sturgeon		LGFF/CCBF						\$25,000				
3063	23 - Fire	AUTO - 3063 - Rescue Boat Replacement	David Sturgeon		LGFF/CCBF							\$35,000			
3064	23 - Fire	AUTO - 3064 - SCBA Compressor Replacement	David Sturgeon		LGFF/CCBF							\$300,000			
3065	23 - Fire	AUTO - 3065 - SCBA Replacement	David Sturgeon		LGFF/CCBF								\$350,000		
3066	23 - Fire	AUTO - 3066 - Tender 1 Fire Truck Replacement	David Sturgeon		LGFF/CCBF									\$850,000	
3215	23 - Fire	AUTO - 3215 - SCBA Replacement	David Sturgeon	60.00	LGFF/CCBF	\$76,000									
5287	26 - Municipal Enforcement	AUTO - 5287 - Sea Can for stolen items	Donna McCallum	14.00	Capital Reserve		\$7,000								
5279	31 - Common Services	AUTO - 5279 - Fleet - Portable Column Lifts	Deanna Connington	50.00	Capital Reserve	\$78,000									
5291	31 - Common Services	AUTO - 5291 - Westlake Shop Upgrades Phase 2	Donna McCallum	38.50	LGFF/CCBF		\$350,000								
3070	32 - Roads	AUTO - 3070 - George Freeman Trail Upgrades	Ethan Wilson	53.75	Multiple Funding			\$4,700,000			\$4,200,000				
3071	32 - Roads	AUTO - 3071 - Wildflower Road - Phase 1 to 3	Ethan Wilson	52.25	Multiple Funding		\$2,300,000			\$7,700,000					
3072	32 - Roads	AUTO - 3072 - Westcreek/Wildflower Arterial	Ethan Wilson		Multiple Funding		\$4,300,000		\$6,000,000						
3092	32 - Roads	AUTO - 3092 - EPW 61 772 motor grader replacement 2029	Joe Schultz		Capital Reserve						\$775,000				
3093	32 - Roads	AUTO - 3093 - Roads- EPW 49 John Deere 624 Wheel Loader	Joe Schultz		Capital Reserve				\$524,000						
3094	32 - Roads	AUTO - 3094 - Roads- EPW 62 John Deere 644 Wheel Loader	Joe Schultz		Capital Reserve										\$597,000
3095	32 - Roads	AUTO - 3095 - Roads- EPW 047 Bobcat S300 Replacement 2026	Joe Schultz		Capital Reserve			\$133,000							
3096	32 - Roads	AUTO - 3096 - Roads- EPW 075 John Deere 333 Compact Track Loader Replacement 2033	Joe Schultz		Capital Reserve										\$168,000
3097	32 - Roads	AUTO - 3097 - Roads- EPW 57 John Deere 60 Series Excavator Replacement- 2025	Joe Schultz	45.50	LGFF/CCBF		\$167,000								
3098	32 - Roads	AUTO - 3098 - Roads- PW 22 Sterling 7500 Plow Truck Replacement- 2025	Joe Schultz	48.50	LGFF/CCBF	\$470,000									
3099	32 - Roads	AUTO - 3099 - Roads- PW 74 International 7300 Plow Truck Replacement- 2028	Joe Schultz		Capital Reserve					\$502,000					
3100	32 - Roads	AUTO - 3100 - Roads- OP 004 International HV Single Axle Hook/Plow Truck Replacement- 2030	Joe Schultz		Capital Reserve							\$350,000			

Town of Strathmore 2025 Capital Budget Capital Business Cases - Dept Order															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
3102	32 - Roads	AUTO - 3102 - Roads- (awaiting delivery) 2023 International HX Plow Truck Replacement- 2033	Joe Schultz		Capital Reserve										\$572,000
3103	32 - Roads	AUTO - 3103 - Roads- PW 69 Ford F-150 Replacement- 2025	Joe Schultz	43.00	Capital Reserve		\$78,000								
3104	32 - Roads	AUTO - 3104 - Roads - PW 25 Chevrolet Silverado 1500 Replacement - 2026	Joe Schultz		Capital Reserve			\$73,000							
3105	32 - Roads	AUTO - 3105 - Roads- PW 50 Ford F-150 Replacement- 2027	Joe Schultz		Capital Reserve				\$82,000						
3106	32 - Roads	AUTO - 3106 - Roads- PW 71 Ford F-150 Replacement- 2028	Joe Schultz		Capital Reserve					\$76,000					
3107	32 - Roads	AUTO - 3107 - Roads- PW 64 Chevrolet Silverado 1500 Replacement- 2029	Joe Schultz		Capital Reserve						\$85,000				
3108	32 - Roads	AUTO - 3108 - Roads- PW 67 Chevrolet Silverado 1500 Replacement- 2030	Joe Schultz		Capital Reserve							\$79,000			
3109	32 - Roads	AUTO - 3109 - Roads- PW 72 Chevrolet Silverado 1500 Replacement- 2031	Joe Schultz		Capital Reserve								\$89,000		
3110	32 - Roads	AUTO - 3110 - Roads- PW 76 Ford F-150 Replacement- 2032	Joe Schultz		Capital Reserve									\$82,000	
3111	32 - Roads	AUTO - 3111 - Roads- PW 77 Ford F-150 Replacement- 2033	Joe Schultz		Capital Reserve										\$93,000
3112	32 - Roads	AUTO - 3112 - Roads- PW 006 Chevrolet Silverado 3500 Dump Box Replacement- 2027	Joe Schultz		Capital Reserve				\$130,000						
3113	32 - Roads	AUTO - 3113 - Roads- PW 78 Ford F-550 Dump Box Replacement- 2032	Joe Schultz		Capital Reserve									\$146,000	
3114	32 - Roads	AUTO - 3114 - Roads- OP 012 Hydrovac Trailer Replacement- 2032	Joe Schultz		Capital Reserve									\$160,000	
3115	32 - Roads	AUTO - 3115 - Roads- EPW 76 Marathon Crack Sealer Replacement- 2032	Joe Schultz		Capital Reserve									\$90,000	
3116	32 - Roads	AUTO - 3116 - Roads- EPW 66 Hot Box Trailer Replacement- 2026	Joe Schultz		Capital Reserve			\$96,000							
3117	32 - Roads	AUTO - 3117 - Roads- OP- 13 Big Tex Tilt Deck Trailer Replacement- 2030	Joe Schultz		Capital Reserve							\$20,000			
3118	32 - Roads	AUTO - 3118 - Roads- New Purchase- Asphalt Recycler Purchase- 2026	Joe Schultz		Capital Reserve			\$160,000							
3119	32 - Roads	AUTO - 3119 - Roads- New Purchase- Wood Chipper Purchase- 2026	Joe Schultz		Capital Reserve			\$85,000							
3120	32 - Roads	AUTO - 3120 - Roads- EPW 59 Variable Message Sign Board Replacement- 2031	Joe Schultz		Capital Reserve								\$30,000		
3121	32 - Roads	AUTO - 3121 - Roads- EPW 60 Variable Message Sign Board Replacement- 2031	Joe Schultz		Capital Reserve								\$30,000		
3122	32 - Roads	AUTO - 3122 - Roads- New Purchase- 2x Variable Message Sign Boards- 2031	Joe Schultz		Capital Reserve								\$60,000		
3123	32 - Roads	AUTO - 3123 - Facilities- OP 008 Ram Promaster Replacement- 2028	Joe Schultz		Capital Reserve					\$123,000					
3124	32 - Roads	AUTO - 3124 - Roads- PW 75 Ford f-350 Service Truck Replacement- 2026	Joe Schultz		Capital Reserve			\$160,000							
3125	32 - Roads	AUTO - 3125 - Roads- OP 001 Elgin Street Sweeper Replacement- 2031	Joe Schultz		Capital Reserve								\$417,000		
3212	32 - Roads	AUTO - 3212 - Road Asset Management Plan (RAMP)	Ethan Wilson	47.00	LGFF/CCBF	\$380,000	\$345,000	\$365,000	\$380,000	\$400,000	\$420,000				
3213	32 - Roads	AUTO - 3213 - Capital Projects Engineering	Ethan Wilson	Annual	Capital Reserve	\$75,000	\$70,000	\$60,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000
5250	32 - Roads	AUTO - 5250 - Second Street Road Reconstruction	Ethan Wilson	29.50	Capital Reserve		\$175,000								
5251	32 - Roads	AUTO - 5251 - Westlake Road Reconstruction	Ethan Wilson		Capital Reserve		\$130,000								
5252	32 - Roads	AUTO - 5252 - Parklane Drive Reconstruction	Ethan Wilson		Capital Reserve				\$300,000						
5286	32 - Roads	AUTO - 5286 - Centre Street and Centennial Drive Intersection Improvements	Ethan Wilson	32.50	LGFF/CCBF		\$50,000								
5303	32 - Roads	AUTO - 5303 - Sidewalk Improvements	Donna McCallum	Annual	LGFF/CCBF	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000

Town of Strathmore 2025 Capital Budget Capital Business Cases - Dept Order															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
5296	32- Roads	Roads- EPW 36 RPM Tech 220 Loader Mounted Snow Blower Replacement- 2025	Joe Schultz	53.50	LGFF/CCBF	\$265,000									
3089	37 - Stormwater	AUTO - 3089 - Storm Pond 7, Phase 1 to 3	Ethan Wilson		Storm Water Reserve						\$1,625,000				
3090	37 - Stormwater	AUTO - 3090 - Storm Pond 4B Expansion	Ethan Wilson		Storm Water Reserve									\$410,000	
3091	37 - Stormwater	AUTO - 3091 - Storm Pond 1 Outfall Control Structure	Ethan Wilson		Storm Water Reserve										\$2,100,000
3068	41 - Water	AUTO - 3068 - Third Street Cast Iron Replacement	Ethan Wilson		Water Reserve							\$1,100,000			
3078	41 - Water	AUTO - 3078 - Wildflower Distribution Main Upgrade	Ethan Wilson		LGFF/CCBF								\$2,500,000		
3079	41 - Water	AUTO - 3079 - Wildflower Reservoir Storage Upgrade	Ethan Wilson		LGFF/CCBF										\$8,200,000
3080	41 - Water	AUTO - 3080 - Westdale Street Utility Replacement	Ethan Wilson		LGFF/CCBF					\$1,200,000					
3081	41 - Water	AUTO - 3081 - Fifth Avenue Utility Replacement	Ethan Wilson		LGFF/CCBF								\$1,955,000		
3082	41 - Water	AUTO - 3082 - Sixth Avenue Utility Replacement	Ethan Wilson		LGFF/CCBF									\$1,400,000	
3083	41 - Water	AUTO - 3083 - Second Street Utility Replacement & Downtown Beautification	Ethan Wilson		LGFF/CCBF						\$578,000				
3084	41 - Water	AUTO - 3084 - Fourth Street Utility Upgrades	Ethan Wilson		Multiple Funding		\$860,000								
3085	41 - Water	AUTO - 3085 - Wheeler Street Waterline Upgrade	Ethan Wilson		LGFF/CCBF				\$310,000						
3086	41 - Water	AUTO - 3086 - New Bulk Water Depot	Ethan Wilson		Water Reserve			\$500,000							
3163	41 - Water	AUTO - 3163 - 41.1 - Wildflower Reservoir Instrument Replacements	Ethan Wilson		Water Reserve									\$60,000	
3211	41 - Water	AUTO - 3211 - Water Reservoir Upgrades	Ethan Wilson	75.00	Debt	\$5,300,000	\$150,000								
3069	42 - Wastewater	AUTO - 3069 - Central Trunk Sewer Upgrades	Ethan Wilson		Multiple Funding		\$3,500,000				\$942,000				
3087	42 - Wastewater	AUTO - 3087 - Bow Tertiary Outfall Pump Upgrade	Ethan Wilson		Waste Water Offsite										\$513,000
3150	42 - Wastewater	AUTO - 3150 - 42.1 - WWTP UV System	Ethan Wilson	40.50	Waste Water Reserve	\$385,000									
3151	42 - Wastewater	AUTO - 3151 - 42.1 - WWTP HVAC Lifecycle Replacements	Ethan Wilson		Waste Water Reserve		\$80,000			\$120,000					
3152	42 - Wastewater	AUTO - 3152 - 42.1 - WWTP VFD Lifecycle Replacements	Ethan Wilson		Waste Water Reserve			\$150,000							
3153	42 - Wastewater	AUTO - 3153 - 42.1 - WWTP MCC Lifecycle Replacements	Ethan Wilson		Waste Water Reserve									\$150,000	
3154	42 - Wastewater	AUTO - 3154 - 42.1 - WWTP Lagoon Refurbishment	Ethan Wilson		Waste Water Reserve			\$60,000	\$300,000	\$300,000	\$100,000				
3155	42 - Wastewater	AUTO - 3155 - 42.1 - WWTP Alum Tank Replacement	Ethan Wilson		Waste Water Reserve					\$100,000					
3156	42 - Wastewater	AUTO - 3156 - 42.1 - WWTP Primary & Secondary Treatment	Ethan Wilson		Waste Water Reserve					\$400,000	\$350,000	\$200,000			
3157	42 - Wastewater	AUTO - 3157 - 42.1 - Lift Station Lifecycle Replacements	Ethan Wilson		Waste Water Reserve					\$60,000	\$160,000	\$160,000			
3158	42 - Wastewater	AUTO - 3158 - 42.1 - WWTP Centrifuge Lifecycle Replacements	Ethan Wilson		Waste Water Reserve							\$360,000			
3159	42 - Wastewater	AUTO - 3159 - 42.1 - WWTP Blower System Replacement	Ethan Wilson		Waste Water Reserve								\$200,000		
3160	42 - Wastewater	AUTO - 3160 - 42.1 - WWTP Headworks Replacement	Ethan Wilson		Waste Water Reserve									\$100,000	
3161	42 - Wastewater	AUTO - 3161 - WWTP Control Building Upgrades	Ethan Wilson		Waste Water Reserve										\$60,000
3162	42 - Wastewater	AUTO - 3162 - 42.1 - WWTP UV Lifecycle Replacements	Ethan Wilson		Waste Water Reserve								\$400,000		
3202	42 - Wastewater	AUTO - 3202 - 42.1 - WWTP General Plant Upgrades	Ethan Wilson	49.00	Waste Water Reserve	\$60,000	\$80,000	\$60,000	\$100,000						
3208	42 - Wastewater	AUTO - 3208 - 42.1 - WWTP Lab Equipment	Ethan Wilson		Waste Water Reserve			\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
3209	42 - Wastewater	AUTO - 3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	Ethan Wilson	49.00	Waste Water Reserve	\$75,000	\$60,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	
3210	42 - Wastewater	AUTO - 3210 - 42.1 - WWTP PLC/SCADA Upgrades	Ethan Wilson	55.50	Waste Water Reserve	\$87,000	\$63,000								
3210	42 - Wastewater	AUTO - 3210 - 42.1 - WWTP PLC/SCADA Upgrades	Ethan Wilson	55.50	AMWWP Grant	\$38,000	\$27,000								
5280	42 - Wastewater	AUTO - 5280 - 42.1 WWTP Centrifuge Overhaul	Ethan Wilson		Waste Water Reserve		\$100,000								
5281	42 - Wastewater	AUTO - 5281 - 42.1 - WWTP Effluent Pumphouse Rehabilitation	Ethan Wilson		Waste Water Reserve		\$80,000	\$150,000							
5284	42 - Wastewater	AUTO - 5284 - 42.1 - WWTP Polymer Make-Up System	Ethan Wilson		Waste Water Reserve		\$325,000								
3067	72 - Recreation	AUTO - 3067 - Family Centre - Ice Plant Control Integration	Craig Dilts		LGFF/CCBF		\$10,000								
3073	72 - Recreation	AUTO - 3073 - Sports Centre Batting Cage	Lisa Montgomery		LGFF/CCBF		\$30,000								
3074	72 - Recreation	AUTO - 3074 - Sports Centre Sport Field Divider	Lisa Montgomery		LGFF/CCBF		\$33,000								
3075	72 - Recreation	AUTO - 3075 - Parks - EPK 71 - Mower Replacement - 2028	Deanna Connington		Capital Reserve					\$77,000					
3076	72 - Recreation	AUTO - 3076 - 72 - Parks - Mower Replacement / Snow Plow - Unit EPK 74 - 2030	Deanna Connington		Capital Reserve							\$77,000			
3077	72 - Recreation	AUTO - 3077 - 72 - Parks - Unit EPK 80 - Mower / Snow Plow Replacement - 2030	Deanna Connington		Capital Reserve							\$77,000			
3088	72 - Recreation	AUTO - 3088 - Sports Centre -Turf Replacement	Lisa Montgomery		Storm Water Reserve		\$275,000								

Town of Strathmore 2025 Capital Budget Capital Business Cases - Dept Order															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
3127	72 - Recreation	AUTO - 3127 - 72 - Parks - PK90 - GMC 2500 Replacement - 2027	Deanna Connington		Capital Reserve				\$68,000						
3128	72 - Recreation	AUTO - 3128 - 72 - Parks - OP 003 - Ford F150 Replacement - 2028	Deanna Connington		Capital Reserve					\$68,000					
3129	72 - Recreation	AUTO - 3129 - Sports Centre - Motor & Lifts for Basketball Hoops & Curtains	Lisa Montgomery		LGFF/CCBF										\$12,000
3130	72 - Recreation	AUTO - 3130 - 72 - Parks - OP 011 - Ford F150 - Replacement - 2029	Deanna Connington		Capital Reserve						\$68,000				
3131	72 - Recreation	AUTO - 3131 - 72 - Parks - PK 89 GMC 3500 1 Ton Dump Box Replacement - 2030	Deanna Connington		Capital Reserve							\$120,000			
3132	72 - Recreation	AUTO - 3132 - 72 - Parks - PK86 Kenworth Single Axel Water truck Replacement - 2025	Deanna Connington	46.00	LGFF/CCBF	\$170,000									
3133	72 - Recreation	AUTO - 3133 - 72 - Parks - PK88 Ford F-150 Replacement - 2025	Deanna Connington	33.00	Capital Reserve		\$84,000								
3135	72 - Recreation	AUTO - 3135 - 72 - Parks - Wide Area Mower Replacement - 2033	Deanna Connington		Capital Reserve										\$116,000
3136	72 - Recreation	AUTO - 3136 - 72 - Parks - John Deere Zero Turn Mower Replacement - 2032	Deanna Connington		Capital Reserve									\$18,000	
3137	72 - Recreation	AUTO - 3137 - 72 - Parks - EPK 77 - Kubota UTV - Replacement - 2025	Deanna Connington	38.00	Capital Reserve		\$60,000								
3138	72 - Recreation	AUTO - 3138 - Parks - OP 002 - Kubota Tractor Replacement - 2028	Deanna Connington		Capital Reserve					\$100,000					
3139	72 - Recreation	AUTO - 3139 - 72 - Parks - OP 006 - MT7 Trackless - Replacement - 2030	Deanna Connington		Capital Reserve							\$180,000			
3140	72 - Recreation	AUTO - 3140 - 72 - Parks - OP 014 - MT7 Trackless - Replacement - 2034	Deanna Connington		Capital Reserve										\$180,000
3141	72 - Recreation	AUTO - 3141 - 72 - Parks - New 1/2 ton pick up truck - 2030	Deanna Connington		Capital Reserve							\$68,000			
3142	72 - Recreation	AUTO - 3142 - 72 - Parks - New 1/2 ton pick up truck - 2031	Deanna Connington		Capital Reserve								\$68,000		
3143	72 - Recreation	AUTO - 3143 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2032	Deanna Connington		Capital Reserve									\$68,000	
3144	72 - Recreation	AUTO - 3144 - 72 - Parks - Add new 1/2 ton pickup truck to fleet - 2033	Deanna Connington		Capital Reserve										\$68,000
3145	72 - Recreation	AUTO - 3145 - 72 - Parks - Add new 1 ton with dump box - 2025	Deanna Connington	28.00	LGFF/CCBF		\$130,000								
3146	72 - Recreation	AUTO - 3146 - Sport Centre - Fitness Facility	Lisa Montgomery		LGFF/CCBF		\$179,000								
3149	72 - Recreation	AUTO - 3149 - 72 - Parks - New washrooms/change rooms for Splash Park	Deanna Connington		LGFF/CCBF			\$300,000							
3164	72 - Recreation	AUTO - 3164 - 72 - Parks - Replacement Lambert Park washrooms	Deanna Connington		Capital Reserve				\$150,000						
3165	72 - Recreation	AUTO - 3165 - 72 - Parks - Playground replacement - Green Meadows	Deanna Connington		Capital Reserve				\$90,000						
3166	72 - Recreation	AUTO - 3166 - 72 - Parks - Playground replacement - Terry Ray Clark Park	Deanna Connington		Capital Reserve		\$90,000								
3178	72 - Recreation	AUTO - 3178 - Aquatic Center Audio System / Capital	Natasha Barron		LGFF/CCBF		\$23,000								
3179	72 - Recreation	AUTO - 3179 - Aquatic Center Waterslide Stairs / Capital	Natasha Barron		LGFF/CCBF		\$15,000								
3180	72 - Recreation	AUTO - 3180 - Aquatic Center Flooring / Capital	Natasha Barron		LGFF/CCBF			\$43,000							
3182	72 - Recreation	AUTO - 3182 - Aquatic Center Heat Exchangers / Capital	Natasha Barron		LGFF/CCBF		\$10,000								
3183	72 - Recreation	AUTO - 3183 - Aquatic Center Heat Exchanger Lap Pool / Capital	Natasha Barron		LGFF/CCBF										\$17,000
3184	72 - Recreation	AUTO - 3184 - Aquatic Center UV Film Windows / Capital	Natasha Barron		LGFF/CCBF			\$16,000							
3185	72 - Recreation	AUTO - 3185 - Aquatic Center Fencing Under Waterslide / Capital	Natasha Barron		LGFF/CCBF		\$7,000								
3186	72 - Recreation	AUTO - 3186 - Aquatic Center Diving Board / Capital	Natasha Barron		LGFF/CCBF					\$8,000					
3187	72 - Recreation	AUTO - 3187 - Aquatic Center Re-Tile Spa / Hot Tub / Capital	Natasha Barron		LGFF/CCBF										\$100,000
3188	72 - Recreation	AUTO - 3188 - Aquatic Center Re-Tile Kiddy Pool / Capital	Natasha Barron		LGFF/CCBF										\$125,000

Town of Strathmore 2025 Capital Budget Capital Business Cases - Dept Order															
Number	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget	2031 Budget	2032 Budget	2033 Budget	2034 Budget
3189	72 - Recreation	AUTO - 3189 - Aquatic Center Diving Blocks / Capital	Natasha Barron		LGFF/CCBF							\$35,000			
3190	72 - Recreation	AUTO - 3190 - Aquatic Center Front Desk Reception, Replacement / Capital	Natasha Barron		LGFF/CCBF					\$25,000					
3191	72 - Recreation	AUTO - 3191 - Aquatic Center Replace Tiles All Changerooms & Pool Deck Area / Capital	Natasha Barron		LGFF/CCBF										\$650,000
3192	72 - Recreation	AUTO - 3192 - Aquatic Center Baffles / Capital	Natasha Barron		LGFF/CCBF			\$125,000							
3193	72 - Recreation	AUTO - 3193 - Aquatic Center Replace Sand Filters / Capital	Natasha Barron		LGFF/CCBF		\$35,000								
3194	72 - Recreation	AUTO - 3194 - Aquatic Center Replace Filters Hot Tub & Kiddy Pool / Capital	Natasha Barron		LGFF/CCBF				\$27,000						
3195	72 - Recreation	AUTO - 3195 - Aquatic Center Replace Lockers / Capital	Natasha Barron		LGFF/CCBF		\$140,000								
3196	72 - Recreation	AUTO - 3196 - Aquatic Center Chairlift / Capital	Natasha Barron		LGFF/CCBF		\$10,000								
3197	72 - Recreation	AUTO - 3197 - Aquatic Center Domestic Hot Water Tanks / Capital	Natasha Barron		LGFF/CCBF		\$15,000								
3198	72 - Recreation	AUTO - 3198 - Aquatic Center Lap Pool Circ Pump	Natasha Barron	41.00	LGFF/CCBF		\$26,000								
3199	72 - Recreation	AUTO - 3199 - Aquatic Centre - Expansion Tank & Bladder Replacement	Marcie Brinton	42.50	LGFF/CCBF	\$30,000									
3207	72 - Recreation	AUTO - 3207 - Pathway Lifecycle	Ethan Wilson	Annual	LGFF/CCBF	\$78,000	\$82,000	\$87,000	\$91,000	\$95,000	\$100,000	\$105,000	\$111,000	\$116,000	\$122,000
4217	72 - Recreation	AUTO - 4217 - Sounds System Sports Centre	Lisa Montgomery	23.00	Capital Reserve		\$40,000								
4233	72 - Recreation	AUTO - 4233 - Snow Boss - stand on plow	Deanna Connington	41.50	LGFF/CCBF		\$35,000								
5237	72 - Recreation	AUTO - 5237 - Family Centre Rooftop Unit	Craig Dilts	36.00	LGFF/CCBF		\$115,000								
5238	72 - Recreation	AUTO - 5238 - Family Centre Ice Resurfacers Batteries	Craig Dilts	41.00	Capital Reserve	\$40,000									
5239	72 - Recreation	AUTO - 5239 - Family Centre Arena - Expansion	Craig Dilts		LGFF/CCBF										
5240	72 - Recreation	AUTO - 5240 - Family Centre Makeup Air Unit	Craig Dilts	18.00	LGFF/CCBF		\$40,000								
5241	72 - Recreation	AUTO - 5241 - Family Centre Dehumidifier	Craig Dilts	33.50	LGFF/CCBF		\$42,500								
5242	72 - Recreation	AUTO - 5242 - Family Centre Desuperheater	Craig Dilts		LGFF/CCBF		\$100,000								
5254	72 - Recreation	AUTO - 5254 - Family Centre Roofing Project - Phase 3	Marcie Brinton	33.50	LGFF/CCBF		\$455,000								
5256	72 - Recreation	AUTO - 5256 - Curling Rink - Backflow Prevention Install	Marcie Brinton	45.00	Capital Reserve	\$14,000									
5271	72 - Recreation	AUTO - 5271 - Aquatic Center Carbon Monoxide Detector System / Capital Project	Natasha Barron	50.00	LGFF/CCBF	\$9,000									
5272	72 - Recreation	AUTO - 5272 - Aquatic Center Mechanical Room Repairs / Capital Project	Natasha Barron	26.00	LGFF/CCBF		\$30,000								
5283	72 - Recreation	AUTO - 5283 - Maplewood Drive Boulevard Landscaping	Ethan Wilson	23.00	Capital Reserve		\$475,000								
5290	72 - Recreation	AUTO - 5290 - Splash Park Recirculation system	Donna McCallum	57.50	LGFF/CCBF	\$300,000									
5293	72 - Recreation	AUTO - 5293 - SMB Improvements	Donna McCallum	19.50	Capital Reserve		\$93,000								
5295	72 - Recreation	AUTO - 5295 - Kinsmen Tree Replacement	Donna McCallum	45.00	Capital Reserve	\$50,000									
5302	72 - Recreation	AUTO - 5302 - Kinsmen Park Christmas Lights	Donna McCallum	Annual	LGFF/CCBF	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
5304	72 - Recreation	AUTO - 5304 - Site Furniture	Donna McCallum	Annual	LGFF/CCBF	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000
Total:						\$9,313,000	\$18,974,500	\$8,899,000	\$10,776,000	\$14,244,000	\$10,375,000	\$4,205,000	\$7,151,000	\$4,593,000	\$14,588,000

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3211 - Water Reservoir Upgrades
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	41 - Water

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE JUSTIFICATION	Brentwood Reservoir is past it's life span and is being operated at 50% capacity for risk mitigation purposes. Upgrades to Wildflower Reservoir are necessary in order to decommission Brentwood Reservoir without causing reductions in service or fire protection availability.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Economic Development
	Council Activity:	5.1 - Revitalized, resilient, and intentional and planned growth community
	Administrative Priority:	
	Administrative Activity:	

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
WAT_BU2401 - Water Reservoir Upgrades						
3-12-00-600-00 - WIP	5,300,000	150,000	-	-	-	-
WAT_BU2401 - Water Reservoir Upgrades	5,300,000	150,000	-	-	-	-
Expenses / Expenditure	5,300,000	150,000	-	-	-	-
Net Business Case Capital	(5,300,000)	(150,000)	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/11/2023
DIRECTOR	Jamie Dugdale	1/1/0001



4015 7 Street SE, Calgary AB T2G 2Y9, T: 403.254.0544 F: 403.254.9186

To: **EPCOR Water Services Inc.**

Date: **January 24, 2022**

Attention: **Alec Mackenzie**

Project No.: **27932**

Cc:

Reference: **Wildflower Reservoir Engineering Study**

From: **Mark Black PMP, Fadi Maalouf P.Eng, Abhishek Garg P.Eng, Sarah Barbosa P.Eng**

1.0 Introduction

ISL Engineering and Land Services (ISL) have been requested by Epcor Water Services Inc. (Epcor) to undertake an Engineering Study to further develop the options presented in the 2020 Water Master Servicing Study (WMSS) for the decommissioning of the Brentwood Reservoir and managing the distribution system from the existing Wildflower Reservoir until the construction of a new Reservoir to the east of the Town (East Reservoir). Along with the Wildflower Reservoir and pumping upgrades, this memo presents the Strathmore distribution system upgrades to ensure that the options for decommissioning Brentwood Reservoir meet the minimum level of service requirements until the construction of the new East Reservoir.

2.0 Design Basis

2.1 Population Forecasts

As presented in the WMSS, the water distribution system in Strathmore was considered under three scenarios:

- Existing conditions (population of 13,515); noting that this represents the serviced population
- Interim growth to 2052 (population of 30,703)
- Full build-out of the Town (population of 70,506)

The existing population of 13,515 was based on the 2019 population data used in the Transportation Master Plan and was used to ensure consistency throughout the studies being completed on behalf of the Town.

Under existing conditions, water is supplied to the Town from the Brentwood Reservoir and Wildflower Reservoir. The interim condition is to supply to the Town from Wildflower Reservoir only. The full build-out condition is the supply from Wildflower Reservoir and a newly constructed East Reservoir. As the supply contribution to the Town from Wildflower Reservoir for both the interim and the full build-out conditions are virtually the same, this report shall address the two conditions as the “ultimate condition” for Wildflower Reservoir. The future scenario with Brentwood offline and supply from Wildflower only is referred to as the “initial condition”.

2.2 Design Flows

The table below identifies the anticipated pumping capacities for the different growth phases addressed in the WMSS. The decommissioning of the Brentwood Reservoir, prior to the East Reservoir being constructed would mean that the Wildflower Reservoir would be the only reservoir in service until the new East Reservoir is constructed. In order to meet the demands of the distribution system, the pump station that distributes the water from the reservoir will be upgraded to meet a required firm pumping capacity initially of 276 L/s and ultimately 378 L/s versus the current firm pumping capacity of 166 L/s. The full details of the current system pumping capacities are presented in the table below (Table 2.1).

Table 2.1 Existing and Future Pumping Capacities

Reservoir	Existing Capacity		Required Pumping Capacity		
	Total	Firm	Initial (with Brentwood offline)	Interim	Full Build-out
	L/s				
Brentwood	316	189	276	Decommissioned	
Wildflower	234	166		378	363
East	N/A - Not Built				441

3.0 Pump Station Upgrade

In order to achieve the new flow demands, the Wildflower pump station will require the replacement of the existing pumps and upgrades to the header piping. Electrical items associated to the pump upgrades as well as modifications within the existing PLC for the new control philosophy will also be required.

3.1 Pumps Upgrades

The existing pump capacities are presented below in Table 3.1

Table 3.1 Existing Pump Capacities

Jockey Pump	Distribution Pump 2	Distribution Pump 3	Distribution Pump 4
30 L/s @ 49 m TDH	68 L/s @ 50 m TDH	68 L/s @ 50 m TDH	68 L/s @ 50 m TDH

Two alternatives were considered to achieve the new ultimate pumping capacity of 378 L/s and how this could be adapted to meet the initial condition of 276 L/s. The proposed pumps and piping layouts for the two alternatives are indicated on Figures 1 and 2. The purpose of the two alternatives is to provide Epcor with options for maximizing the re-use of existing assets against the higher capital investment of replacing more pumps of the same duty as the existing to simplify the overall operation and maintenance of the pump station.

For either option a new control philosophy will need to be developed for either alternative to determine the most efficient operation and equal duty operation of the pumps.

Alternative 1 for the Initial Flow Condition of up to 276 L/s

- The existing Jockey Pump DP1, distribution pumps DP2, DP3 and DP 4 are to be retained with DP3 and DP 4 switched to a Variable Frequency Drive (VFD). The new distribution pump DP5 required for the ultimate capacity is installed in the space provided which will provide the required flow with all pumps in operation. The control philosophy should be developed for the most efficient pump operation between the flows of 276 L/s and 378 L/s.

Table 3.2 Alternative 1 Initial Flow Conditions

Alternatives	Jockey Pump	Distribution Pump 2	Distribution Pump 3	Distribution Pump 4	Distribution Pump 5

Alternative 1	30 L/s @ 49 m TDH	68 L/s @ 50 m TDH	68 L/s @ 50 m TDH	68 L/s @ 50 m TDH	240 L/s @ 50 m TDH

Alternative 1 for the Ultimate Flow Condition of up to 378 L/s (Figure 1)

- The existing Jockey Pump DP1, distribution pumps DP2, DP3 (with VFD installed for the initial flow condition) and DP 5 (installed for the initial flow condition) are retained. The existing distribution pump DP4 is replaced with a higher capacity pump on VFD control.

Table 3.3 Alternative 1 Ultimate Flow Conditions

Alternatives	Jockey Pump	Distribution Pump 2	Distribution Pump 3	Distribution Pump 4	Distribution Pump 5
Alternative 1	30 L/s @ 49 m TDH	68 L/s @ 50 m TDH	68 L/s @ 50 m TDH	240 L/s @ 50 m TDH	240 L/s @ 50 m TDH

Alternative 2 for the Initial Flow Condition of up to 276 L/s

- The existing Jockey Pump DP1, distribution pumps DP2, DP3 and DP 4 are to be retained with DP3 and DP 4 switched to a VFD. The new distribution DP5 required for the ultimate capacity is installed in the space provided. The control philosophy should be developed for the most efficient pump operation between the flows of 276 L/s and 378 L/s.

Table 3.4 Alternative 2 Initial Flow Conditions

Alternatives	Jockey Pump	Distribution Pump 2	Distribution Pump 3	Distribution Pump 4	Distribution Pump 5
Alternative 2	30 L/s @ 49 m TDH	68 L/s @ 50 m TDH	68 L/s @ 50 m TDH	68 L/s @ 50 m TDH	150 L/s @ 50 m TDH

Alternative 2 for the Ultimate Flow Condition of up to 378 L/s (Figure 2)

- The existing Jockey Pump DP1 and distribution pump DP2 and DP5 (installed for the initial flow condition) are to be retained. The existing distribution pumps DP3 and DP4 are replaced with new pumps on VFD control.

Table 3.5 Alternative 2 Ultimate Flow Conditions

Alternatives	Jockey Pump	Distribution Pump 2	Distribution Pump 3	Distribution Pump 4	Distribution Pump 5
Alternative 2	30 L/s @ 49 m TDH	68 L/s @ 50m TDH	150 L/s @ 50 m TDH	150 L/s @ 50 m TDH	150 L/s @ 50 m TDH

3.2 Timing of Upgrades

The figure below represents the pump station capacity with the 5th pump installed to meet the fire flow requirements with Brentwood offline and the date by which this capacity will be exceeded which triggers the need for the upgrade to meet the Ultimate Condition of 378 L/s. As presented in the WMSS, it was assumed that Brentwood would be taken offline in 2019, this means the reservoir capacity will be exceeded by 2034, or year 15 from the actual time that Brentwood is taken offline.

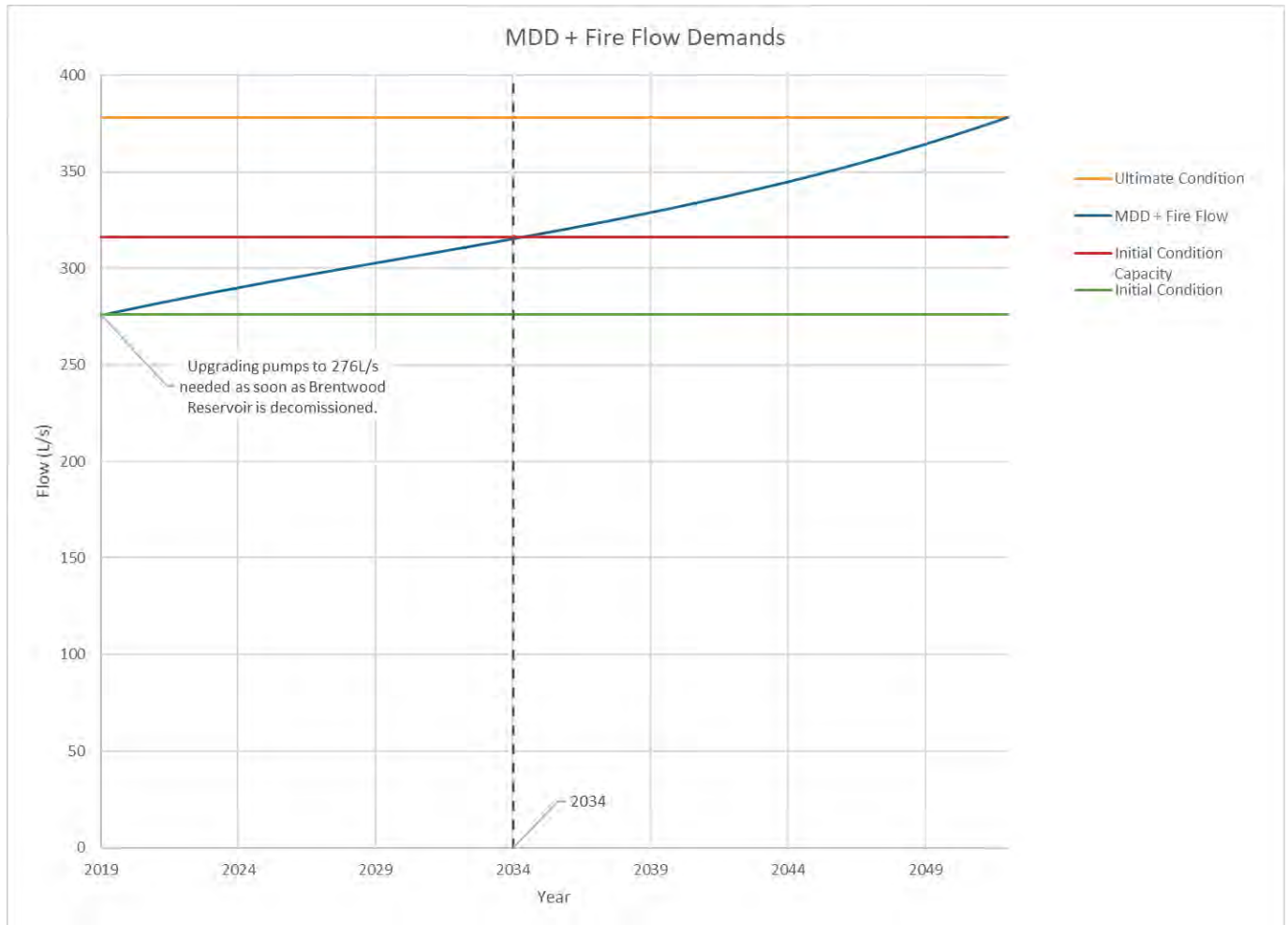


Figure 3.1 Timing of Pump Station Upgrades

3.3 Pump Station Piping Upgrades

The existing pump station header has one 150 mm and three 200 mm connections for the existing pumps and a 250 mm diameter connection was initially installed for the future connection of a 5th distribution pump DP5. The pump manifold connects into a 450 mm diameter distribution header.

A 200 mm flow meter is installed on the header that has a capacity of approximately 275 L/s. The flowmeter section of pipe reduces from the 450 mm header pipework to a 200 mm diameter for the flowmeter.

Alternative 1 for the Initial Flow Condition of 276 L/s

For the interim flow condition under Alternative 1, the existing 250 mm connection for DP5 will need to be replaced with a 300 mm connection and valving to accommodate the new pump size so that it can be re-used for the ultimate flow condition.

Alternative 1 for the Ultimate Flow Condition of 378 L/s

For the ultimate flow condition, the header will need to be modified by replacing the 200 mm connection from DP4 with a 300 mm connection and valving to accommodate the new DP4. Depending on the timing of the upgrade the section of header between DP4 and DP5 should be replaced due to the new connections and to limit the long-term risks of fractures to this section. It is included in the ultimate upgrade as it is more efficient to do it at this stage of the project.

The existing flow meter and associated pipe connections are required to be upgraded to a 250 mm diameter flow meter and pipework to accurately record the higher flows.

Alternative 2 for the Initial Flow Condition of 276 L/s

For the initial flow condition under Alternative 2, the existing 250 mm connection for DP5 will need to be replaced with a 300 mm connection and valving to accommodate the new pump size so that it can be re-used for the ultimate flow condition.

Alternative 2 for the Ultimate Flow Condition of 378 L/s

For the ultimate flow condition, the header will need to be modified by replacing the 200 mm connections from DP3 and DP4 with 300 mm connections and valving to accommodate the new DP3 and DP4. The section of header between DP3 and DP5 should be replaced due to the new connections and to limit the long-term risks of fractures to this section.

The existing flow meter and associated pipe connections are required to be upgraded to a 250 mm diameter flow meter and pipework to accurately record the higher flows.

3.4 Electrical, Controls and Instrumentation Upgrades

ISL have reviewed the drawings and documents provided to determine the existing peak electrical loads. Based on our review, the peak distribution pumping load under current configuration is 150 HP (1 x 30 HP + 2 x 60 HP pumps). In terms of the electrical demand under this peak pumping load the total station peak operating load is estimated at 180 kVA, implying peak amperage of 175 amps at 600 V. As the existing utility power service and standby power generator is 300 kVA, it would indicate that there is future expansion capacity built into the existing power system.

Electrical Upgrades to Meet the Ultimate Capacity of 378 L/s

For the two alternative pump upgrades presented previously, the electrical load is increased to meet the new peak distribution pumping load:

Alternative 1 - The peak distribution pumping load is 370 HP (2 x 60 HP + 1 x 250 HP pumps).

Alternative 2 - The peak distribution pumping load is 360 HP (1 x 60 HP + 2 x 150 HP pumps).

In addition to these normal operating scenarios, ISL have also considered the utility power service requirements to handle peak loading with the larger standby pump (DP5) online in the event of failure of the smaller pumps. This scenario does not apply to loading requirements of the standby generator as this is sized to only operate under the normal operating condition.

For Alternative 1, the peak station power loading from utility power source is estimated at 530kVA and for Alternative 2, 480 kVA. The peak station power loading from standby power generator source is estimated at 400 kVA for both alternatives.

Based on these load calculations, the electrical upgrades for the pump station for the ultimate capacity are:

- Upgrade the utility service transformer to 750 kVA.
- Upgrade the main circuit breaker and automatic transfer switch to 600 amp within the existing Motor Control Centre (MCC).
- Upgrade the standby power generator to 625 kVA capacity.
- Add new pumps VFDs at the end of existing MCC line-up.
- Add a new active harmonic filter for harmonics correction.
- Add new analog input and analog output modules to existing PLC chassis.
- Program and reconfigure control systems as per revised control philosophy.

Electrical Upgrades to Meet the Initial Capacity of 276 L/s

The addition of the 5th distribution pump will exceed the electrical capacity of the pump station. It is therefore recommended that the electrical upgrades required for the ultimate capacity be undertaken for the initial capacity upgrades. This provides the greatest flexibility and limits the number of operational shut downs required between now and the full build out. Although there may be some inefficiencies for running a larger electrical service for a period of time until the pump station is at the ultimate capacity, this solution does provide Epcor and the Town with cost certainty for the project in terms of the capital investment required overall for the electrical upgrade.

3.5 Building Upgrades

In implementing the electrical and mechanical upgrades within the pump house, it is anticipated that some modifications will be required to accommodate new pipework, pumps and standby generator. This will need to be confirmed during the subsequent design stages of the project. An allowance has been made in the cost estimate to allow for the following items:

- Pump housekeeping pad modifications
- Pipe support modifications
- Generator pad modifications
- Generator exhaust modifications
- Cable tray modifications within generator room

4.0 Distribution System Upgrades

During the development of the WMSS, an assessment was completed for the scenario in which the Brentwood Reservoir is decommissioned prior to the East Reservoir being built. The intent of the analysis was to determine if the Brentwood Reservoir can be taken offline without negatively impacting the existing system infrastructure in terms of pressure requirements or available fire flows.

One critical adjustment to the existing water distribution system for the decommissioning of the Brentwood Reservoir involves the fill line that feeds Brentwood from Wildflower. There is an interconnection to the distribution system on Centennial Drive between Thomas Drive and Centre Street, where there is currently a closed valve. For the water distribution system to achieve sufficient fire flows and pressures, this valve must be opened prior to Brentwood being taken off line. This valve serves as a critical feeder to the north portion of the Town.

With this interconnection activated and Brentwood Reservoir taken off line, there are some drops in fire flow. Notable drops in fire flow (approximately 40 L/s) occur in some institutional facilities in the north, including at the Brentwood Elementary School and at two churches on Maplewood Drive. To resolve the reduction in fire flow the distribution system needs to be upsized at some locations. These are shown in the following Figure 4.1.

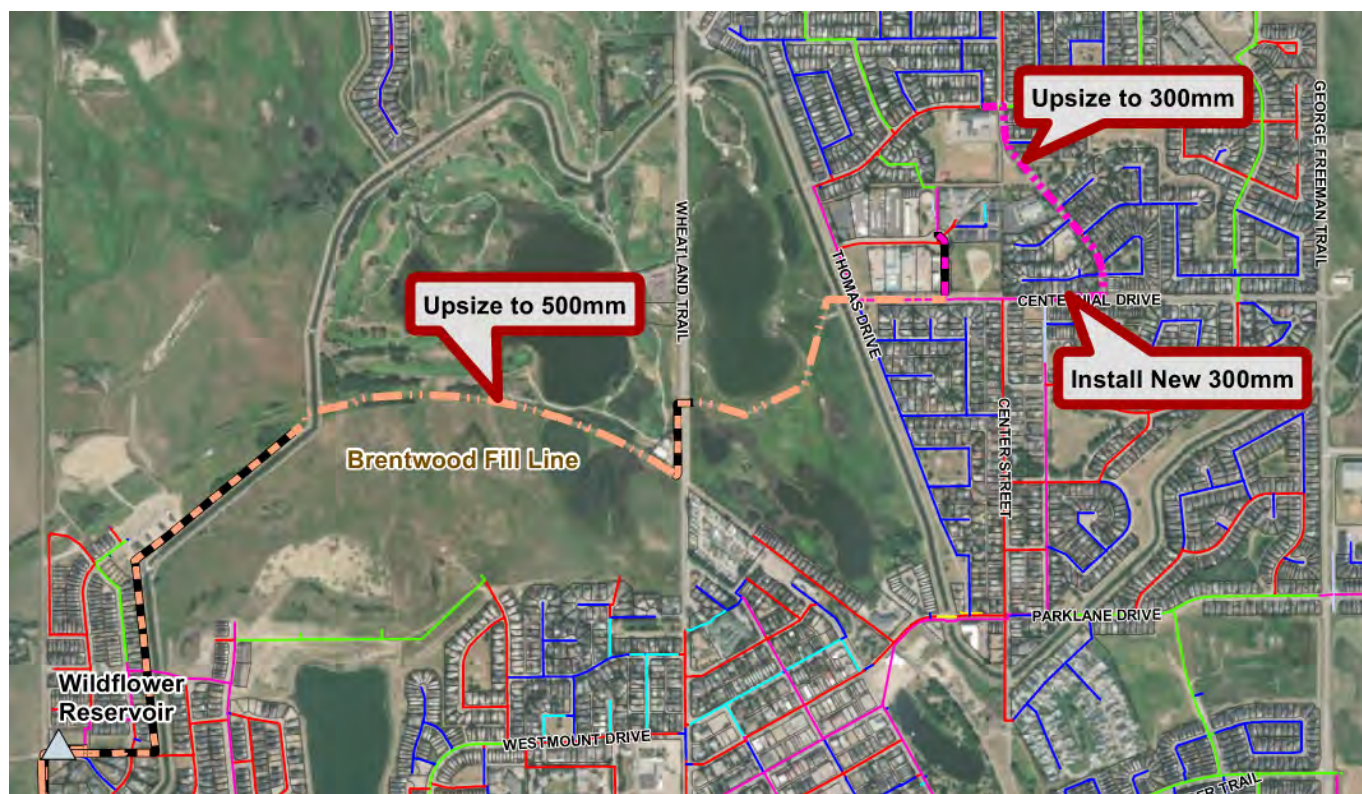


Figure 4.1 Distribution system upgrades to meet fire flow requirements

A partial upgrade scenario was also considered, where only the upgrades along Centennial Drive and Maplewood Drive were assumed to be implemented (i.e., no upgrades to the fill line). These upgrades alone would be sufficient in achieving and in some cases surpassing the existing available fire flows but would still fall short of the requirements.

Therefore, the upgrades to the distribution network are required before Brentwood can be taken offline so that the fire flow requirements throughout the network can be achieved. These upgrades include upsizing sections of the existing Wildflower to Brentwood fill line to 500 mm for the sections where the pipe is currently a 350 mm diameter, installing a new section of 300 mm watermain in Centennial Drive and upsizing the existing main in Maplewood Drive to a 300 mm PVC main. These upgrades would meet fire flow requirements for the elementary school and churches. These upgrades are also sufficient for the ultimate capacity of 378 L/s so no further upgrades will be required.

East Fill Line

It should be noted that it is proposed that the East Reservoir will be filled from Wildflower with the East Fill Line. The WMSS presented this as increasing the size of the existing Brentwood Fill Line to a 600 mm diameter and from the existing 500 mm and 350 mm arrangement with an additional 600 mm along Centennial Drive as illustrated below in figure 4.2:

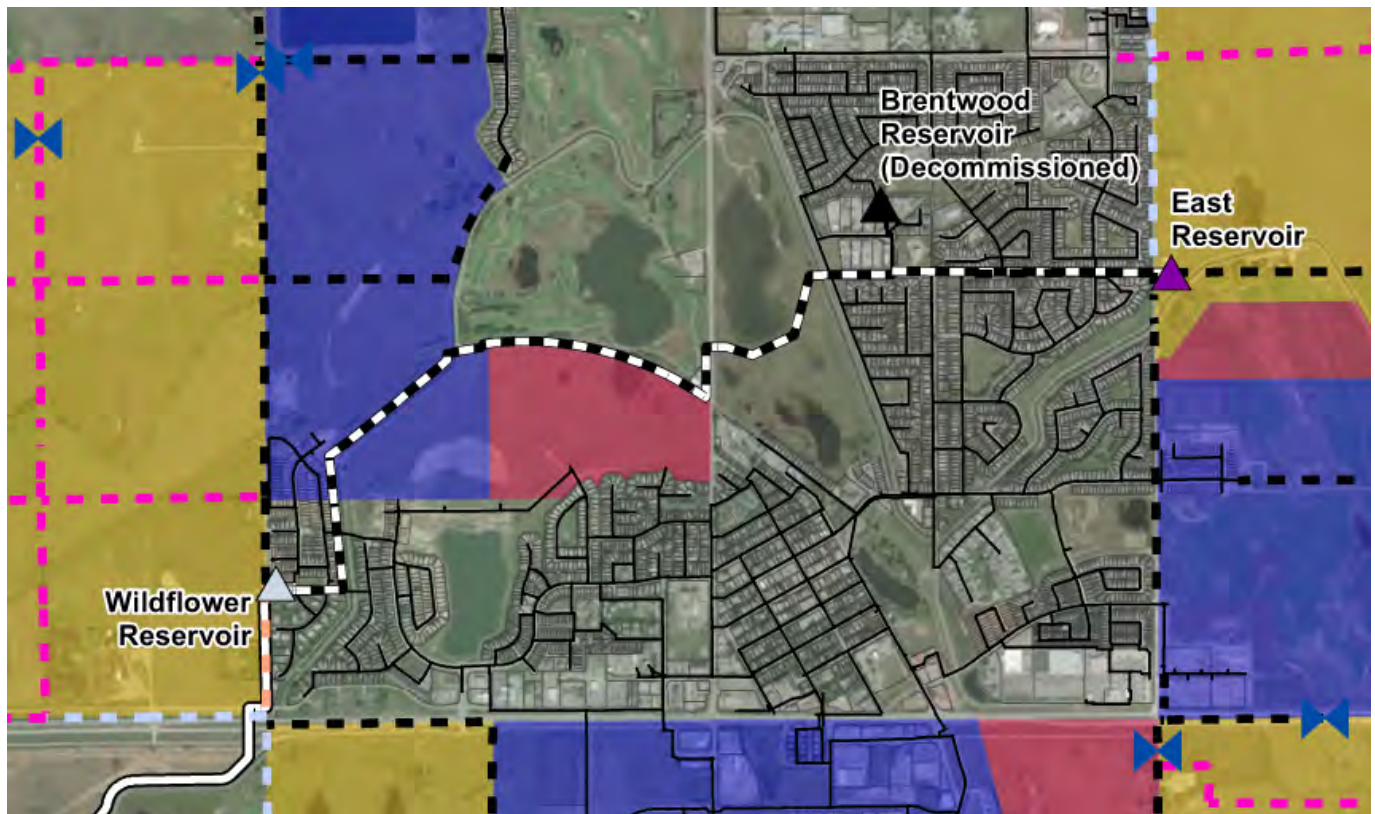


Figure 4.2 600 mm East Fill Line

Depending on the timing of the construction of East Reservoir, there is the option to upgrade the fill line now to 600 mm diameter to minimize future works or to upgrade the line to 500 mm diameter to meet the ultimate flow capacity of 378 L/s and then install a second, smaller main to deliver the flows required to fill the East Reservoir. For the purposes of this report, only the options for the upgrades to take Brentwood offline and the 600 mm East Fill Line have been considered. A further detailed study will be required to evaluate all potential staging and the East Reservoir filling options.

The requirements for the new 300 mm in Centennial Drive and the upsizing in Maplewood Drive are still to be implemented regardless of which option is chosen as this is required to supply the fire flow requirements until the East Reservoir is constructed.

5.0 Reservoir Storage

The storage capacity of the existing reservoir was assessed for the WMSS. The assessment considered the three demand scenarios and the storage requirements against three sources: Alberta Environment and Parks (AEP) Standards and Guidelines for Municipal Waterworks, Wastewater and Stormwater Drainage Systems, East Calgary Regional Water Line (ECRWL) and the City of Calgary (COC) Water Long Range Plan. The assessment is summarized below:

Table 5.1 Summary of Storage Requirements

Parameter	Unit	Existing Conditions*	Interim**	Build-out Horizon***
ADD	m ³	3,739	8,528	8,839
MDD		6,538	15,395	15,953
Available Existing Storage		11,500		
Required Storage (AEP)		4,355	7,288	7,474
Additional Storage		0	0	0
Required Storage (ECRWL)		7,478	17,056	17,677
Additional Storage		0	5,556	6,177
Required Storage (COC)		3,739	8,528	8,839
Additional Storage		0	0	0

* Existing - Considers system only serviced by Wildflower (short-term decommissioning of Brentwood)

** Interim - System is serviced only by Wildflower

*** Build-out Horizon - System is serviced by both Wildflower and a new East Reservoir

The existing capacity of Wildflower Reservoir is sufficient to provide the necessary storage with Brentwood offline until the population within the Town significantly increases. Figure 5.1 below presents the storage required in the reservoir based on the population forecast from the WMSS and the current per capita demand.

As presented in the WMSS, it was assumed that Year 0 for taking Brentwood would be taken offline was 2019, this means the reservoir capacity will be exceeded by 2035, or year 16 from the time Brentwood is taken offline. By the time the year 16 capacity is reached, an additional 6,000 m³ is required. It is anticipated that the existing reservoir will be expanded into the land adjacent to and east of the existing reservoir. The suitability of this location will need to be confirmed with an engineering study.

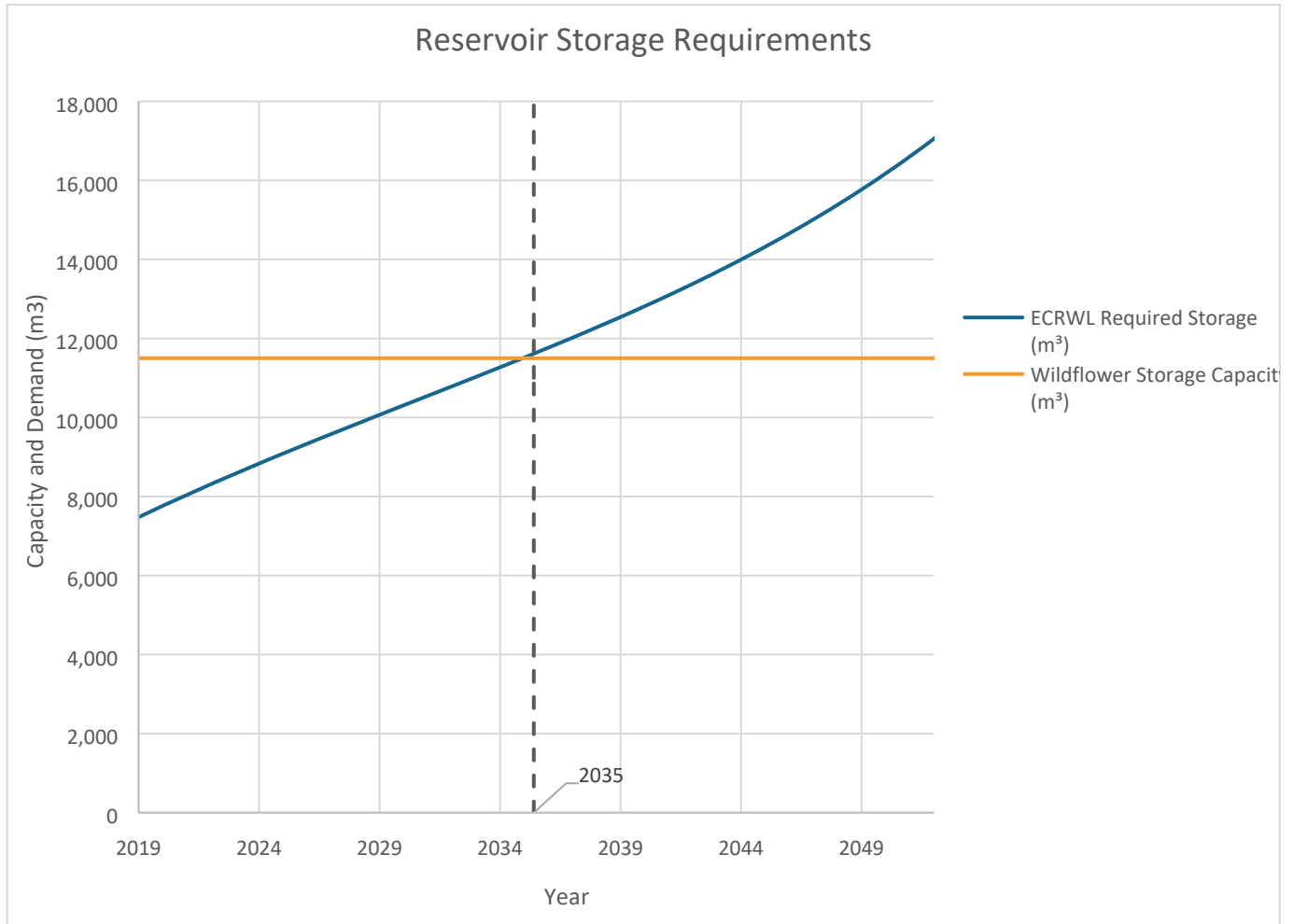


Figure 5.1 Reservoir Storage Requirements

6.0 Capital Cost Estimate

The table below summarizes the capital cost estimate for the upgrades:

6.1 Taking Brentwood Reservoir offline

Table 6.1 Capital Cost Estimates for taking Brentwood Reservoir offline

	Alternative 1	Alternative 2
Pump Station Upgrade – Mechanical	\$720,000	\$695,000
Pump Station Upgrade – Electrical	\$725,000	\$675,000
Wildflower Reservoir Storage Upgrade	\$8,200,000	\$8,200,000
Distribution System Upgrades	\$2,932,000	\$2,932,000
Pump Station Upgrade - Building	\$200,000	\$200,000

Sub Total	\$12,776,050	\$12,702,000
Contingency @ 30%	\$3,833,000	\$3,810,000
Engineering Costs @ 15%	\$2,500,000	\$2,477,000
Total	\$19,100,000	\$18,990,000

6.2 Taking Brentwood Reservoir offline and 600 mm East Fill Line

Table 6.2 Capital Cost Estimates for Decommissioning Brentwood Reservoir/Installing 600 mm East Fill Line

	Alternative 1	Alternative 2
Pump Station Upgrade – Mechanical	\$720,000	\$695,000
Pump Station Upgrade – Electrical	\$725,000	\$675,000
Wildflower Reservoir Storage Upgrade	\$8,200,000	\$8,200,000
Distribution System Upgrades	\$4,423,000	\$4,423,000
Pump Station Upgrade - Building	\$200,000	\$200,000
Sub Total	\$14,268,000	\$14,193,000
Contingency @ 30%	\$4,280,000	\$4,258,000
Engineering Costs @ 15%	\$2,782,000	\$2,768,000
Total	\$21,330,000	\$21,219,000

7.0 Project Staging and Costing

The tables below in section 7.1 are based on Brentwood being taken offline in 2019 as per the WMSS. The actual timing for Capital Planning purposes should be taken as Years 15 and 16 respectively from the time Brentwood is taken offline for the future upgrades.

As there is little difference between the two mechanical alternatives, the costing tables are based on Alternative 1.

It should also be noted that there are no costs included for the decommissioning and demolition of Brentwood Reservoir.

7.1 Project Staging and Costing based on upsizing Brentwood Fill Line

Table 7.1 Project Staging for Decommissioning Brentwood Reservoir

Year Completed By	Residential Population	Commercial Population	Upgrades Required	Capital Cost	Engineering + Contingency	Total
2019	13,515	2,413	Upsize Brentwood fill line to 500 mm	\$1,884,000	\$933,000	\$2,817,000
			New 300 mm in Centennial Drive & Maplewood Drive	\$1,047,000	\$518,000	\$1,565,000
			Install 5 th Pump	\$200,000	\$100,000	\$300,000
			Electrical Upgrades	\$725,000	\$359,000	\$1,084,000
			Building Upgrades	\$200,000	\$100,000	\$300,000
			PROJECTS TOTAL			\$6,066,000
2034 (Year 15)	19,547	3,495	Full Pumphouse Upgrades	\$520,000	\$257,400	\$777,400
			PROJECTS TOTAL			\$777,400
2035 (Year 16)	20,063	3,582	Reservoir Expansion	\$8,200,000	\$4,060,000	\$12,260,000
			PROJECTS TOTAL			\$12,260,000

7.2 Project Staging and Costing based on East Reservoir Fill Line

Table 7.2 Project Staging for Decommissioning Brentwood Reservoir/Installing 600 mm East Fill Line

Year Completed By	Residential Population	Commercial Population	Upgrades Required	Capital Cost	Engineering + Contingency	Total
2019	13,515	2,413	Install 600 mm East Reservoir Fill Line	\$3,375,000	\$1,671,000	\$5,045,000
			New 300 mm in Centennial Drive & Maplewood Drive	\$1,047,000	\$519,000	\$1,566,000



			Install 5 th Pump	\$200,000	\$100,000	\$300,000
			Electrical Upgrades	\$725,000	\$359,000	\$1,084,000
			Building Upgrades	\$200,000	\$100,000	\$300,000
			PROJECTS TOTAL			\$8,295,000
2034 (Year 15)	19,547	3,495	Pump Upgrades	\$520,000	\$257,400	\$777,400
			PROJECTS TOTAL			\$777,400
2035 (Year 16)	20,063	3,582	Reservoir Expansion	\$8,200,000	\$4,060,000	\$12,260,000
			PROJECTS TOTAL			\$12,260,000

8.0 Closure

We trust that this analysis and reporting is sufficient for your planning requirements. Should you require anything further then please contact our Project Manager who will gladly assist you.

Sincerely,

Sarah Barbosa, P.Eng
Municipal Engineer

Mark Black, PMP
Lead, Water & wastewater

Authorized by:

Geoffrey Schulmeister, P.Eng, SCPM
General Manager, Water and Environment

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4221 - 2025-26 ERP Scope Development
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	For Town of Strathmore to maximize cost efficiency and quality on service delivery, our people, business processes, and technology must work in harmony. Business process enhancement is a critical part of a municipality as it directly impacts the quality, efficiency, and transparency of services delivered to Strathmore residents. Strathmore Administration is managing a wide range of services, from financial management to community services, all of which must be coordinated effectively to meet residents' expectations. Streamlining these processes allows for better cross-department resource allocation, improved accountability, and more responsive service delivery. Without critical business process enhancements, the Town will risk implementing a new ERP system that automates out-of-date business processes, ultimately affecting the technology investment and expected benefits. An Enterprise Resource Planning (ERP) system is a software platform used by municipality to integrate and manage and automate core business processes, including finance, HR, payroll, procurement, utility billing, and all community services. Core features of a municipal ERP system include financial management, budgeting, billing, asset management, and compliance with regulatory standards. The Town of Strathmore's current business process and its ERP business solution landscape is primarily manual, with numerous data silos creating inefficiencies and inconsistencies across departments. This fragmented approach has resulted in bottlenecks and a lack of cohesion in service delivery. Based on the recent Information Technology, Finance Process and Technology Assessment, there are significant opportunities to streamline operations, eliminate these bottlenecks, and provide consistent, high-quality services to Strathmore residents.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Council Activity: 2.1 - Predictable and appropriate tax increases Administrative Priority: Administrative Activity:

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Revenues				
1-850-00 - LOCAL GOVERNMENT GRANTS - OPERATING	-	-	-	-
Total Revenues	-	-	-	-
Net 12-03 - Information Technology	-	-	-	-
Net Business Case Operating	-	-	-	-

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
FNC_MA0002 - GP Upgrades						
3-12-00-600-00 - WIP	150,000	500,000	350,000	-	-	-
FNC_MA0002 - GP Upgrades	150,000	500,000	350,000	-	-	-
Expenses / Expenditure	150,000	500,000	350,000	-	-	-
Net Business Case Capital	(150,000)	(500,000)	(350,000)	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001



ERP Replacement and Process Optimization

BUSINESS CASE

1. Document Information			
Plan Name:		ERP Replacement and Process Optimization Business Case	
Plan Sponsor:		Senior Leadership Team (SLT)	
Business Unit Lead:		Ray Chan	
Document Revision History			
Version	Date	Author	Reason for Change
0.1	Jun 2024	Ray Chan	Drafted Business Case
0.2	Aug 2024	Riley Brolly	Finance Lens Review
0.3	Aug 2024	Leana Ashbacher	Revised stakeholder map, issue, benefits.

Table of Contents

1. Document Information	1
2. Executive Summary	2
2. Stakeholder Map.....	3
3. Current State	7
4. Desired State	9
5. Gap Analysis	10
6. Root Cause Analysis	10
7. Proposed Business Solution	11
8. Proposed Project Scope	11
9. Business Benefits.....	12
10. Project Budget	13
11. On-going Operating Expenses (After Project Completion)	14
13. Project Schedule	14
14. Appendix – 2022 Function Assessment Process and Technology	15
Glossary of Terms.....	16

2. Executive Summary

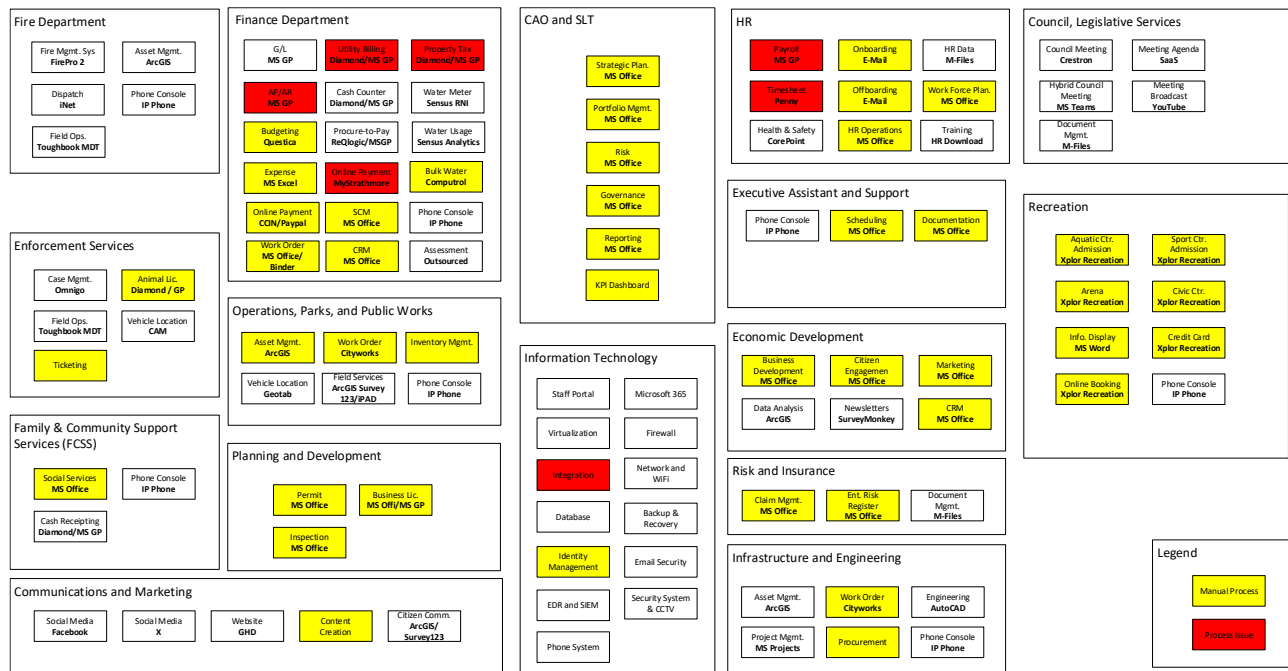
An Enterprise Resource Planning (ERP) system is a software platform used by municipalities to integrate and manage core business processes, including finance, HR, payroll, procurement, and utility billing. Core features of a municipal ERP system include financial management, budgeting, billing, asset management, and compliance with regulatory standards.

The Town of Strathmore's current ERP business solution landscape is primarily manual, with numerous data silos creating inefficiencies and inconsistencies across departments. This fragmented approach has resulted in bottlenecks and a lack of cohesion in service delivery. Based on the recent Finance Process and Technology Assessment, there are significant opportunities to streamline operations, eliminate these bottlenecks, and provide consistent, high-quality services to Strathmore residents.

The Town's existing ERP system, comprising Microsoft Dynamics GP and the Diamond Municipal Solutions module, faces significant functional and financial challenges. Persistent system errors have led to incorrect financial reporting, unbilled penalties, and increased operational costs.

This business case outlines the proposed solution to upgrade and optimize the ERP system to restore accurate financial reporting, enhance operational efficiency, and rebuild resident trust, while addressing the current inefficiencies and data silos identified in the assessment.

Current Town of Strathmore Business Solution Landscape:



2. Stakeholder Map

Stakeholder	Responsibilities	Potential Implication
Residents	Using the Town's services, including utility billing, taxation, and online payment systems; Engaging with the Town's online portals for service access and payment processing. User of the Town's services.	Improved access to services; Enhanced customer experience with online payment options; Increased satisfaction with timely and accurate billing and communication.
Local Business and Investor	Investing in development projects within the Town; Utilizing Town services and participating in economic development initiatives. User of the Town's data and services.	Increased local business investment; Enhanced economic development; Stronger collaboration between the Town and local businesses to foster growth and development.
Financial Reporting, Compliance, and Controls	Management of corporate accounting and financial reporting; Ensuring compliance with municipal financial regulations and best practices; Overseeing the corporate system of internal controls; Completing an annual financial audit; Staff can contact finance during work hours for support and advice on financial matters; Audited financial statements must comply with Public Sector Accounting Standards and legislative requirements (i.e. Municipal Government Act).	Improved financial accuracy and compliance; Reduced risk of audit issues; Increased staff support and satisfaction. Finance Information Security Control
Tangible Capital Asset (TCA) Financial Management	Coordination and reporting of tangible capital asset financial activity; TCA is updated throughout the year; annual report on TCA activity are provided.	Accurate asset tracking; Better financial planning and reporting; Enhanced compliance with asset management regulations.
Assessment Services Administration	Provision of annual property assessment services and supplemental property assessment services as part of property taxation processes.	Accurate property assessments; Fair and transparent taxation process; Improved public trust and satisfaction.
Taxation Customer Services	Acting as a liaison between the Town and residents on property assessment matters; Managing property taxation assessment	Enhanced communication and support for residents; Compliance with regulatory

Stakeholder	Responsibilities	Potential Implication
	inquiries via phone or email; Preparing assessments in accordance with the Municipal Government Act and its regulations; Providing assessment information to the Minister of Municipal Affairs as required; Defending assessments before the Assessment Review Board and Municipal Government Board as necessary.	requirements; Efficient resolution of tax-related issues.
Accounts Receivable/Payable	Accurate and timely processing of customer invoices; Tracking and collecting outstanding balances; Processing vendor invoices and staff expense claims according to policies and procedures; Invoice requisitions are processed weekly; Payments are completed within six weeks.	Improved cash flow management; Reduced outstanding balances; Enhanced vendor and customer relationships.
Utility Billing	Bill generation and collection on outstanding accounts; Collection of commercial and industrial payments; Residential and Non-residential accounts are billed monthly; Utility accounts are set up upon notification; Payments can be collected in person, online, or via pre-authorized payments. Interest and penalties on overdue accounts are calculated monthly.	Streamlined billing process; Timely revenue collection; Improved customer satisfaction.
Taxation Billing	Administration of the Town's tax collection; Tax notices are sent to customers at least 30 days prior to the due date (typically June 30th). Interest and penalties on overdue accounts are calculated according to the Town's Property Tax Penalty and Installment Payment Bylaw. Tax Instalment Payment Plan (TIPP) and Tax Assistance Payment Plan (TAPP).	Timely tax collection; Enhanced compliance with tax regulations; Improved financial planning and budgeting.
Operational Budget Development	Coordination of operating budgets and forecasts; The operating budget is finalized by the end of the calendar year.	Accurate budgeting and forecasting; Better financial management; Improved decision-making processes.
Capital Budget Development	Coordination of capital budgets and forecasts; The capital budget is finalized by the end of the calendar year.	Enhanced capital project planning; Improved financial allocation; Better infrastructure development.

Stakeholder	Responsibilities	Potential Implication
Long-Range Financial Planning	Provision of long-term financial planning for sustainability; Completion of a ten-year capital budget and four-year operating budget by the end of the calendar year; Presenting the plan to Council prior to the end of the calendar year.	Sustainable financial planning; Improved long-term financial health; Better resource allocation.
Grant and Project Administration	Supporting the Town's capital investment agenda through increased grant revenues; Working with managers to ensure the administration of government grants; Timely reporting of expenses to government funders.	Increased grant funding; Efficient project management; Improved financial reporting.
Investment Administration	Maximizing investment opportunities and ensuring appropriate cash management strategies; Providing ongoing support to ensure appropriate cash flow for financing both operating and capital budgets.	Enhanced investment returns; Improved cash flow management; Better financial stability.
Cemetery Management Administration	Perpetual care and maintenance of the cemetery; Providing assistance to visitors and clients; Managing burial services and maintaining graves, landscaping, and other cemetery features; Maintaining records and services in compliance with the National Cemetery of Canada Act and Strathmore Cemetery Bylaw.	Enhanced cemetery services; Improved maintenance and record-keeping; Better compliance with regulations.
Payroll and Benefits	Accurate and efficient payroll processing, including salary calculations, deductions, and tax withholdings; Handling payroll inquiries and resolving discrepancies in a timely manner.	Improved payroll accuracy; Enhanced employee satisfaction; Reduced payroll errors and discrepancies.
Economic Development	Responding to time-sensitive investment opportunities; Addressing time-sensitive inquiries, including outside regular business hours; Responding to requests for information (RFIs) within required timelines; Additional support and resources may be required from other departments to meet timelines.	Enhanced economic growth; Improved response to investment opportunities; Better coordination among departments.
Communication and Marketing	manages external communications, media relations, public information dissemination, and the promotion of town events and services, while also supporting community-led events, facilitating public participation in decision-making, and conducting community	Provide Single sign-on (SSO) experience on website by integrating master resident e-services database. Integrating resident

Stakeholder	Responsibilities	Potential Implication
	satisfaction surveys to guide the Town's strategic initiatives and ensure effective public engagement.	communication within CRM platform instead of standalone web form. Improve data visualization ability on communicating Town's status.
Facility Management and Maintenance	Maintenance and upgrade of Town's building assets, indoor and outdoor facilities, and amenities to ensure safety and functionality.	Improved facility maintenance; Enhanced public safety and satisfaction; Better resource allocation.
Fleet Management and Maintenance	Maintenance and upgrade of the Town's fleet assets, including vehicles, equipment, and tools to ensure safe, well-maintained operations for Town employees.	Improved fleet reliability; Enhanced operational efficiency; Reduced maintenance costs.
Residential Water Services	Operation and maintenance of Town utility water service valves and meters; Measurement and payment of monthly water use; Compliance with standards prescribed within the Water Utility Bylaw and provincial and federal regulatory/legislative requirements.	Improved water service reliability; Enhanced compliance with water regulations; Better customer satisfaction.
Bulk Water Services	Operation and maintenance of Town utility bulk water systems that convey water to truck haul customers; Delivery of bulk water for commercial customers at one central location; Compliance with standards prescribed within the Water Utility Bylaw and provincial and federal regulatory/legislative requirements.	Improved bulk water service; Enhanced compliance with regulations; Better service for commercial customers.
Recreation Department	Civic, Sport, Fitness, Ice Surface, and Leisure Programming. Ensuring the community has access to quality recreation programs at an affordable cost.	Improved e-services platform and booking.
Fire Department	Provides comprehensive emergency response services, including fire suppression, hazardous materials mitigation, water/ice rescue, EMS assist, and fire code enforcement, while also engaging in public education and safety awareness to ensure life safety, property conservation, and environmental protection in alignment with the Alberta Fire Code and	Improved e-services and booking. 24 hours shift timesheet integration with the Town's payroll system.

Stakeholder	Responsibilities	Potential Implication
	department guidelines.	
Enforcement Services	Ensures a safe public environment and protects town infrastructure by enforcing community standards, animal control, and parking regulations, following provincial laws and the Peace Officer Act, while providing services such as animal licensing and parking ticket processing, primarily during business hours.	Improved e-services and animal license search.
Family & Community Support Services (FCSS)	The community's social services include funding and partnerships for preventive programs, social development, and community events, along with dedicated support for seniors and a robust information and referral system to connect residents with essential services, all governed by relevant policies and regulations.	Improved resident database (CRM) and Service Level inventory, tracking, and reporting.
Information Technology	Managing the implementation, support, and integration of technology solutions; Ensuring cybersecurity and data protection; Supporting internal users and departments; Providing strategic technology direction and innovation.	Enhanced technology infrastructure; Improved system reliability and security; Better support for organizational goals and initiatives.

3. Current State

System Failures

- Accounts Receivable Aging Report malfunctioning for five years, causing an estimated \$11,000 annual revenue loss.
- Accounts Payable Aging Report failure since January 2024.
- Miscalculation on arrears during Monthly Payment Plan (TIPP) and Utility Bill batches.
- Erroneous penalty applications and incorrect arrears letters for Utility billing, impacting resident trust and causing a \$5,500 revenue loss in 2024.
- Significant increase in outstanding utility balances transferred to property taxes, with 726 accounts totaling \$205,686 transferred in early 2024.

- System rate setting is randomly changing (i.e., the garbage rate in 2023). The issue was identified through our audit, and a note was made on our financial statements.
- ERP support costs surged by 288% in 2024, with unresolved major issues and extended response times.
- Additional human resources were required due to inefficient manual processes and system errors, further increasing operational costs.
- Manual processes, slow vendor support, system integration issues, and outdated technology.
- Specific issues with each system include poor data quality, manual data reconciliation, slow system response times, and lack of internal support procedures.
- Lack of system architecture governance and change management.
- Ineffective problem management from third-party partners.
- Slow document printing within GP.
- No organizational master data strategy and governance (staff decided what is best, easiest, and quickest).
- Frequent system freezes and glitches.
- Outdated public-facing systems posing cybersecurity risks.

Lack of Real-Time Service Level Performance Dashboard

The current system does not provide a real-time performance dashboard for senior leadership team to understand the Town's performance metrics and support real time business decisions.

Lack of Service Level Tracking

There is no mechanism in place to track service level target along with service delivery, leading to potential lapses in service delivery and accountability.

Manual Processes

Resident Inquiry, Economic Development, Planning, development, Permit. and Business License transactions are processed manually, leading to inefficiencies, delays and long turnarounds.

Underutilized Capabilities

- Paperless and electronic reviews and approvals.
- Integration of finance systems with other business areas.
- Enhanced reporting through Smart Lists and PowerBI.
- Paperless processing and process automation.
- Integration of other existing or new software.

Data Silo

- Various silo systems in use without data integration architecture, including Marshall & Swift, CAMAlot, MyStrathmore, Virtual City Hall, CCIN, Xplor Recreation, Moneris, Req Logic, M-Files, Penny, Sensus RNI, Sensus Analytics, Computrol, Stone Orchard, Diamond ERP, Great Plains, Questica, and Microsoft 365.

Ad-Hoc Financial Data Integration

- Ad-hoc integration of financial data has introduced cybersecurity risks, including potential data loss and misuse. Misalignment with the Town's data management and retention policy.

4. Desired State

An optimized ERP system and process with:

- Enhanced resident trust and reduced complaints.
- Accurate financial performance dashboard, reporting, accounting, and billing processes.
- Reviewing and integrating existing business systems.
- Establishing a master data strategy and improve system architecture governance.
- Enhance internal Business Analysis, QA functions, and problem management processes.

- Timely and correct application of penalties on overdue accounts.
- Reduced operational costs and improved service turnaround times.
- Resident Online Portal: A resident online portal to provide convenient access to services, enhancing user experience and engagement.
- Provide more change management support, training and procedural documentation
- Implement Role-based access control (RBAC) and improve onboarding/offboarding processes.
- Process alignment with ISO/IEC 27001 and PCI-DSS.

5. Gap Analysis

Functional Gaps

- Current system failures in reporting, financial calculation, and penalty applications.

Operational Gaps

- Increased support costs and unresolved issues impacting service delivery.

Compliance Gaps

- Incorrect financial data and billing impacting compliance with municipal regulations.
- Alignment with commonly accepted frameworks such as ISO/IEC 27001 and PCI-DSS.

6. Root Cause Analysis

- System errors in the current ERP configuration – 3rd party customization on the system causing troubleshooting challenging.
- Lack of business process optimization contributed to enormous amount of manual paper-based process – Staff workaround system malfunction with paperwork, adding pressure to staffing and budget.

- Inadequate manufacturer support and slow response times from ERP consultants and software providers – Lack of accountability between manufacturer, ERP consultants, and local IT support causing unreasonable turnaround time on issue resolution.
- Lack of technology governance contributed ad-hoc data integration without architecture and support and maintenance – Changes are being made without looking at architecture roadmap as well as people, process, and technology strategy.
- Poorly worded clause in the Fees Bylaw leading to inconsistent penalty applications – System customization was made based on conflicting process and lack of design requirements.

7. Proposed Business Solution

- Upgrade and optimize the ERP system and process to:
 - o Provide data driven decision-making to senior leadership team.
 - o Implement robust financial reporting and billing modules.
 - o Implement customer relationship management and process cross-functionally
 - o Implement policy and procedure for technology governance
 - o Enhance Fees Bylaw clause for clearer penalty application.
 - o Enhance support contracts to ensure timely issue resolution and ongoing system maintenance.
- Manage Close Process - Leverage workflow capabilities within ERP or as an add-on to manage close process and increase visibility of bottlenecks
- Implement solution as multi years program to lower financial pressure to Strathmore resident.

8. Proposed Project Scope

Phase 1 - System Process Audit, Process Optimization, and Requirements Gathering

Phase 2 - ERP System Upgrade, Integration, and Configuration

Phase 3 - Testing and Validation

Phase 4 - User Training and Change Management

Phase 5 - Go-Live and Post-Implementation Support

9. Business Benefits

Network Present Value, Return on investment, and Years to Payback.

Assumptions:

Discount Rate 5%

Initial Investment - \$1,000,000 over 2 years (2025 – 2026)

Annual Savings – Full Time Equivalent (FTE) - \$300,000 starting from Year 3 (2027).

*The Full-Time employees streamlined from new ERP system process may redeploy to other critical area under the Town's service level.

NPV= (259,012+246,883+235,056+223,533+212,412) –1,000,000

Project Duration: Savings calculated over 5 years (2027 – 2032)

Scenario	Net Present Value (NPV \$)	Return on Investment (ROI %)	Years to Payback
Pessimistic Scenario	\$142,100	40%	3.33 years
Most Likely Scenario	\$176,896	50%	3.33 years
Optimistic Scenario	\$211,692	60%	3.33 years

Measurable Financial Benefits

Financial benefit time horizon period:

	Previous Years	2025	2026	2027	2028	2029	2030	2031	2032	Total
Measurable Benefit			\$150K	\$300K	\$310K	\$320K	\$330K	\$340K	\$350K	\$1750K
Expense (including depreciation)		\$500K	\$500K	\$50K	\$55K	\$60K	\$65K	\$70K	\$75K	\$1300K
Net P&L Impact	\$0K	(\$500K)	(\$450K)	\$250K	\$255K	\$260K	\$265K	\$270K	\$275K	\$625K

Other Anticipated (Un-Measurable) Economic Benefits

- Resident Satisfaction - Improved resident satisfaction due to enhanced service delivery starting from Year 3.
- Economic Development - Contribution of \$75,000 by removing a need for contractor to drive economic initiatives.
- Service Level Effectiveness - Efficiency improvements equivalent to 5 FTEs, valued at \$375,000, enhancing service delivery and operational effectiveness from cross-functional departments.

Qualitative ("Soft") Benefits

Risks to Project Benefit Realization

- Organizational change management

10. Project Budget

	Operating Expense (OPEX)	Capital Expense (CAPEX)	Total (OPEX + CAPEX)
Fiscal Year 2025	\$250,000 2 TFTE Project Resources, ERP Business Analyst/PM and integration resources	\$250,000 (Software)	\$500,000
Fiscal Year 2026	\$250,000 2 TFTE Project Resources, ERP Business Analyst/PM and integration resources	\$250,000 (Software)	\$500,000

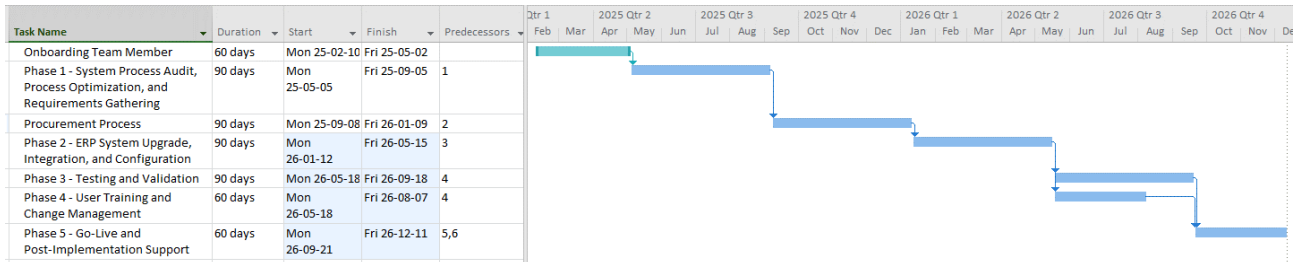
Project Total	\$500,000	\$500,000	\$1,000,000

11. On-going Operating Expenses (After Project Completion)

The estimated incremental operating expenses after project completion are projected to be \$60,000 annually. This includes ongoing maintenance, support, and minor updates to the ERP system to ensure it remains functional and secure. Each year included \$5000 inflation estimation.

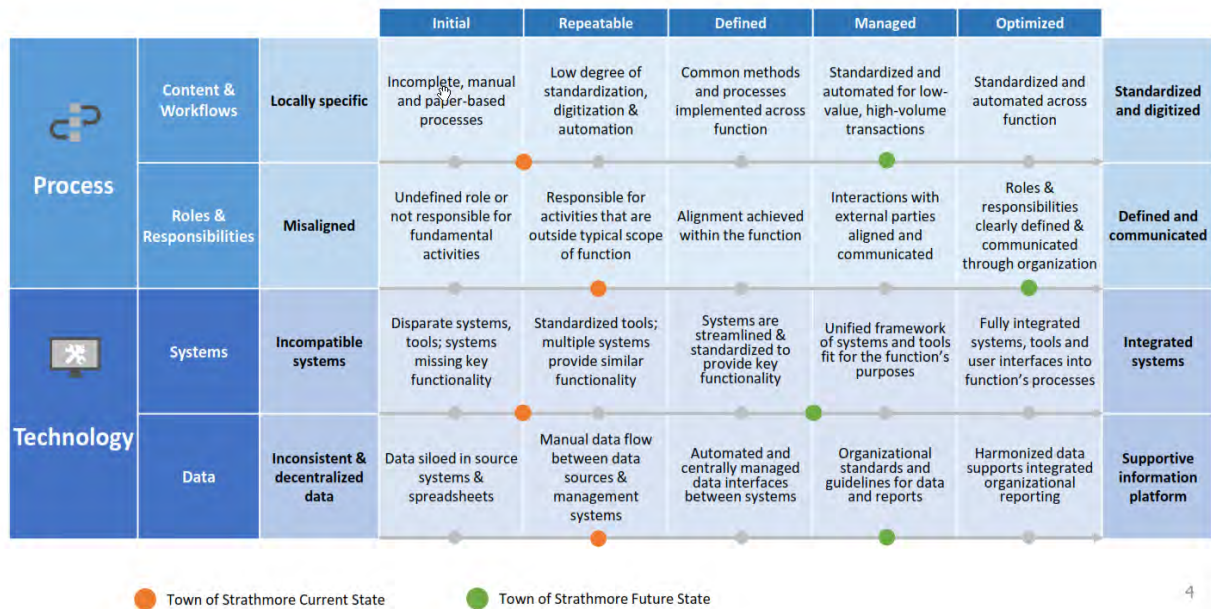
	Previous Years	2025	2026	2027	2028	2029	2030	2031	Total
2-12-03-251-00				\$60K	\$65K	\$70K	\$75K	\$80K	\$350K

13. Project Schedule



14. Appendix – 2022 Finance Function Assessment Process and Technology

Finance Maturity Model



4

Glossary of Terms

Cybersecurity

Protecting systems, networks, and data from digital attacks, unauthorized access, and damage. Involves implementing measures to safeguard information technology (IT) infrastructure and ensure the confidentiality, integrity, and availability (CIA).

Data Management

Practices, policies, and procedures used to collect, store, organize, protect, and analyze data. Ensures better decision-making, compliance with regulations, and enhanced operational efficiency.

E-Government Services

E-Government, or electronic government, refers to the use of information and communication technology (ICT) by government agencies to provide public services, engage with citizens, streamline operations, and enhance transparency and accountability.

Enterprise Architecture (EA)

Enterprise Architecture in a municipality involves comprehensive planning and implementation of people, processes, and technology to ensure that the city's technology infrastructure and services effectively support its goals, operations, and citizen services.

Enterprise Service Bus (ESB)

A data architecture model used for designing and implementing the interaction and communication between mutually interacting software applications in a service-oriented architecture (SOA). It acts as a middleware layer that enables different applications and services to communicate with each other, regardless of their underlying platform, technology, or communication protocol.

Enterprise Resource Planning (ERP)

Enterprise Resource Planning is a type of software used to manage and integrate the important parts of their businesses. An ERP software system can integrate planning, purchasing inventory, sales, marketing, finance, human resources, and more.

Hybrid Cloud

Computing environment that combines on-premises infrastructure, private cloud services, and a public cloud, allowing data and applications to be shared between them.

Identity and Access Management (IAM)

The policies, processes, and technologies used to manage digital identities (login) and control access to an organization's resources. Ensures that the IAM system is secure, efficient, and compliant with audit requirements.

IT Governance

Framework, processes, and structures that organizations use to ensure that their IT investments support their overall business goals, manage IT-related risks, and comply with relevant regulations.

IT Service Management (ITSM)

IT Service Management (ITSM) refers to the collection of activities, processes, and policies that an organization uses to design, deliver, manage, and improve the IT services provided to customers.

ISO/IEC 27001

The ISO/IEC 27001 is an international standard for information security management. It provides a framework for establishing, implementing, maintaining, and continually improving an Information Security Management System (ISMS).

Integration Platform (Data Integration Platform)

Integration platform is a set of tools that connect between different systems, applications, and data sources within an organization. It enables seamless data flow and interoperability, allowing various software systems to work together effectively.

Microservices Architecture

Architectural style that structures an application as a collection of small, loosely coupled, independently deployable services. These services are designed to handle specific business functionalities and communicate with each other through well-defined APIs.

PCI-DSS

The Payment Card Industry Data Security Standard (PCI-DSS) is a set of security standards designed to ensure that all companies that accept, process, store, or transmit credit card information maintain a secure environment.

Business Case Summary

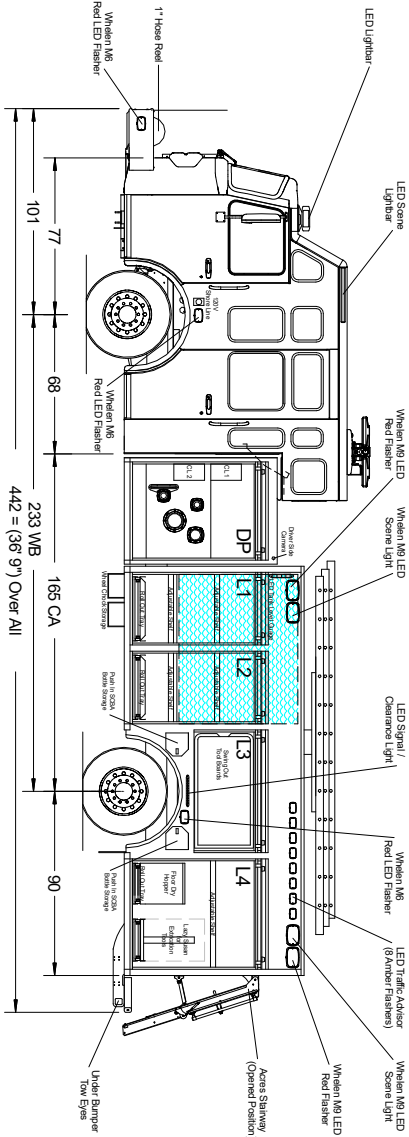
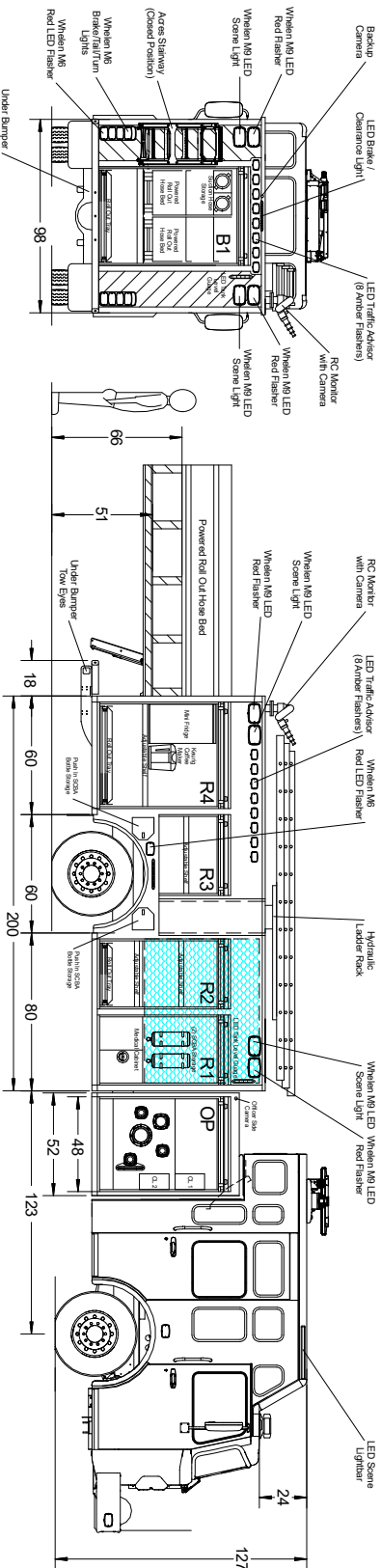
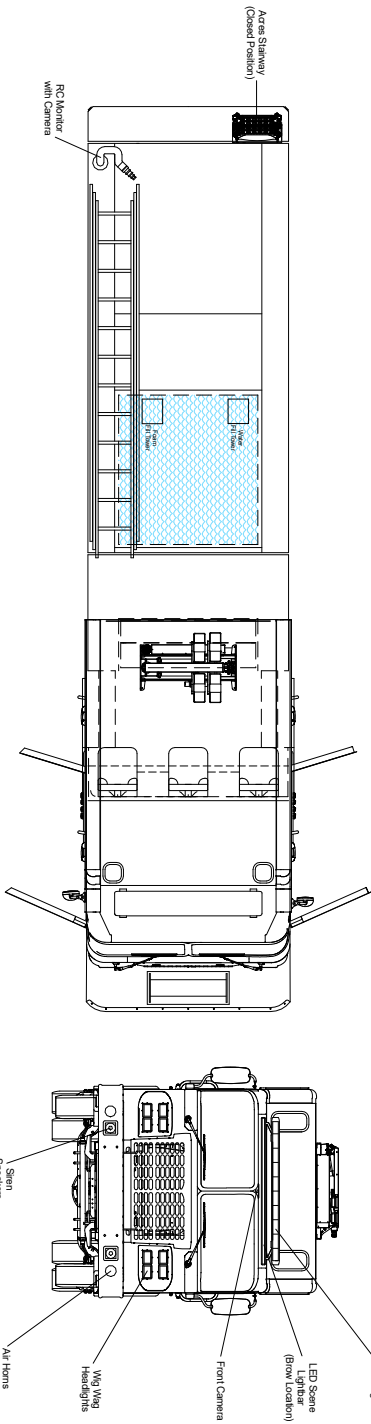
YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3052 - Engine 2 Replacement Fire Truck
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE	Essential - legal, safety, or regulatory
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.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
FIR-TBD - Engine 2 Replacement Fire Truck						
3-12-00-600-00 - WIP	480,000	1,120,000	-	-	-	-
FIR-TBD - Engine 2 Replacement Fire Truck	480,000	1,120,000	-	-	-	-
Expenses / Expenditure	480,000	1,120,000	-	-	-	-
Net Business Case Capital	(480,000)	(1,120,000)	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	David Sturgeon	8/6/2023
DIRECTOR	Mark Pretzlaff	1/1/0001



Cabinet Dimensions				
Cabinet Location	Door Opening Height	Cabinet Height	Cabinet Width	Cabinet Depth
DP	60	46	70	52
L2	60	33	70	38
L3	60	33	70	38
L4	60	33	70	38
L5	60	52	70	57
OP	60	46	70	52
R2	60	33	70	38
R3	60	33	70	38
R4	60	33	70	44
R5	60	52	70	57
B1	67	48	78	50

NOTE:
All measurements stated herein are approximate and may vary slightly in production. Cabinet layout is for proposal only, final layout to be established at a pre-production meeting.



ACRES INDUSTRIES INC.
The information contained in this drawing is for informational purposes only. Any reproduction in part or in whole without the express written permission of Acres Industries Inc. is prohibited.
Description: Spartan Gladiator LED Prestige series
Model: 165 CA 2008898
Scale: To Fit Page
Date: April 4, 2024
Drawn By: JH
Page: 1 of 1
Drawing Number: P14661

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3215 - SCBA Replacement
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	23 - Fire

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	The replacement of worn SCBA units is critical for the safety, efficiency, and compliance of our fire department. The current SCBA units have reached the end of their service life, leading to increased maintenance costs, potential safety hazards, and non-compliance with regulatory standards. Investing in new SCBA units will enhance firefighter safety, operational efficiency, and ensure regulatory compliance, ultimately supporting our mission to protect the community effectively.
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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Self Contained Breathing Apparatus Replacement						
3-12-00-600-00 - WIP	76,000	-	-	-	-	-
- Self Contained Breathing Apparatus Replacement	76,000	-	-	-	-	-
Expenses / Expenditure	76,000	-	-	-	-	-
Net Business Case Capital	(76,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	David Sturgeon	7/31/2024
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4231 - IT - CPS - Fire Department Internet Upgrade
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	The Strathmore Fire Department is currently using a point-to-point wireless connection to support all telecommunications, operational technologies, building management, and access control security. Point-to-point wireless has a weakness in that it can be unpredictable under certain weather conditions. As the Fire Department has evolved to digitalize operations with mobile data terminals (Toughbooks), iNet dispatch, ECC, and NG911, it is recommended that the system be upgraded to include a redundant Fibre Internet connection with an LTE mobile internet backup due to the critical nature of their operations. Stable Internet – Minimal impact by weather Stable wireless network – Replace existing with new hardware Service Level Agreement – Best effort vs 4 hours repair time target

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

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-217-00 - TELEPHONE & RADIO CHARGES	-	13,000	13,000	13,000
Total Expenses	-	13,000	13,000	13,000
Net 12-03 - Information Technology	-	(13,000)	(13,000)	(13,000)
Net Business Case Operating	-	(13,000)	(13,000)	(13,000)

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
INF_MA0003 - Continuity of Connectivity between						
3-12-00-600-00 - WIP	21,000	-	-	-	-	-
INF_MA0003 - Continuity of Connectivity between	21,000	-	-	-	-	-
Expenses / Expenditure	21,000	-	-	-	-	-
Net Business Case Capital	(21,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Briefing Note - Fire Department Internet Upgrade

Subject

Fire Department Internet Upgrade

Background

The Strathmore Fire Department is currently using a point-to-point wireless connection to support all telecommunications, operational technologies, building management, and access control security. Point-to-point wireless has a weakness in that it can be unpredictable under certain weather conditions. As the Fire Department has evolved to digitalize operations with mobile data terminals (Toughbooks), iNet dispatch, ECC, and NG911, it is recommended that the system be upgraded to include a redundant Fibre Internet connection with an LTE mobile internet backup due to the critical nature of their operations.

Key Benefits

Stable Internet – Minimal impact by weather

Stable wireless network – Replace existing with new hardware

Service Level Agreement – Best effort vs 4 hours repair time target

Objectives

Installation of Fibre internet

Concerns

- The current Internet connection occasionally goes down due to severe weather conditions, such as strong winds or extreme cold which causing Fire Services communication issue.

Implications

Key Stakeholders

- Senior Leadership Team – Overall senior leadership on service level metrics
- Department Manager – Fire Service

Project Scope

In-Scope:

- Fibre build construction by Rogers
- Implementation of Fibre Internet Connection at Fire Hall (721 Lakeside Blvd)
- Implementation of Town’s Firewall to provide secure connection to main building.
- Refresh of local wireless access point
- Install LTE backup

Budget Forecast

Project Cost	\$8,000 (Firewall, Wi-Fi Wireless, and LTE backup)
<u>1st Year</u>	<u>\$12,800 (\$900/month + Firewall License \$2000)</u>
	\$20,800
2 nd Year	\$12,800 (\$900/month + Firewall License \$2000)
3 rd Year	\$12,800 (\$900/month + Firewall License \$2000)
4 th Year	\$12,800 (\$900/month + Firewall License \$2000)

References

- [Dedicated Fibre Internet – Rogers Business](#)

Quote

Thanks for your patience while I got these quotes ready for you. I’ve outlined the different options for you along with a comparison of the services.

Internet:

	Standard Internet Services	Rogers Fibre Gateway
24/7/365 Ticket Support	No	Yes
Unlimited Monthly Data	Yes	Yes
5 Static IP Addresses	No	Yes
Dedicated Network	No	Yes
Upgradable at Any Time	Yes	Yes - scalable up to 10G
*Guarantee speeds	No - Best Effort	Yes
*Symmetrical Upload and Download Speeds	No - Best Effort	Yes
*Guaranteed 99.7% Uptime	No - Best Effort	Yes
*Meantime to Repair - 4 Hours	No - Best Effort	Yes
*Targets for Jitter & Latency	No - Best Effort	Yes
*Rebates available if targets aren't met	No - Best Effort	Yes

We are able to build new infrastructure to the fire department. This build will cost approximately \$85,000 and we would be able to cover the full cost with any of the plans below:

Rogers Fibre Gateway

	750mbps/750mbps	1Gbps/1Gbps
Dedicated Connection	Included	Included
Symmetrical Speeds	Included	Included
99.7% Uptime	Included	Included
Service Level Agreement	Included	Included
24/7/365 Dedicated Support	Included	Included
Price Per Month	\$750	\$875
Installation Fee	\$0	\$0

*Pricing based on 60-month term

Coax

	Business Internet Pro 1Gbps/150mbps	Business Internet Pro 2Gbps/200mbps
LTE Backup (Failover)	Included	Included
Fibre+ Modem	Included	Included
Unlimited Data	Included	Included
Static IP	Included	Included
Price Per Month	\$220	\$285
Build Amortization Cost	\$700.00	\$650.00

Either one of these options would allow us to build services to the building – this process would take 4-6 months and is made up of design, permitting, construction and site activation. Should you want to proceed with the dedicated fibre option, I have attached the Service Level Agreement (SLA) for you to review our commitment to the service. Please note that billing would not be initiated until the services are fully installed.

Feel free to give me a call or shoot me back an email if there are any questions I can help address.

I look forward to hearing your thoughts.

Thanks,

Saul Hernandez
Business Consultant, SMB
3636 23 Street NE, Calgary, Alberta
e Saul.Hernandez@rci.rogers.com
m 403-988-6441



Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3210 - 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 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.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- WWTP PLC/SCADA Upgrades						
3-12-00-600-00 - WIP	125,000	90,000	-	-	-	-
- WWTP PLC/SCADA Upgrades	125,000	90,000	-	-	-	-
Expenses / Expenditure	125,000	90,000	-	-	-	-
Net Business Case Capital	(125,000)	(90,000)	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/22/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5296 - Roads- EPW 36 RPM Tech 220 Loader Mounted Snow Blower Replacement- 2025
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement
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 036 will be 16 years old at the time of replacement. EPW 36 is used in the winter months for performing snow removal along the priority routes. Removal of snow is outlined by policy 3203. Snow removal is a very expensive task due to the amount of equipment and contractors needed. Snow removal can cost upwards of \$2000/hour which includes the cost of trucking, graders, loaders and labor. Since the hourly cost is so high it is crucial to have an efficient way of loading trucks. The RPM Tech 220 is capable of loading trucks in under 1 minute. This ensures there is never a backlog of trucks, keeping the operation efficient as possible. This hourly cost also needs to be considered when thinking of reliability. If the snow blower breaks down it holds up the entire operation costing the Town \$2000 per hour. Aside from the cost associated with breakdowns it may also mean that levels of service struggle to be met. Our current excavator was purchased used from a cattle operation and saw hard hours. It is beginning to show its age. Public works is seeking to replace this unit with a backhoe instead of a compact excavator. This would give us increased versatility because backhoes are able to do many tasks and travel much more freely without the need to move it with a trailer. Backhoes have increased reach with the digging boom and are also equipped with a front loader bucket. They also provide better traction for digging in winter conditions, which is one our main problems with our current excavator. A new backhoe would increase our productivity, allow us to perform a wider variety of tasks and increase reliability. Public works would like to replace our aging snow blower with a new one to ensure we meet levels of service efficiently and to provide safe and convenient roads for our residents to travel in the winter.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Community Wellness Council Activity:b.2 - Efficient and Effective intra- and inter-community service provision Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- EPW 36 Loader mounted snow blower replacement						
3-12-00-600-00 - WIP	265,000	-	-	-	-	-
- EPW 36 Loader mounted snow blower replacement	265,000	-	-	-	-	-
Expenses / Expenditure	265,000	-	-	-	-	-
Net Business Case Capital	(265,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Joe Schultz	8/2/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5279 - Fleet - Portable Column Lifts
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	31 - Common Services

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	The lifts will provide a more stable and secure lifting platform compared to floor jacks, reducing the risk of accidents and injuries during vehicle maintenance. The lifts will stream line the lifting process allowing the mechanic to work more efficiently and effectively Column lifts can accommodate a wide range of heavy duty vehicles including emergency vehicles, trucks as well as the smaller units such as the mowers They require less space than traditional lifts allowing for better utilization of the workshop area

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Fleet - Portable Column Lifts						
3-12-00-600-00 - WIP	78,000	-	-	-	-	-
- Fleet - Portable Column Lifts	78,000	-	-	-	-	-
Expenses / Expenditure	78,000	-	-	-	-	-
Net Business Case Capital	(78,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Deanna Connington	8/23/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5271 - Aquatic Center Carbon Monoxide Detector System / Capital Project
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	Carbon Monoxide detectors / alarms are designed to warn you of any unusual build-up of CO. This is important as CO is poisonous, flammable gas that is colourless, oderless, tasteless, and slightly less dense than air. This hardwired system will notify staff before entering the boiler room and airduct room. Carbon monoxide exposure can create health emergencies.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Aquatic Center Carbon Monoxide Detector System /						
3-12-00-600-00 - WIP	9,000	-	-	-	-	-
- Aquatic Center Carbon Monoxide Detector System /	9,000	-	-	-	-	-
Expenses / Expenditure	9,000	-	-	-	-	-
Net Business Case Capital	(9,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Natasha Barron	8/21/2024
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3202 - 42.1 - WWTP General Plant Upgrades
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	42 - Wastewater

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	Maintaining operations of the WWTP is essential and upgrades are necessary to ensure proper operations. Large upgrades are noted however smaller repairs and replacements are needed from time to time to avoid the larger repairs occurring more frequently.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- WWTP General Plant Upgrades						
3-12-00-600-00 - WIP	60,000	80,000	60,000	100,000	-	-
- WWTP General Plant Upgrades	60,000	80,000	60,000	100,000	-	-
Expenses / Expenditure	60,000	80,000	60,000	100,000	-	-
Net Business Case Capital	(60,000)	(80,000)	(60,000)	(100,000)	-	-

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/22/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3209 - 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 JUSTIFICATION	Regular Maintenance ensures that operations continue without major interruptions and avoids backups or flooding to occur due to failed equipment.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
SAN_EN2301 - Distribution & Collection Out-of-scope						
3-12-00-600-00 - WIP	75,000	60,000	50,000	50,000	50,000	50,000
SAN_EN2301 - Distribution & Collection Out-of-scope	75,000	60,000	50,000	50,000	50,000	50,000
Expenses / Expenditure	75,000	60,000	50,000	50,000	50,000	50,000
Net Business Case Capital	(75,000)	(60,000)	(50,000)	(50,000)	(50,000)	(50,000)

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/22/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3098 - Roads- PW 22 Sterling 7500 Plow Truck Replacement- 2025
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement
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 022 will be 20 years old at the time of replacement. The Town of Strathmore's fleet of plow trucks is vital to winter operations. During the 2022/2023 season PW 022 logged 300 hours of plow time. This works out to \$64,500 of work. As one of our most relied upon assets for winter snow clearing, this unit needs to be reliable. At 20 years of age, it is well beyond our strategic goal of replacement.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Community Wellness Council Activity:b.2 - Efficient and Effective Intra- and Inter-community service provision Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Roads- PW 22 Sterling 7500 Plow Truck Replacement-						
3-12-00-600-00 - WIP	470,000	-	-	-	-	-
- Roads- PW 22 Sterling 7500 Plow Truck Replacement-	470,000	-	-	-	-	-
Expenses / Expenditure	470,000	-	-	-	-	-
Net Business Case Capital	(470,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Joe Schultz	8/14/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4225 - IT Server Upgrade
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE

BUSINESS CASE JUSTIFICATION

The Town of Strathmore seeks to replace its existing virtualization server infrastructure, currently hosted on a Scale Computing HyperCore platform. This system supports approximately 45 virtual servers running both Windows and Linux, which serve the Town's business solutions. It has been in operation for over four years and is approaching end-of-life. With the Town's population and business service demands growing, the current system no longer meets capacity requirements. The upgraded infrastructure will provide increased capacity, redundancy, and configurability to support future growth while reducing the risk of hardware failure.

Since 2023, the Town's demand for new business solutions has grown significantly. Beyond traditional off-the-shelf software procurement, the cross-functional departments now require customized project developments. These include new Accounts Payable software, Fire Hydrant and Emergency Services mapping for the Fire Department, the Citizen Communication Form for Communications, Park/Tree and Sidewalk Inspection for Operations, Asset Management support, an Onboarding Map for HR, Broadband Speed Test analysis for Economic Development, Business License and Permit Status mapping for Planning and Development, and the upcoming ArcGIS open portal to enable better data accessibility.

On August 6, 2024, the Town experienced a brief system outage due to resource limitations. The technical team reviewed the situation, identified the cause, and recommended a server hardware upgrade. The new system specifications are significantly higher than those forecasted in 2021 due to increased business demands. The scope and budget were determined through the Request for Proposal (RFP) process, as detailed in the attached business case. The budget requirement is explained in our budget forecast section.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority: Economic Development
Council Activity: 5.1 - Revitalized, resilient, and intentional and planned growth community
Administrative Priority:
Administrative Activity:

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
INF_MA2401 - Virtualization Platform						
3-12-00-600-00 - WIP	323,000	100,000	110,000	130,000	-	-
INF_MA2401 - Virtualization Platform	323,000	100,000	110,000	130,000	-	-
Expenses / Expenditure	323,000	100,000	110,000	130,000	-	-
Net Business Case Capital	(323,000)	(100,000)	(110,000)	(130,000)	-	-

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3212 - Road Asset Management Plan (RAMP)
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	To extend the useful life of our roadways and reduce the need for major maintenance or replacement, the Road Asset Management Plan utilizes a mill and overlay program to maintain the Town's roads at an above average quality which requires less maintenance and avoids major repair.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Road Asset Management Plan						
3-12-00-600-00 - WIP	380,000	345,000	365,000	380,000	400,000	420,000
- Road Asset Management Plan	380,000	345,000	365,000	380,000	400,000	420,000
Expenses / Expenditure	380,000	345,000	365,000	380,000	400,000	420,000
Net Business Case Capital	(380,000)	(345,000)	(365,000)	(380,000)	(400,000)	(420,000)

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/30/2022
DIRECTOR	Jamie Dugdale	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3132 - 72 - Parks - PK86 Kenworth Single Axel Water truck Replacement - 2025
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement
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 parks and pathway services. Replacing equipment after 10 years will ensure adequate re-sale value, increase reliability and increase efficiency. Due to wear and tear, PK 86 will have exceeded its ideal 10-year life cycle and needs to be replaced. This truck, which was once used all year round, is now rusting, and as it does so, it will become impossible to make any repairs. The new replacement won't be used as a vehicle for winter maintenance. It will only be used to flood temporary rinks during the winter. From the end of the first frost until the freeze cycle, this truck is frequently used to water the numerous trees throughout the city. The parks department still considers this unit to be a valuable asset.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Parks - PK86 Kenworth Single Axel Water truck						
3-12-00-600-00 - WIP	170,000	-	-	-	-	-
- Parks - PK86 Kenworth Single Axel Water truck	170,000	-	-	-	-	-
Expenses / Expenditure	170,000	-	-	-	-	-
Net Business Case Capital	(170,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Deanna Connington	8/15/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5256 - Curling Rink - Backflow Prevention Install
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	The curling rink currently isn't equipped with a backflow prevention device. Having this device installed will ensure contaminated water won't backflow into Strathmore's drinking water supply. The effect of having the Town's drinking supply contaminated would be devastating and an extremely costly repair.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Curling Rink - Backflow Prevention Install						
3-12-00-600-00 - WIP	14,000	-	-	-	-	-
- Curling Rink - Backflow Prevention Install	14,000	-	-	-	-	-
Expenses / Expenditure	14,000	-	-	-	-	-
Net Business Case Capital	(14,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Marcie Brinton	8/20/2024
DIRECTOR	Mark Pretzlaff	8/20/2024

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5295 - Kinsmen tree replacement plan
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	The poplar trees in Kinsmen Park are reaching the end of their life and are becoming a hazard. When it is windy, large limbs have broken off, some hanging, or dropping to the ground onto the green space below. A constant task for the Parks Department is inspections after a wind event of the Kinsmen poplar's. They inspect for hanging branches and limbs, fallen limbs and they secure areas if they are unsafe until a removal of the hazard can occur plus clean up any fallen materials. Parks is removing 20 poplars from Kinsmen in October that have hazardous defects such as crown rot at the base and unions of the trees. Several of these trees are adjacent to the Kinsmen playground. The roots are also exposed causing a significant trip hazard. Parks is currently using our GPS system to tag and count the trees in kinsmen and although 20 removals may seem like a lot, it will not have a large impact on the park, however, as the remaining poplars age, future removals will be immanent and those future removals will make an impact. The Parks Department will continue to monitor and mitigate any hazardous trees. However, moving forward with a replacement plan will mitigate future risk of injury or death if a large limb falls on a person.

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

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Kinsmen Tree Replacement Plan						
3-12-00-600-00 - WIP	50,000	-	-	-	-	-
- Kinsmen Tree Replacement Plan	50,000	-	-	-	-	-
Expenses / Expenditure	50,000	-	-	-	-	-
Net Business Case Capital	(50,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	9/13/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3199 - Aquatic Centre - Expansion Tank & Bladder Replacement
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	The lifespan of the expansion tank is 20 years for the tank, and 7 years for the bladder. Both the tank and bladder were installed in 2004, causing it to be well past its lifespan. If this tank is not replaced during our scheduled 2025 shutdown, and we run into issues with the aging tank/bladder we would likely be looking at a closure. The expansion tank is an important part of the pool heating system. The expansion tank is located in the boiler room and within the tank is a rubber bladder which helps to provide a cushion for water to expand to when it's heated. If this cushion of air is not available, the pressure in the boiler system can become higher than the system can handle. Without an expansion tank, the boiler is less safe and more prone to leaks and breakdowns from mounting pressure.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Expansion Tank & Bladder Replacement						
3-12-00-600-00 - WIP	30,000	-	-	-	-	-
- Expansion Tank & Bladder Replacement	30,000	-	-	-	-	-
Expenses / Expenditure	30,000	-	-	-	-	-
Net Business Case Capital	(30,000)	-	-	-	-	-

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

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5263 - IODS - Public Works Bulk Water Station Payment Terminal Replacement
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	Strathmore's bulk water station is located at the Public Works building on Westlake Road, behind the former Town Office building at 680 Westchester Road. The bulk water station operates with a bulk water card system featuring a field payment terminal and a cloud-based/SaaS backend provided by Computrol. First-time users must register and purchase a bulk water card, which contains a PIN number from the Town's Utility Department. The cost for a bulk water card is \$15.00. Users are billed monthly for actual water usage at \$5.85 per cubic meter (m³) based on the 2024 rate. The Town's Utility Department exports transactions from the bulk water station payment terminal and transfers the water transactions to Accounts Receivable for invoicing bulk water customers in Microsoft Dynamics GP ERP. There have been historical issues with two-way transactions that Computrol deemed unresolvable. The bulk water station is listed as a public-facing service under Public Works and is a commonly used operational technology by municipalities. Currently, the bulk water station field terminal is out of service. Restoring this service will require cross-functional collaboration. The objective is to review available options with stakeholders for restoring service levels to residents and businesses.

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

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
INF_MA0001 - Offsite Backups						
3-12-00-600-00 - WIP	50,000	-	-	-	-	-
INF_MA0001 - Offsite Backups	50,000	-	-	-	-	-
Expenses / Expenditure	50,000	-	-	-	-	-
Net Business Case Capital	(50,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Briefing Note

Subject

Bulk Water Station Payment Terminal Replacement

Background

Strathmore's bulk water station is located at the Public Works building on Westlake Road, behind the former Town Office building at 680 Westchester Road ([Google Map](#))

The bulk water station operates with a bulk water card system featuring a field payment terminal and a cloud-based/SaaS backend provided by Computrol. First-time users must register and purchase a bulk water card, which contains a PIN number from the Town's Utility Department. The cost for a bulk water card is \$15.00. Users are billed monthly for actual water usage at \$5.85 per cubic meter (m³) based on the 2024 rate. The Town's Utility Department exports transactions from the bulk water station payment terminal and transfers the water transactions to Accounts Receivable for invoicing bulk water customers in Microsoft Dynamics GP ERP. There have been historical issues with two-way transactions that Computrol deemed unresolvable.

The bulk water station is listed as a public-facing service under Public Works and is a commonly used operational technology by municipalities.

Currently, the bulk water station field terminal is out of service. Restoring this service will require cross-functional collaboration. The objective is to review available options with stakeholders for restoring service levels to residents and businesses.

Objectives

Remediate the field payment terminal controller and restore service levels for bulk water. Ensure the bulk water controller is fully integrated with the accounts receivable system. The item was not originally budgeted in 2024. A quote was recommended by vendor as a replacement, attached at the end of the document.



Concerns

Compatibility with Existing Infrastructure - The new replacement unit has a different design and may require some level of field modification.

Residual Risk and Issue - The Computrol solution has not been fully functional since its inception, requiring manual accounts receivable processing. Additionally, Computrol is a relatively new cloud (SaaS) product on the market and experienced a data breach in 2022.

Implications

- Bulk Water services service level maybe impacted - [Bulk Water - Town of Strathmore](#)

Recommendations

- **Procurement Policy Alignment** - Obtain three quotes from resellers or execute as an emergency purchase authorized by the senior leadership team.
- **Budget** - Define the source of funding for the procurement. Budget \$16,000 – 20,000
- **Comprehensive Test Plan** - Define a comprehensive test plan with Computrol in conjunction with their field installer. This plan should cover physical installation testing, transaction export/import, and accounts receivable functional testing. Include information security testing.
- **Public Communication Strategy** - Develop a public communication strategy to inform residents and businesses during the upgrades and replacement process.
- **Property Modifications** - Be prepared for potential property (mounting), control and flow meter integration, and field electrical modifications.
- **Functional AR Testing and Configuration** - Coordinate functional accounts receivable testing and configuration.
- **Network Connectivity Coordination** - Ensure coordination for network connectivity. Wireless or LTE connectivity.

- **Enhance Support Model** - Gather a cross-functional project team from Operations, Finance/Utility, Communications, and IT. Define roles and responsibilities within service level.
- **Include other project planning** considerations from business leaders.

References

- **Simcom Water** - <https://computrolsystems.com/water-control/simcom-water/>
- **What is SaaS** - [What is SaaS \(Software as a Service\)?](#)
- **Operational Technology (OT)** refers to hardware and software systems used to monitor and control physical processes, devices, and infrastructure. These systems are typically found in industries such as manufacturing, energy, transportation, and utilities, and are essential for managing operations in industrial environments.
- **Previous Issue History**

Vendor Quotation:

The advertisement features the Simcom logo (a green flame icon) and the Computrol logo (the word 'computrol' in blue). Below the Simcom logo is the tagline 'Simplify Complexity'. A list of features is presented with icons: 'Web-based Software' (laptop icon), 'Real-time Transactions' (clock icon), 'Management Dashboard' (monitor icon), 'Comprehensive Reporting' (bar chart icon), 'Remote Management and Updates' (cloud with arrows icon), and 'Rugged and Secure Terminal' (umbrella icon). To the right, a tall, black, rugged fuel dispensing terminal is shown with a screen and keypad. Below it, a computer monitor displays a web-based management interface with a sidebar menu and a main content area. A circular callout bubble next to the terminal lists the products: 'Fuels', 'Propane', 'CNG/LNG', 'Lubricants', 'Water', and 'DEF'. At the bottom left, a 'MEMBER PEI' logo is displayed alongside contact information: 'TEL: 1-800-421-1003', 'TOLL FREE: 1-877-421-1003', 'EMAIL: INFO@COMPUTROLFUELS.COM', and 'WWW.COMPUTROLFUELS.COM'.

simcom

computrol

Simplify Complexity

- Web-based Software
- Real-time Transactions
- Management Dashboard
- Comprehensive Reporting
- Remote Management and Updates
- Rugged and Secure Terminal

Fuels
Propane
CNG/LNG
Lubricants
Water
DEF

MEMBER
PEI
Energy

TEL: 1-800-421-1003
TOLL FREE: 1-877-421-1003
EMAIL: INFO@COMPUTROLFUELS.COM
WWW.COMPUTROLFUELS.COM

Simcom is **simplicity**

- Intuitive and comfortable user experience with wizards that guide you step by step
- Dashboard shows critical information at a glance
- Smart terminal with a large color display and alphanumeric keypad
- Powerful and flexible reporting tools as standard features

Simcom is **real-time**

- Simcom is securely hosted in the cloud, accessible from any browser, from anywhere, anytime
- Terminals perform real-time authorizations and automatic data synchronization
- Implement business decisions instantly around access, volume and pricing
- Fail-back modes ensure that fueling continues even through communication interruptions

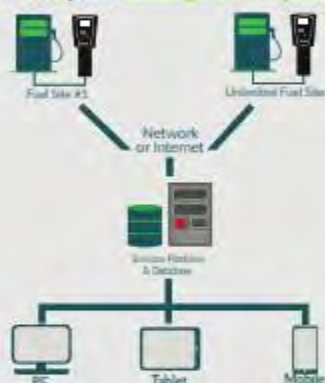
Simcom is **knowledge**

- Data-driven operations benefit from real-time knowledge of inventory and activity at all dispensing locations
- Easily manage operator and vehicle accounts, with multiple identification credentials available
- Data is easily viewed and shared with users and systems across the organisation
- Capture important additional data with every dispensing transaction

Simcom is the **future now**

- Simcom is remotely configurable with updates delivered effortlessly
- Eliminate manual processes with automated tasks
- New features easily added as your operations grow and needs change
- State of the art security features protect your system and data integrity

A Complete **Management System**



Specifications

- All major browsers supported
- Platform available as hosted service or installed on-premise
- Microsoft SQL server database
- Dimensions: H 160 cm (63") W 42 cm (16.5") D 30 cm (11.8")
- Weight: 15.4 kg (34 lbs)
- Electrical: 110-120 VAC 50/60 Hz
- Power Consumption: Less than 36 Watts
- Temperature: -40°C (-40°F) to 50°C (120°F) Humidity: 0-95%
- CSA Approved, NEMA R3 rated

MS1000

ELECTROMAGNETIC FLOWMETERS

Combines reliable full-pipe flow measurement with high accuracy, low-cost and ease of installation



The MS1000 is available with Polypropylene, Ebanite or PTFE liner and local or remote mounted converter.

MS1000 FEATURES

- Accuracy to $\pm 0.2\%$ of rate from 3 to 33 ft/sec.
- Lower cost than flanged units.
- Eleven sizes from 1" to 16" Pipe Diameters.
- Flow ranges from 2.37 to 19,934 GPM.
- Standard pressure: 230 PSI.
- Volumetric flow rate measurement independent of fluid viscosity, density and temperature.
- No moving parts for zero maintenance.
- Bi-directional flow measurement.
- No pressure drop through sensor.
- Optional integral ground electrode eliminates grounding rings with plastic piping systems.
- Minimal straight pipe run required.
- Every sensor is factory wet-calibrated.

TYPICAL APPLICATIONS

- Water
- Polymers
- Wastewater
- Lime Slurries
- Dyes
- Process Chemicals
- Caustics
- Slurries
- Acids
- Starches



CONTROLLER FEATURES

	ML110	ML210
Mounting	Sensor or Wall	Sensor, Wall or Panel
Keypad	3 Internal Keys	3 Keys
LCD Display	2-Line Alphanumeric	Graphic Display
Backlight	N	Y
4-20mA Output	Y (opt)	Y
Pulse/Frequency/Alarm Output	2 Assignable Open Collector	2 Assignable
Empty Pipe Detection	Y	Y
Interface	PC, Hand Terminal	RS485, PC, Hand Terminal
Batch Function	N	Y
Power Supply	90-265 VAC (Std.) 10-63VDC 15-45VAC	90-265 VAC 10-35VDC 18-63VDC/ 15-45VAC
Enclosure	Plastic NEMA 4x	Aluminum or Plastic (panel version) NEMA 6

ELECTROMAGNETIC FLOWMETER

ENGINEERING SPECIFICATIONS

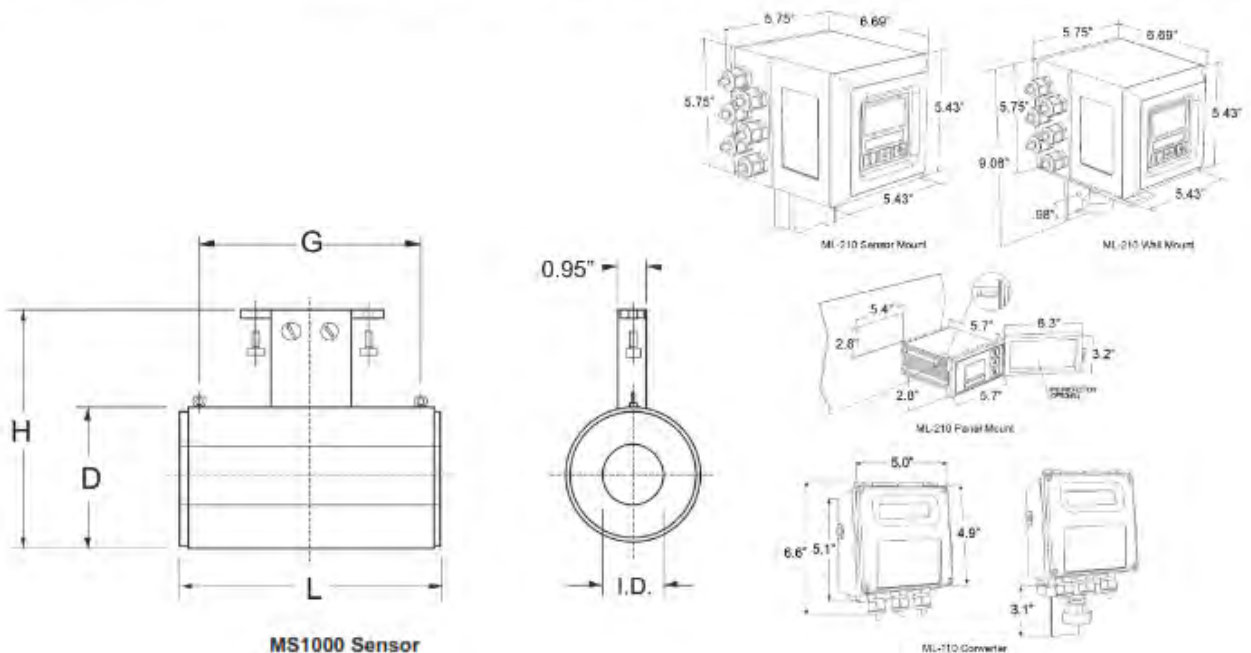
MS1000 Flow Sensor

- Accuracy:
 - ML210: $\pm 0.2\%$ of rate from 3 to 33 ft/sec.
 - ML110: $\pm 0.4\%$ of rate from 3 to 33 ft/sec.
- Repeatability: $\pm 0.1\%$
- Temperature (Process)
 - +32 to 140°F (PP)
 - +23 to 175°F (Ebonite)
 - 4 to 212°F (PTFE Compact)
 - 4 to 302°F (PTFE Remote)
- Pressure: 230 PSI Std. (higher pressures upon request)
- Liner Material: PTFE, Ebonite or Polypropylene
- Flow Tube: Carbon Steel, Painted or 304/316 S.S. (optional)
- Electrode Material: 316 S.S.*
- Number of Electrodes: 2 (3rd grounding electrode optional)
- Environmental Rating: NEMA 6
- Fluid Conductivity: 5 $\mu\text{S/cm}$ (min)
- Connections: Wafer tightening between ANSI 150 flange
- Case Material: Carbon steel with two-part epoxy coating, S.S. Optional

* Hastelloy C, Platinum-Rhodium or Tantalum electrodes optional (order upon request).

DIMENSIONS

Size (in.)	1	1-1/2	2	3	4	6	8	10	12	14	16
Min fl w rate (gpm @ 1 ft/sec)	2.37	6.08	9.49	24.30	37.97	85.44	151.9	237.3	341.8	465.2	607.6
Max fl w rate (gpm @ 33 ft/sec)	77.9	199.3	311.5	797.4	1246	2803	4984	7787	11213	15262	19934
Weight (lbs.)	2.7	4.0	4.4	8.4	8.4	18.1	40.1	52.9	59.5	70.6	86.0
Length (L below)	3.94	3.94	3.94	5.91	5.91	7.09	7.87	9.84	11.81	13.78	15.75
Height (H below)	5.79	6.34	6.97	8.23	9.25	11.46	14.25	16.42	18.39	20.75	22.80
Lifting Ring Distance (G below)	-	-	-	-	-	-	5.67	7.64	9.61	11.58	13.54



Johlin Measurement Ltd.

MV110

AC or DC OPERATED CONVERTER FOR ISOMAG ELECTROMAGNETIC FLOW METERS

Next generation solution for full-pipe flow measurement

The new MV110 converter is designed for applications in water, wastewater and other industrial markets where basic measurement requirements or output protocols are required.

- Accuracy: $\pm 0.4\%$ of the reading
- Repeatability: $\pm 0.2\%$
- Programmable through keypad on front panel or via PC connected through mini USB cable adapter
- Flexible mounting so that display can be seen from the top or from the front
- Galvanic separation: all inputs and outputs are separated from each other and from the power supply
- Housing material: Nylon reinforced with 15% fiberglass, or Aluminum
- Protection rating: NEMA 6 (IP 67) IP68 on request

Standard features:

- Compatible with any Isomag® flow sensor
- Low flow rate cut-off
- Bidirectional measurement
- Peak cut-off
- Empty pipe detection
- Alarm limits
- Large back-lit LCD display with protective cover

Available accessories:

- Rechargeable backup battery (assures the measurement in case of power loss)
- 4 GB data logger
- Built-in Verificator (BIV) for verifying electrical characteristics of the sensor

Available communications

- Hart or Modbus protocol
- RS485 communications
- One or two 4-20mA outputs
- Two (2) pulse/frequency open collector outputs
- One (1) digital open collector input



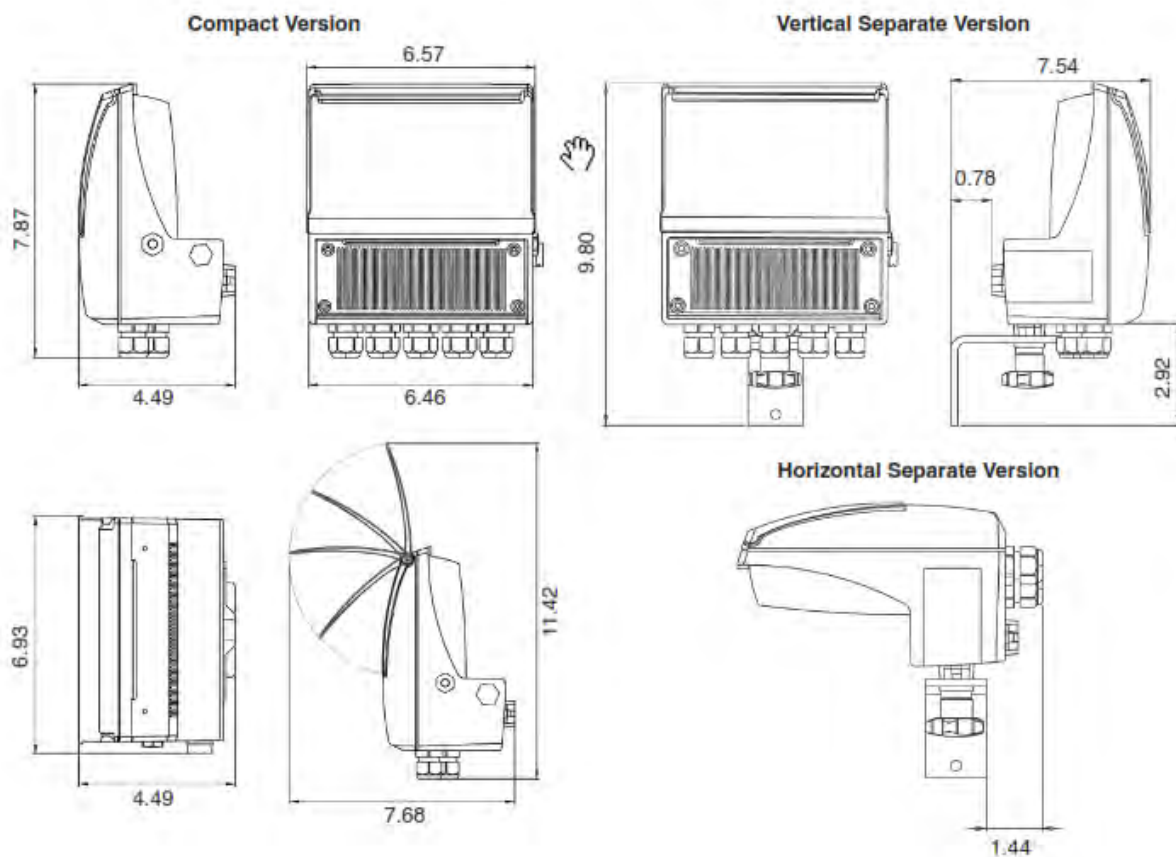
MV110 converter with graphics display and flip-up protective cover mounted on an MS2500 flow sensor with Rilsan liner.

ELECTROMAGNETIC FLOWMETER

FLOMOTION MV110 ENGINEERING SPECIFICATIONS

- Accuracy to $\pm 0.4\%$ of rate
- Repeatability: $\pm 0.2\%$
- Ambient Temperature
 - 4 to 140°F (Aluminum Housing)
 - 4 to 104°F (Nylon Housing)
- Humidity Range: 0-100%
- Environmental Rating:
 - NEMA 6 / IP67
- Fluid Conductivity: 5 μ S (min, compact mount)
- Power Supply Options: 12-48VDC or 100-240 VAC, 44-66Hz, 1.5w sensor only, 5w all loads.
- 4-20mA output maximum load: 1000 Ω , 24VDC.
- Inputs/outputs are galvanically isolated from power supply up to 250 V
- USB cable type A/USB MINI B required for PC programming
- Values stored in memory in case of power failure
- Graphic display 128x64 pixels w/back light
- 3 external programming keys
- Digital Outputs, 1250 Hz, 100mA, 30 Vdc (max)
- MicroSD Memory Card 4 - 32 GBytes
- Cable glands - PG11

DIMENSIONS



DIMENSIONS IN INCHES

FLOMOTION SYSTEMS Inc.
165 Creekside Drive, Suite 112
Buffalo, NY 14228

All Simcom Terminal installation work must be done in accordance with applicable National, State/Provincial, and Local Building and Electrical codes.

1. Connect 120 VAC power to the Quad Receptacle.

The Quad Receptacle should be connected to a dedicated breaker-box circuit.

Actual power draw varies depending on options chosen, but typically the Simcom Terminal requires no more than 5 Amps at 120VAC.

Wire the power onto the Cabtire pigtail. Test to ensure proper Earth-grounding before energizing the circuit.

2. Connect the Simcom Terminal to Network and Test.

Connection is by means of a standard Ethernet cable with RJ45 connector. This cable should be connected to port "T1" on the left-hand side of the Main computer board (inside the Simcom Terminal). There are two RJ45 ports on the board; "T1" is the upper one, as shown in Figure 1:



Figure 1 - View of Simcom Network Port "T1"

After connecting the network, energize the 120VAC circuit to the Simcom Terminal's Quad Receptacle. The unit should start its boot up routine automatically, which will take a few minutes to complete. When done, the screen should show either the End-User's logo, or if that is not available, the Computrol logo will be shown, along with a message on the display, usually something along the lines of "To Use This..." or "To Begin...".

Use the keyboard to press "?", then "p", then "s".

This should bring up a dialog box listing, among other things, the "Network IP" address, and the "Public IP" address that the Terminal is using. If valid IP addresses do not show up, you must contact the End-User's I.T. Department or contact Computrol.

You will not be able to complete the installation until the Simcom Terminal is communicating properly with the Simcom software through the network.

3. **Important!** Disconnect and lock-out all power to the Simcom Terminal and to the Equipment that it will be wired to before proceeding with the next steps.

4. Wire the Authorization Circuit(s).

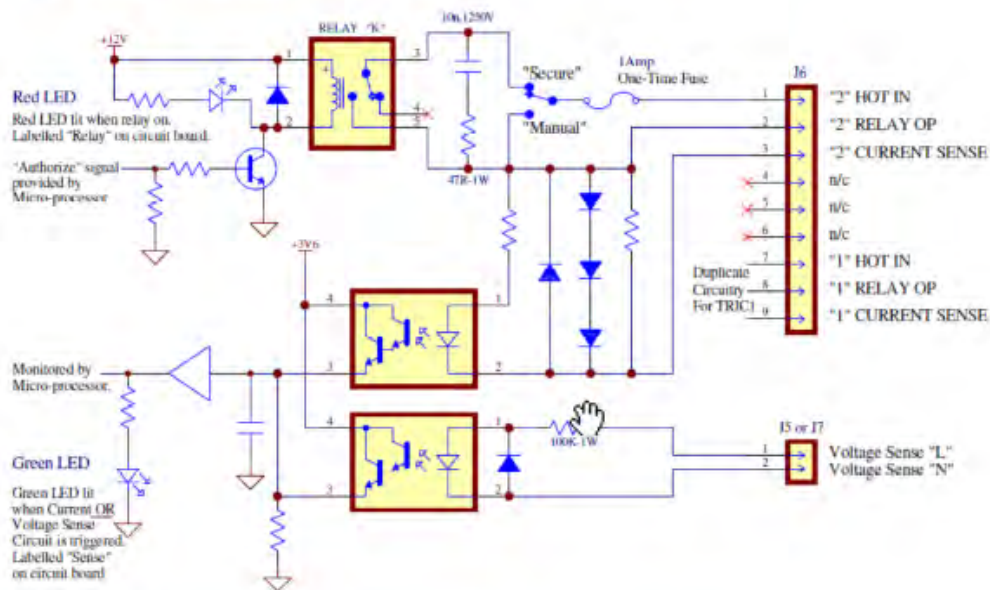


Figure 2 - Schematic of Authorization Circuit; there are two of these circuits per TRIC board

DESCRIPTION OF CIRCUIT:

AC voltage is brought to the "HOT IN" terminal block on the chassis. This voltage should originate from the same circuit that supplies the equipment to be controlled. (Motors, solenoid valves, lighting ballasts, and other loads often generate electrical noise; for this reason it is not recommended to use power from these lines for the quad receptacle in the Terminal.)

From the "HOT IN" terminal, the voltage will be conducted along a black wire through the 9-position connector and onto the Relay/Pulse Counter board. The voltage then passes through a 1A AGC rated fuse to the Bypass switch. When the switch is in the "Secure" ("up") position, the voltage is directed to the common terminal of a board-mounted relay. The relay is controlled by a microprocessor. When the microprocessor turns the relay on, the voltage is directed through the relay contacts to two output circuits. One is referred to as simply the "Relay Output" and the other is the "Current Sense" output. These go back to the chassis terminal block via blue and yellow wires respectively, and the terminal block is appropriately labelled "RELAY O/P" and "CURRENT SENSE". Typically, only one of these outputs is used for a given installation - the other simply remains unconnected.

The following diagrams may be used as a basis for wiring the Simcom Terminal to various types of liquid dispensing equipment:

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5238 - Family Centre Ice Resurfacer Batteries
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	We have started to replace individual cells on the arenas 2014 ice resurfacer battery. This is the final sign that replacement is necessary.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Family Centre Ice Resurfacer Batteries						
3-12-00-600-00 - WIP	40,000	-	-	-	-	-
- Family Centre Ice Resurfacer Batteries	40,000	-	-	-	-	-
Expenses / Expenditure	40,000	-	-	-	-	-
Net Business Case Capital	(40,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Craig Dilts	8/16/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3150 - 42.1 - WWTP UV System
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	42 - Wastewater

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	The UV system at the WWTP is a treatment option to reduce bacteria and other microorganisms in the effluent. Currently only one of the two systems is operational which means there is no redundancy and eliminates the ability to alternate systems to extend the lifecycle.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Council Activity: Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- WWTP UV System						
3-12-00-600-00 - WIP	385,000	-	-	-	-	-
- WWTP UV System	385,000	-	-	-	-	-
Expenses / Expenditure	385,000	-	-	-	-	-
Net Business Case Capital	(385,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/22/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10 Years (2024-2034)
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Maintain Service Levels
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.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
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						
3-12-00-600-00 - WIP	20,000	20,000	20,000	20,000	20,000	-
INF_MA2401 - Branch Office Network Switch - 20	20,000	20,000	20,000	20,000	20,000	-
INF_MA2401 - Building Cable Plant - Aquatic Centre						
3-12-00-600-00 - WIP	-	24,000	-	-	-	-
INF_MA2401 - Building Cable Plant - Aquatic Centre	-	24,000	-	-	-	-
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						
3-12-00-600-00 - WIP	5,000	5,000	5,000	-	-	5,000
INF_MA2401 - Civic Centre - AV and Projector (3/5	5,000	5,000	5,000	-	-	5,000
INF_MA2401 - Council Adjustment						
3-12-00-600-00 - WIP	(40,000)	(142,000)	(38,000)	(41,000)	(34,000)	23,000
INF_MA2401 - Council Adjustment	(40,000)	(142,000)	(38,000)	(41,000)	(34,000)	23,000
INF_MA2401 - Council Chambers - Council Meeting						
3-12-00-600-00 - WIP	-	-	25,000	-	-	-
INF_MA2401 - Council Chambers - Council Meeting	-	-	25,000	-	-	-
INF_MA2401 - Cybersecurity - Computer (End Point)						
3-12-00-600-00 - WIP	-	-	20,000	-	-	-
INF_MA2401 - Cybersecurity - Computer (End Point)	-	-	20,000	-	-	-
INF_MA2401 - Cybersecurity - Email Spam Filter						
3-12-00-600-00 - WIP	20,000	-	-	-	-	20,000
INF_MA2401 - Cybersecurity - Email Spam Filter	20,000	-	-	-	-	20,000
INF_MA2401 - Data Center Network Switch - 10 (SMB						
3-12-00-600-00 - WIP	-	80,000	-	-	-	-
INF_MA2401 - Data Center Network Switch - 10 (SMB	-	80,000	-	-	-	-

Business Case Summary

INF_MA2401 - Desk Phone						
3-12-00-600-00 - WIP	3,000	1,000	1,000	1,000	1,000	1,000
INF_MA2401 - Desk Phone	3,000	1,000	1,000	1,000	1,000	1,000
INF_MA2401 - Desktop (4/5)						
3-12-00-600-00 - WIP	2,000	2,000	2,000	2,000	2,000	2,000
INF_MA2401 - Desktop (4/5)	2,000	2,000	2,000	2,000	2,000	2,000
INF_MA2401 - Firewall - Branch Office - 4						
3-12-00-600-00 - WIP	-	-	-	5,000	5,000	-
INF_MA2401 - Firewall - Branch Office - 4	-	-	-	5,000	5,000	-
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	40,000	10,000	10,000	10,000	10,000	10,000
INF_MA2401 - Laptop (4/5 YRS)	40,000	10,000	10,000	10,000	10,000	10,000
INF_MA2401 - Main Data Center Switch (Backplane)						
3-12-00-600-00 - WIP	-	20,000	-	-	-	-
INF_MA2401 - Main Data Center Switch (Backplane)	-	20,000	-	-	-	-
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	6,000	3,000	3,000	3,000	3,000	3,000
INF_MA2401 - Mobile Phone (iPhone)	6,000	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
INF_MA2401 - Network - Point to Multi Point Wireless						
3-12-00-600-00 - WIP	-	5,000	5,000	5,000	5,000	-
INF_MA2401 - Network - Point to Multi Point Wireless	-	5,000	5,000	5,000	5,000	-
INF_MA2401 - Network Storage						
3-12-00-600-00 - WIP	-	30,000	-	-	-	-
INF_MA2401 - Network Storage	-	30,000	-	-	-	-
INF_MA2401 - Office - Various Business Applications -						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Office - Various Business Applications -	-	-	-	-	-	-
INF_MA2401 - Office - Various Printers in Finance						
3-12-00-600-00 - WIP	-	-	5,000	-	-	-
INF_MA2401 - Office - Various Printers in Finance	-	-	5,000	-	-	-
INF_MA2401 - Telecom - Avaya Telephone System -						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - Avaya Telephone System -	-	-	-	-	-	-
INF_MA2401 - Telecom - Avaya Telephone System -						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - Avaya Telephone System -	-	-	-	-	-	-
INF_MA2401 - Telecom - Barracuda Phone System -						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - Barracuda Phone System -	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Deskphone						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Deskphone	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Phone - Aquatic						
3-12-00-600-00 - WIP	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Phone - Aquatic	-	-	-	-	-	-
INF_MA2401 - Telecom - MS Teams Phone - Arena						
3-12-00-600-00 - WIP	-	-	-	-	-	-
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)	-	-	-	5,000	-	-
INF_MA2401 - Virtualization Platform						
3-12-00-600-00 - WIP	-	-	-	-	50,000	-
INF_MA2401 - Virtualization Platform	-	-	-	-	50,000	-
Expenses / Expenditure	64,000	66,000	66,000	68,000	70,000	72,000
Net Business Case Capital	(64,000)	(66,000)	(66,000)	(68,000)	(70,000)	(72,000)

APPROVALS	NAME	DATE

Business Case Summary

AUTHOR	Ray Chan	8/21/2023
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3207 - Pathway Lifecycle
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Growth Requirement - new or enhanced service levels
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.

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

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
PAR_LI2301 - Pathway Lifecycle						
3-12-00-600-00 - WIP	78,000	82,000	87,000	91,000	95,000	100,000
PAR_LI2301 - Pathway Lifecycle	78,000	82,000	87,000	91,000	95,000	100,000
Expenses / Expenditure	78,000	82,000	87,000	91,000	95,000	100,000
Net Business Case Capital	(78,000)	(82,000)	(87,000)	(91,000)	(95,000)	(100,000)

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/25/2023
DIRECTOR	Jamie Dugdale	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5302 - Kinsmen Park Christmas Lights
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
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.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 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)

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	9/6/2023
DIRECTOR	Jamie Dugdale	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5303 - Sidewalk improvements
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE

BUSINESS CASE JUSTIFICATION

The Town has a sidewalk assessment done every three years. All Town owned sidewalks are assessed and given a rating depending on the hazard, with a rating of 3 being the highest hazard. The last assessment was conducted in 2022. There were a total of 2237 panels of sidewalk in various degrees of disrepair. 1,409 of these panels were at a level 3. Operations has made the level three hazards a top priority and have used capital and operating funds to repair and replace some of these high hazard sidewalks. Operations is requesting funds to continue with repairs and replacements of the high hazard sidewalks based on the assessment. Not repairing or replacing hazardous sidewalks may result in injuries to pedestrians and could open the Town to lawsuits.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
ROA_EN0011 - Sidewalk improvements						
3-12-00-600-00 - WIP	200,000	200,000	200,000	200,000	200,000	200,000
ROA_EN0011 - Sidewalk improvements	200,000	200,000	200,000	200,000	200,000	200,000
Expenses / Expenditure	200,000	200,000	200,000	200,000	200,000	200,000
Net Business Case Capital	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)	(200,000)

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	9/6/2023
DIRECTOR	Jamie Dugdale	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5304 - Site Furniture
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
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.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 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)

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	9/6/2023
DIRECTOR	Jamie Dugdale	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3213 - Capital Projects Engineering
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement
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.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Capital Projects Engineering						
3-12-00-600-00 - WIP	75,000	70,000	60,000	50,000	50,000	50,000
- Capital Projects Engineering	75,000	70,000	60,000	50,000	50,000	50,000
Expenses / Expenditure	75,000	70,000	60,000	50,000	50,000	50,000
Net Business Case Capital	(75,000)	(70,000)	(60,000)	(50,000)	(50,000)	(50,000)

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	1/1/0001
DIRECTOR	Jamie Dugdale	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5305 - Council Priority Projects
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE
BUSINESS CASE JUSTIFICATION

STRATEGIC PLAN & CORPORATE
Council Priority:
Council Activity:
Administrative Priority:
Administrative Activity:

APPROVALS	NAME	DATE
AUTHOR	Riley Brolly	1/1/0001
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3070 - George Freeman Trail Upgrades
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE JUSTIFICATION	As development continues in this area traffic flows will continue to increase. Parklane Drive and George Freeman Trail is a known location with long wait times during school open/close and as such is the first project prioritized in this initiative.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- George Freeman Trail Upgrades						
3-12-00-600-00 - WIP	4,700,000	-	-	-	-	4,200,000
- George Freeman Trail Upgrades	4,700,000	-	-	-	-	4,200,000
Expenses / Expenditure	4,700,000	-	-	-	-	4,200,000
Net Business Case Capital	(4,700,000)	-	-	-	-	(4,200,000)

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/25/2023
DIRECTOR	Jamie Dugdale	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3071 - Wildflower Road - Phase 1 to 3
BUSINESS CASE REQUEST TYPE:	2023 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE JUSTIFICATION	Wildflower Road is a future North/South collector road that will service the western communities of Strathmore. This road Right of Way already exists (with the exception of Phase 3 re-alignment) and is currently a combination of paved, gravel, and undeveloped. Wetland assessments were recently completed and the impacts are expected to be minimal however compensation will be required. This road will serve as a second access point for both Lakewood and Wildflower which are on the verge of having development stalled due to a lack of secondary community access. Phase 1 - Road Base and Gravel Driving Surface from TWP 244 to existing roadway Phase 2 - Paving of Wildflower Road, including Curb & Gutter as well as Stormwater Infrastructure, from TWP 244 to the current Wildflower Entrance Phase 3A - Land Procurement for Wildflower Road re-alignment to Highway 1 Phase 3B - Completion of Wildflower Road of south boundary of Phase 2 to Highway 1

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Wildflower Road (Phase 1)						
3-12-00-600-00 - WIP	2,300,000	-	-	-	-	-
- Wildflower Road (Phase 1)	2,300,000	-	-	-	-	-
- Wildflower Road (Phase 2)						
3-12-00-600-00 - WIP	-	-	-	-	7,700,000	-
- Wildflower Road (Phase 2)	-	-	-	-	7,700,000	-
- Wildflower Road (Phase 3A)						
3-12-00-600-00 - WIP	-	-	-	-	-	-
- Wildflower Road (Phase 3A)	-	-	-	-	-	-
- Wildflower Road (Phase 3B)						
3-12-00-600-00 - WIP	-	-	-	-	-	-
- Wildflower Road (Phase 3B)	-	-	-	-	-	-
Expenses / Expenditure	2,300,000	-	-	-	7,700,000	-
Net Business Case Capital	(2,300,000)	-	-	-	(7,700,000)	-

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/30/2022
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3097 - 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 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.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:Community Wellness Council Activity:b.2 - Efficient and Effective intra- and inter-community service provision Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Roads- EPW 57 John Deere 60 Series Excavator						
3-12-00-600-00 - WIP	167,000	-	-	-	-	-
- Roads- EPW 57 John Deere 60 Series Excavator	167,000	-	-	-	-	-
Expenses / Expenditure	167,000	-	-	-	-	-
Net Business Case Capital	(167,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Joe Schultz	8/14/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3103 - Roads- PW 69 Ford F-150 Replacement- 2025
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement
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 69 will be 20 years old at the time of replacement.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Community Wellness
	Council Activity:	b.2 - Efficient and Effective intra- and inter-community service provision
	Administrative Priority:	
	Administrative Activity:	

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Roads- PW 69 Ford F-150 Replacement- 2025						
3-12-00-600-00 - WIP	78,000	-	-	-	-	-
- Roads- PW 69 Ford F-150 Replacement- 2025	78,000	-	-	-	-	-
Expenses / Expenditure	78,000	-	-	-	-	-
Net Business Case Capital	(78,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Joe Schultz	8/14/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4226 - IT - Town of Strathmore CCTV and Door Access Control Roadmap
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	Due to past public safety incidents at the Strathmore Municipal Building (Park Ln Dr), the lack of camera footage inside the building presents a challenge. This affects the ability to gather video evidence and conduct post-incident investigations. This project aims to implement a new camera in the lobby area to capture movement, faces, and in/out traffic. The primary purpose is to enhance security and provide evidence in case of altercations or incidents. The design will respect staff privacy while focusing surveillance solutions solely on security, not on operational purposes. A planning meeting was held on July 18, 2024, to discuss business requirements with the affected stakeholders. The process for requesting footage will remain the same, requiring a Legislative Services FOIP request. Public Works (680 Westchester Rd) has been converted into a Parks Operations office with full-time and casual staff. Therefore, the standard corporate security camera system needs to be deployed for security purposes. The CCTV roadmap includes the end-of-life replacement of the existing Lorex system with a professional-grade security camera system or new installations at Strathmore Municipal Building staff parking lots, Fire Department, Sport Centre, Aquatic Centre, Civic Centre, and Family Centre Arena. The access control roadmap includes the end-of-life replacement and installation of access control systems at Strathmore Municipal Building, Fire Department, Sport Centre, Aquatic Centre, Civic Centre, and Family Centre Arena.

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

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	5,000	10,000	15,000	20,000
Total Expenses	5,000	10,000	15,000	20,000
Net 12-03 - Information Technology	(5,000)	(10,000)	(15,000)	(20,000)
Net Business Case Operating	(5,000)	(10,000)	(15,000)	(20,000)

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
INF_MA0010 - CyberSecurity Improvements, Risk						
3-12-00-600-00 - WIP	70,000	85,000	55,000	105,000	10,000	-
INF_MA0010 - CyberSecurity Improvements, Risk	70,000	85,000	55,000	105,000	10,000	-
Expenses / Expenditure	70,000	85,000	55,000	105,000	10,000	-
Net Business Case Capital	(70,000)	(85,000)	(55,000)	(105,000)	(10,000)	-

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	8/1/2024
DIRECTOR	Kara Rusk	1/1/0001

Briefing Note - CCTV and Access Control Roadmap

Subject

CCTV and Access Control Roadmap

Background

Due to past public safety incidents at the Strathmore Municipal Building (Park Ln Dr), the lack of camera footage inside the building presents a challenge. This affects the ability to gather video evidence and conduct post-incident investigations. This project aims to implement a new camera in the lobby area to capture movement, faces, and in/out traffic. The primary purpose is to enhance security and provide evidence in case of altercations or incidents. The design will respect staff privacy while focusing surveillance solutions solely on security, not on operational purposes. A planning meeting was held on July 18, 2024, to discuss business requirements with the affected stakeholders. The process for requesting footage will remain the same, requiring a Legislative Services FOIP request.

Public Works (680 Westchester Rd) has been converted into a Parks Operations office with full-time and casual staff. Therefore, the standard corporate security camera system needs to be deployed for security purposes.

The CCTV roadmap includes the end-of-life replacement of the existing Lorex system with a professional-grade security camera system or new installations at Strathmore Municipal Building staff parking lots, Fire Department, Sport Centre, Aquatic Centre, Civic Centre, and Family Centre Arena.

The access control roadmap includes the end-of-life replacement and installation of access control systems at Strathmore Municipal Building, Fire Department, Sport Centre, Aquatic Centre, Civic Centre, and Family Centre Arena.

Objectives

Implement a new camera at the Strathmore Municipal Building and various locations for security purposes.

For existing asset lifecycle replacement, the current Lorex camera will be replaced with a model that complies with the Town of Strathmore surveillance policy. The lifespan of interior CCTV cameras generally lasts 4-5 years, while exterior CCTV cameras last 3-5 years. The current Lorex camera is no longer supported by the manufacturer, with no further security patches available.

- A 180-degree camera at the entry/exit area to capture movement and faces, in/out traffics.
- A camera on the wall near the front door pointing into the lobby to cover both entrance and exit points, FCSS entry/exit, and cash counter.
- A camera capturing counter customer without breaching overall privacy.
- The primary purpose is for security and to have evidence in case of altercations or incidents.
- 20 days retention, the process for requesting footage will remain the same, requiring a Legislative Services FOIP request.

Benefit

- Automation - The new camera system will provide task automation capabilities that streamline the video recording retrieval and review process, improving efficiency by over 500% compared to today's process. The current system takes 5–15 hours for video review and retrieval, while the new system can perform the same task under 30 minutes.
- Hybrid storage design - 30 days of recording storage on-premises with 2nd copy in the cloud in Canada, providing added resilience and security for the footage. The current system is a consumer-grade product with no redundancy.

- Access Control - The modernized integrated access control system adds additional audit trails to ensure compliance.
- Privacy shield – Camera will be configured according to the Town’s surveillance policy.
- Simplified maintenance and software patches – Cloud managed cameras are updated automatically with little to no involvement by Town’s employee.

Key Stakeholders

- Senior Leadership Team – Overall senior leadership on service level metrics
- Manager of Finance
- Manager of FCSS
- Customer Services - Front Desk
- Risk Management
- Health and Safety
- FCSS Department – Entry to FCSS Front Desk
- Legislative Services – Council, Privacy, and Data management.
- IT Department - 1st Tier Technical Support and Maintenance. Passthrough vendor technical support. Software Maintenance Contract/SLA. Technology roadmap

Project Scope

In-Scope:

- Installation of a Hybrid cloud-based security camera.
 - o Verkada CF81-E Fisheye 180-degree Angle of View. 20 – 30 days retention.
 - o <https://www.verkada.com/ca/security-cameras/fisheye/cf81-e/>
- Appropriate mounting kit.
- Data cabling installation and network provisioning.
- Decommissioning of non-compliance or end of life camera.
- Door access controller replacement.

Master Schedule

ID	Task Mode	Task Name	Duration	Start	Finish	Business Case	Estimation	2023	2024	2025	2026	2027	2028	2029	2030	2031	
								H1	H2	H1	H2	H1	H2	H1	H2	H1	H2
1		Town of Strathmore CCTV Roadmap	1205.38 days	Thu 24-08-15	Thu 29-03-2		\$205,000.00										
2		Strathmore Municipal Building (SMB) Lobby Additional	30 days	Wed 25-02-12	Tue 25-03-2 2025		\$5,000.00										
3		Public Works Building (5)	30 days	Wed 25-04-16	Tue 25-05-2 2025		\$25,000.00										
4		Strathmore Municipal Building (SMB) Lifecycle (4)	30 days	Mon 26-02-16	Fri 26-03-27 2026		\$20,000.00										
5		Strathmore Municipal Building Access Control Replacement	30 days	Mon 26-02-16	Fri 26-03-27 2026		\$25,000.00										
6		Strathmore Municipal Employee Parking (UTE) (2)	30 days	Tue 27-02-16	Mon 27-03-2027		\$15,000.00										
7		Operational Building Replacement (5)	30 days	Wed 28-02-16	Tue 28-03-2 2028		\$25,000.00										
8		Fire Department Replacement (4)	30 days	Sun 28-04-16	Thu 28-05-2 2028		\$20,000.00										
9		Family Centre Arena Replacement (4)	30 days	Fri 28-06-16	Thu 28-07-2 2028		\$20,000.00										
10		Decommissioning of old Lorex System	1 day	Thu 24-08-15	Fri 24-08-16		\$0.00										
11		Civic Centre Replacement (4)	30 days	Wed 28-08-16	Tue 28-09-2 2028		\$20,000.00										
12		Aquatic Centre Replacement (4)	30 days	Sat 28-09-16	Thu 28-10-2 2028		\$20,000.00										
13		Decommissioning of old Lorex System	1 day	Thu 24-08-15	Fri 24-08-16		\$0.00										
14		Sport Centre Installation (2)	30 days	Fri 29-02-16	Thu 29-03-2 2029		\$10,000.00										
15		Decommissioning of old Lorex System					\$0.00										
16		Town of Strathmore Door Access Control Roadmap	563 days	Wed 25-02-12	Fri 27-03-26		\$120,000.00										
17		Strathmore Municipal Building (SMB)	30 days	Wed 25-02-12	Tue 25-03-2		\$20,000.00										
18		Fire Department	30 days	Wed 25-02-12	Tue 25-03-2		\$10,000.00										
19		Public Works Building	30 days	Wed 25-02-12	Tue 25-03-2		\$10,000.00										
20		Family Centre Arena	30 days	Mon 26-02-16	Fri 26-03-27		\$20,000.00										
21		Civic Centre	30 days	Mon 26-02-16	Fri 26-03-27		\$20,000.00										
22		Aquatic Centre	30 days	Mon 27-02-15	Fri 27-03-26		\$20,000.00										
23		Sport Centre	30 days	Mon 27-02-15	Fri 27-03-26		\$20,000.00										

Budget Forecast

2025 - \$70,000

ID	Task Mode	Task Name	Duration	Start	Finish	Business Case	Estimation	2023	2024	2025	2026	2027	2028	2029	2030	2031
								H1	H2	H1	H2	H1	H2	H1	H2	H1
1		Town of Stathmore CCTV Roadmap	1077 days	Wed 25-02-12	Thu 29-03-2		\$205,000.00									
2		Strathmore Municipal Building (SM8) Lobby Additional	30 days	Wed 25-02-12	Tue 25-03-2 2025		\$5,000.00									
3		Public Works Building (5)	30 days	Wed 25-04-16	Tue 25-05-2 2025		\$25,000.00									
16		Town of Stathmore Door Access Control Roadmap	553 days	Wed 25-02-12	Fri 27-03-26		\$120,000.00									
17		Strathmore Municipal Building (SM8)	30 days	Wed 25-02-12	Tue 25-03-2 2025		\$20,000.00									
18		Fire Department	30 days	Wed 25-02-12	Tue 25-03-2 2025		\$10,000.00									
19		Public Works Building	30 days	Wed 25-02-12	Tue 25-03-2 2025		\$10,000.00									

2026 - \$85,000

ID	Task Mode	Task Name	Duration	Start	Finish	Business Case	Estimation	2023	2024	2025	2026	2027	2028	2029	2030	2031
								H1	H2	H1	H2	H1	H2	H1	H2	H1
1		Town of Stathmore CCTV Roadmap	1077 days	Wed 25-02-12	Thu 29-03-2		\$205,000.00									
4		Strathmore Municipal Building (SM8) Lifecycle (4)	30 days	Mon 26-02-16	Fri 26-03-27 2026		\$20,000.00									
5		Strathmore Municipal Building Access Control Replacement	30 days	Mon 26-02-16	Fri 26-03-27 2026		\$25,000.00									
16		Town of Stathmore Door Access Control Roadmap	553 days	Wed 25-02-12	Fri 27-03-26		\$120,000.00									
20		Family Centre Arena	30 days	Mon 26-02-16	Fri 26-03-27 2026		\$20,000.00									
21		Civic Centre	30 days	Mon 26-02-16	Fri 26-03-27 2026		\$20,000.00									

2027 - \$55,000

ID	Task Mode	Task Name	Duration	Start	Finish	Business Case	Estimation	2024	2025	2026	2027	2028	2029	2030	2031	2032
								H1	H2	H1	H2	H1	H2	H1	H2	H1
1		Town of Stathmore CCTV Roadmap	1077 days	Wed 25-02-12	Thu 29-03-2		\$205,000.00									
6		Strathmore Municipal Employee Parking (LTE) (2)	30 days	Tue 27-02-16	Mon 27-03-2027		\$15,000.00									
16		Town of Stathmore Door Access Control Roadmap	553 days	Wed 25-02-12	Fri 27-03-26		\$120,000.00									
22		Aquatic Centre	30 days	Mon 27-02-15	Fri 27-03-26 2027		\$20,000.00									
23		Sport Centre	30 days	Mon 27-02-15	Fri 27-03-26 2027		\$20,000.00									

2028 - \$105,000

ID	Task Mode	Task Name	Duration	Start	Finish	Business Case	Estimation	2025	2026	2027	2028	2029	2030	2031	2032
								H1	H2	H1	H2	H1	H2	H1	H2
1		Town of Stathmore CCTV Roadmap	1077 days	Wed 25-02-12	Thu 29-03-2		\$205,000.00								
7		Operational Building Replacement (5)	30 days	Wed 28-02-16	Tue 28-03-2 2028		\$25,000.00								
8		Fire Department Replacement (4)	30 days	Sun 28-04-16	Thu 28-05-2 2028		\$20,000.00								
9		Family Centre Arena Replacement (4)	30 days	Fri 28-06-16	Thu 28-07-2 2028		\$20,000.00								
10		Decommissioning of old Lorex System	30 days	Fri 28-06-16	Thu 28-07-2 2028		\$0.00								
11		Civic Centre Replacement (4)	30 days	Wed 28-08-16	Tue 28-09-2 2028		\$20,000.00								
12		Aquatic Centre Replacement (4)	30 days	Sat 28-09-16	Thu 28-10-2 2028		\$20,000.00								
13		Decommissioning of old Lorex System	30 days	Mon 28-09-18	Fri 28-10-27 2028		\$0.00								

2029 - \$10,000

ID	Task Mode	Task Name	Duration	Start	Finish	Business Case	Estimation	2025	2026	2027	2028	2029	2030	2031	2032
								H1	H2	H1	H2	H1	H2	H1	H2
1		Town of Stathmore CCTV Roadmap	1077 days	Wed 25-02-12	Thu 29-03-2		\$205,000.00								
14		Sport Centre Installation (2)	30 days	Fri 29-02-16	Thu 29-03-2 2029		\$10,000.00								
15		Decommissioning of old Lorex System	30 days	Fri 29-02-16	Thu 29-03-2 2029		\$0.00								

Reference

Camera

Verkada

[Products](#)

[Solutions](#)

[Customers](#)

[Resources](#)

[Partners](#)



CF81-E Fisheye

Panoramic views for seamless, 360° coverage in any environment.

12_{MP}

Image Resolution

180°

Angle of View

20_M

IR Range

Free Trial

Compare Models

Cybersecurity principles

Hybrid Cloud Video Security

At Verkada, we know it's mission critical to keep your data secret and safe. We're dedicated to creating a secure, modern monitoring solution.

Security is ever evolving

As security threats evolve and adapt, so too, must organizations' response to them. That's why Verkada releases automatic updates to its firmware and software. These updates and security enhancements protect you and your critical data from known and emerging threats.

Remove inherent vulnerabilities

As soon as they're brought online, internet-protocol (IP) cameras are one of the most common points of entry for hackers. With Verkada, there's no need to open ports or punch through firewalls to enable internet access. The cloud-based solution is simple to use.

Protect your data's journey

Whether data is at rest, in transit, or stored in the cloud, it's important to ensure that right protocols are enforced to keep data safe. All Verkada systems automatically encrypt data in transit and at rest with no configurations required, upholding security best practices.

Trusted by

 citrix



 EQUINOX



Verkada's cloud-based hybrid cloud



No NVR or DVRs

Industrial-grade onboard storage saves up to 365 days of continuous video



Easy to scale

Bandwidth friendly and supports thousands of cameras across unlimited locations



Centralized management

Modern platform enables access on any device from anywhere in the world

Access Control

AC12 > 1 Door	Ports 1 Door 2 Readers 2 AUX	Dimensions Length: 175.5mm / 5.9in Width: 55.3mm / 1.2in Height: 175.4mm / 5.9in	Weight 1.3kg / 2.9lbs	Warranty 10 Years
AC41 > 4 Doors	Ports 4 Doors 2 AUX	Dimensions Height: 415.6mm / 16.4in Width: 319.6mm / 12.6in Depth: 111.7mm / 4.4in	Weight 8.5kg / 18.7lbs	Warranty 10 Years
AC42 > 4 Doors	Ports 4 Doors 2 AUX 1 FAI	Dimensions Height: 417.0mm / 16.4in Width: 321.0mm / 12.6in Depth: 116.2mm / 4.6in	Weight 6.4kg / 13.9lbs	Warranty 10 Years
AC62 > 16 Doors	Ports 16 Doors 2 AUX 1 FAI	Dimensions Height: 773.5mm / 2.5ft Width: 498.6mm / 1.6ft Depth: 186.3mm / 7.3in	Weight 19.1kg / 42.1lbs	Warranty 10 Years
AX11 > IO + Elevator	Ports 16 Dry Inputs 16 Relay Outputs 1A/24VDC Contacts	Dimensions Height: 415.6mm / 16.4in Width: 319.6mm / 12.6in Length: 111.7mm / 4.4in	Weight 8.3kg / 18.3lbs	Warranty 10 Years

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4233 - Snow Boss - stand on plow
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	Safety risks using current machinery on storm ponds during the winter months.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- snow boss - stand on plow						
3-12-00-600-00 - WIP	35,000	-	-	-	-	-
- snow boss - stand on plow	35,000	-	-	-	-	-
Expenses / Expenditure	35,000	-	-	-	-	-
Net Business Case Capital	(35,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Deanna Connington	8/14/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3198 - Aquatic Center Lap Pool Circ Pump
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	The lap pool circulation pump is the heart of the facility. Without a circulation pump the lap pool and waterslide would be closed. To prevent a facility closure the Aquatic Center always has 2 pumps in excellent working condition. One in service and one ready for back up.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Aquatic Center Lap Pool Circ Pump / Capital						
3-12-00-600-00 - WIP	26,000	-	-	-	-	-
- Aquatic Center Lap Pool Circ Pump / Capital	26,000	-	-	-	-	-
Expenses / Expenditure	26,000	-	-	-	-	-
Net Business Case Capital	(26,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Natasha Barron	9/18/2023
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5291 - Common Services - 31-01 - Westlake shop upgrades Phase 2
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	31 - Common Services

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	The Westlake shop was built in 1958 with an expansion in 2003. A building assessment was conducted in 2019 by Williams Engineering. Many items in the assessment were deemed to be in poor condition. Many items were deemed to have no remaining life (cycle or condition). Capital funds were provided in 2024 for improvements and as indicated in the business case from 2024 additional funds would be requested to complete the improvements. Although significant noticeable improvement have been made there are still several items still needing attention. Interior cladding(dirt bay and mechanic shop ceiling) and exterior cladding Bulk water structure to protect exterior piping from trucks hitting it and or driving away while attached to they system and to protect the fill station panel. Concrete in dirt bay - Parks staff work out of this dirt bay and when they do maintenance are working in the dirt. It is difficult to work in the dirt bay without the bay doors open due to the strong pungent odor.
STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority: Community Wellness Council Activity: 2.1 - Predictable and appropriate tax increases Administrative Priority: Administrative Activity:

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Westlake upgrades pt 2						
3-12-00-600-00 - WIP	350,000	-	-	-	-	-
- Westlake upgrades pt 2	350,000	-	-	-	-	-
Expenses / Expenditure	350,000	-	-	-	-	-
Net Business Case Capital	(350,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/28/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3137 - 72 - Parks - EPK 77 - Kubota UTV - Replacement - 2025
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement
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 Parks and Pathway services. Replacing equipment after 10 years will ensure adequate re-sale value, increase reliability and increase efficiency. The Parks Department employs Epk 077 all year long for a sizable number of tasks. Its compact and maneuverable size makes it the perfect size for a park environment. The Parks Department hires 20–25 seasonal workers each year with little to no machine experience. It is ideal to travel through the Parks in a smaller vehicle. The dump box simplifies unloading and lowers the risk of injury from lifting heavy loads. We move heavy objects like full garbage bags, plant material, and gardening tools. During parades and stampedes, other Departments also use Epk 077. Epk 077, which has a plow and sander attached to it, is frequently used during the winter.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Parks - EPK 77 - UTV - Replacement						
3-12-00-600-00 - WIP	60,000	-	-	-	-	-
- Parks - EPK 77 - UTV - Replacement	60,000	-	-	-	-	-
Expenses / Expenditure	60,000	-	-	-	-	-
Net Business Case Capital	(60,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Deanna Connington	8/15/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5237 - Family Centre Rooftop Unit
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	This unit is significantly past its serviceable life. It is no longer feasible to keep repairing.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Family Centre Rooftop Unit						
3-12-00-600-00 - WIP	115,000	-	-	-	-	-
- Family Centre Rooftop Unit	115,000	-	-	-	-	-
Expenses / Expenditure	115,000	-	-	-	-	-
Net Business Case Capital	(115,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Craig Dilts	8/15/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5254 - 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 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.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Family Centre Roofing Project - Phase 3						
3-12-00-600-00 - WIP	455,000	-	-	-	-	-
- Family Centre Roofing Project - Phase 3	455,000	-	-	-	-	-
Expenses / Expenditure	455,000	-	-	-	-	-
Net Business Case Capital	(455,000)	-	-	-	-	-

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

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5241 - Family Centre Dehumidifier
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	If the unit were to fail the rink would not be able to maintain proper humidity levels and would cause all the roof metal support beams to deteriorate. As well it would cause significant mold growth.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Family Centre Dehumidifier						
3-12-00-600-00 - WIP	42,000	-	-	-	-	-
- Family Centre Dehumidifier	42,000	-	-	-	-	-
Expenses / Expenditure	42,000	-	-	-	-	-
Net Business Case Capital	(42,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Craig Dilts	8/16/2024
DIRECTOR	Mark Pretzlaff	8/28/2024

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3133 - 72 - Parks - PK88 Ford F-150 Replacement - 2025
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE
BUSINESS CASE JUSTIFICATION

RMR - Capital Repair, Maintenance & Replacement

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. PK88 will be 15 years old at the time of replacement. By acquiring 2 ford mavericks in place of the one unit, it will help alleviate the fleet insufficiencies in the parks department during the busy summer season with the onboarding of an additional 25-30 employees. These trucks are also smaller making them more ideal for travelling throughout the tight spaces within our parks and greenspaces.

As we strive to maintain the highest standards of efficiency, safety, and cost-effectiveness, it has become increasingly evident that upgrading our aging fleet is essential to support our operations effectively. Maintaining a modern fleet not only improves internal operations but also positively impacts our public image. Citizens often associate the quality and reliability of municipal services with the condition of the vehicles being used. Replacing older vehicles with newer ones demonstrates our commitment to excellence, efficiency, and the well being of our community. It in turn fosters trust, confidence and a sense of pride.

Newer modern vehicles offer a range of advanced features and technologies that can significantly, enhance our departments capabilities. Improved features such as advanced safety features such as collision avoidance systems, and back up cameras, plus newer vehicles tend to be more fuel efficient.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Parks - PK88 Ford F-150 Replacement - 2025						
3-12-00-600-00 - WIP	84,000	-	-	-	-	-
- Parks - PK88 Ford F-150 Replacement - 2025	84,000	-	-	-	-	-
Expenses / Expenditure	84,000	-	-	-	-	-
Net Business Case Capital	(84,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Deanna Connington	8/14/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5286 - Centre Street and Centennial Drive Intersection Improvements
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE

BUSINESS CASE JUSTIFICATION

Growth Requirement - new or enhanced service levels
Increased Pedestrian Safety and reduced traffic infractions.

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority:

Council Activity:

Administrative Priority:

Administrative Activity:

Community Wellness
3.1 - Connective Community

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Centre Street and Centennial Drive Intersection						
3-12-00-600-00 - WIP	50,000	-	-	-	-	-
- Centre Street and Centennial Drive Intersection	50,000	-	-	-	-	-
Expenses / Expenditure	50,000	-	-	-	-	-
Net Business Case Capital	(50,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/26/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5250 - Second Street Road Reconstruction
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	32 - Roads

TYPE	RMR - Capital Repair, Maintenance & Replacement
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.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Second Street Road Reconstruction						
3-12-00-600-00 - WIP	175,000	-	-	-	-	-
- Second Street Road Reconstruction	175,000	-	-	-	-	-
Expenses / Expenditure	175,000	-	-	-	-	-
Net Business Case Capital	(175,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/19/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4239 - IT - IODS - SMB Rooftop Unit Building Automation
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Administration

TYPE
BUSINESS CASE JUSTIFICATION

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority:
Council Activity:
Administrative Priority:
Administrative Activity:

Operating Budget Details				
	2025 Budget	2026 Budget	2027 Budget	2028 Budget
12-03 - Information Technology				
Expenses				
2-251-00 - EQUIPMENT MAINTENANCE & REPAIRS	40,000	-	-	-
Total Expenses	40,000	-	-	-
Net 12-03 - Information Technology	(40,000)	-	-	-
Net Business Case Operating	(40,000)	-	-	-

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- 4239 - IT - IODS - SMB Rooftop Unit Building						
3-12-00-600-00 - WIP	90,000	-	-	-	-	-
- 4239 - IT - IODS - SMB Rooftop Unit Building	90,000	-	-	-	-	-
Expenses / Expenditure	90,000	-	-	-	-	-
Net Business Case Capital	(90,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ray Chan	1/1/0001
DIRECTOR	Kara Rusk	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 3145 - 72 - Parks - Add new 1 ton with dump box - 2025
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE
BUSINESS CASE JUSTIFICATION

RMR - Capital Repair, Maintenance & Replacement

The critical issue of not having enough vehicles during the busy summer working season is what this expansion aims to address, especially in terms of effectively accommodating the seasonal staff. Our parks see a significant increase in activity and visitors over the summer, necessitating the hiring of seasonal staff to maintain the standard and functionality of our parks and greenspaces. However, due to the current lack of vehicles in our fleet, we are having trouble providing the seasonal employees with adequate transportation, which has a direct impact on their productivity and general efficiency. By acquiring new vehicles for our fleet, we can make sure that our seasonal employees have access to dependable and accessible transportation. This will make it possible for them to quickly get to different park locations.

In order to offer the community recreational opportunities, our parks are crucial. We can ensure that the parks are well-maintained, pristine, and accessible by addressing the vehicle shortage. Satisfied visitors are more likely to return, and good word of mouth can draw in new ones, which is advantageous for our neighborhood and local businesses. Having access to a dump box for each crew is very helpful because we run a number of different crews throughout the summer. Instead of trying to spread out jobs to share the truck, this would allow us to finish jobs simultaneously.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Parks - Add new 1 ton with dump box						
3-12-00-600-00 - WIP	130,000	-	-	-	-	-
- Parks - Add new 1 ton with dump box	130,000	-	-	-	-	-
Expenses / Expenditure	130,000	-	-	-	-	-
Net Business Case Capital	(130,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Deanna Connington	8/16/2023
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5272 - Aquatic Center Mechanical Room Repairs / Capital Project
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement		
BUSINESS CASE JUSTIFICATION	Air Handling Unit - 2 / Needs some modifications / improvements completed as this is the main air handler unit for the pool deck, regulates temperature. Temperature needs to fall in line with Alberta Health regulations. Roof Membrane Replacement / Roof Membrane (in the air handler room) needs to be replaced, leaks are causing decent size damage to the bathrooms in the Strathmore High School / Golden Hills. Patch work / repairs are expensive and it has been recommended the membrane be replaced.		
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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Aquatic Center Mechanical Room Repairs / Capital						
3-12-00-600-00 - WIP	30,000	-	-	-	-	-
- Aquatic Center Mechanical Room Repairs / Capital	30,000	-	-	-	-	-
Expenses / Expenditure	30,000	-	-	-	-	-
Net Business Case Capital	(30,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Natasha Barron	8/22/2024
DIRECTOR	Mark Pretzlaff	1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5283 - Maplewood Drive Boulevard Landscaping
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	RMR - Capital Repair, Maintenance & Replacement
BUSINESS CASE JUSTIFICATION	The boulevard previously was lined with poplar trees which has reached the end of their life. Replacement of this public realm is not necessary however the public use, being adjacent to residential, schools, and churches, is quite significant.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Maplewood Drive Boulevard Landscaping						
3-12-00-600-00 - WIP	475,000	-	-	-	-	-
- Maplewood Drive Boulevard Landscaping	475,000	-	-	-	-	-
Expenses / Expenditure	475,000	-	-	-	-	-
Net Business Case Capital	(475,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Ethan Wilson	8/23/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4217 - Sports Centre - Sound System
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Growth Requirement - new or enhanced service levels
BUSINESS CASE JUSTIFICATION	We have been asked by multiple bookings if we have a sound system for announcements, or music. We do not have a sound system. GFS has a speaker in their gym which we are not allowed to access on a regular basis. We need to ask permission and obtain the code to unlock the system. This system does not help when we have events on our turf, or Magnum Gym. We also have full facility bookings that currently have to bring in their own sound systems as we do not have one to offer. We have blue tooth speakers but not overhead PA/Sound System.

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	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Sports Center Sound System						
3-12-00-600-00 - WIP	40,000	-	-	-	-	-
- Sports Center Sound System	40,000	-	-	-	-	-
Expenses / Expenditure	40,000	-	-	-	-	-
Net Business Case Capital	(40,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Lisa Montgomery	8/12/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 4236 - SMB - 12-04 - Electric Baseboard Heat
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	12 - Director of IODS

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	The heat for the SMB is controlled from upstairs. Main floor staff are unable to adjust the heat to a comfortable level. During the cold winter months staff in Finance and FCSS have brought concerns forward that they are very cold. Many have gone home or when they remain at work are bundled up in their winter jackets and blankets. Operations can install four electric base board heaters to mitigate this issue. Installing these may help to increase moral of staff in these areas that have expressed their concerns regarding the working conditions.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Community Wellness
	Council Activity:	2.1 - Predictable and appropriate tax increases
	Administrative Priority:	
	Administrative Activity:	

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- SMB- Electric base board heaters						
3-12-00-600-00 - WIP	12,000	-	-	-	-	-
- SMB- Electric base board heaters	12,000	-	-	-	-	-
Expenses / Expenditure	12,000	-	-	-	-	-
Net Business Case Capital	(12,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/14/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5293 - SMB improvements
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	31 - Common Services

TYPE

BUSINESS CASE JUSTIFICATION

Operations has encountered several issues with the building after the warranty period. The building maintenance operations cost center is over budget in 2024, we would like to supplement this with capital improvements. The outdoor washroom doors have been damaged and are too heavy for those in wheelchairs to open so they need to be replaced, signage is damaged and needs repair/replacement, the stucco is in disrepair in various locations, one of the letters has fallen off of the sign, Municipal enforcement would like window tinting in their workspace, paint job was only drywall paint and needs to be redone,

STRATEGIC PLAN & CORPORATE
BUSINESS PLAN ALIGNMENT:

Council Priority: Community Wellness
Council Activity: 2.1 - Predictable and appropriate tax increases
Administrative Priority:
Administrative Activity:

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- SMB Improvements						
3-12-00-600-00 - WIP	93,000	-	-	-	-	-
- SMB Improvements	93,000	-	-	-	-	-
Expenses / Expenditure	93,000	-	-	-	-	-
Net Business Case Capital	(93,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/29/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5240 - Family Centre Makeup Air Unit
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	72 - Recreation

TYPE	Maintain Service Levels
BUSINESS CASE JUSTIFICATION	The makeup air unit is nearing the end of its serviceable life and is recommended to be replaced.

STRATEGIC PLAN & CORPORATE BUSINESS PLAN ALIGNMENT:	Council Priority:	Climate Resiliency Including Environmental Stewardship
	Council Activity:	1.3 - Community Wellbeing Investment
	Administrative Priority:	
	Administrative Activity:	

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Family Centre Makeup Air Unit						
3-12-00-600-00 - WIP	40,000	-	-	-	-	-
- Family Centre Makeup Air Unit	40,000	-	-	-	-	-
Expenses / Expenditure	40,000	-	-	-	-	-
Net Business Case Capital	(40,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Craig Dilts	8/15/2024
DIRECTOR		1/1/0001

Business Case Summary

YEAR:	2025
BUSINESS CASE NAME:	AUTO - 5287 - Sea Can for stolen items
BUSINESS CASE REQUEST TYPE:	2024 Business Case
LEAD DEPARTMENT:	26 - Municipal Enforcement

TYPE	Essential - legal, safety, or regulatory
BUSINESS CASE JUSTIFICATION	The sea can is needed to store stolen items. There is currently no spot to lock up these items.

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

Project Budget Details						
GL Account	2025 Budget	2026 Budget	2027 Budget	2028 Budget	2029 Budget	2030 Budget
Expenses / Expenditure						
- Sea can						
3-12-00-600-00 - WIP	7,000	-	-	-	-	-
- Sea can	7,000	-	-	-	-	-
Expenses / Expenditure	7,000	-	-	-	-	-
Net Business Case Capital	(7,000)	-	-	-	-	-

APPROVALS	NAME	DATE
AUTHOR	Donna McCallum	8/29/2024
DIRECTOR		1/1/0001

Town of Strathmore
2025 Capital Budget
Capital Business Cases - Priority

Number	Function	Department	Business Case Name	Author	2025 Capital Prioritization	Capital Funding	2025 Budget
3211	IODS	41 - Water	AUTO - 3211 - Water Reservoir Upgrades	Ethan Wilson	75.00	Debt	\$5,300,000
4221	SAFS	12 - Administration	AUTO - 4221 - ERP Replacement and Process Optimization	Ray Chan	70.00	LGFF/CCBF	\$150,000
3052	CPS	23 - Fire	AUTO - 3052 - Engine 2 Replacement Fire Truck	David Sturgeon	62.50	LGFF/CCBF	\$480,000
3215	CPS	23 - Fire	AUTO - 3215 - SCBA Replacement	David Sturgeon	60.00	LGFF/CCBF	\$76,000
5290	CPS	72 - Recreation	AUTO - 5290 - Splash Park Recirculation system	Donna McCallum	57.50	LGFF/CCBF	\$300,000
4231	SAFS	12 - Administration	AUTO - 4231 - IT - CPS - Fire Department Internet Upgrade	Ray Chan	57.50	Capital Reserve	\$21,000
3210	IODS	42 - Wastewater	AUTO - 3210 - 42.1 - WWTP PLC/SCADA Upgrades	Ethan Wilson	55.50	Waste Water Reserve	\$87,000
3210	IODS	42 - Wastewater	AUTO - 3210 - 42.1 - WWTP PLC/SCADA Upgrades	Ethan Wilson	55.50	AMWWP Grant	\$38,000
5296	IODS	32- Roads	Roads- EPW 36 RPM Tech 220 Loader Mounted Snow Blower Replacement- 2025	Joe Schultz	53.50	LGFF/CCBF	\$265,000
5279	IODS	31 - Common Services	AUTO - 5279 - Fleet - Portable Column Lifts	Deanna Connington	50.00	Capital Reserve	\$78,000
5271	CPS	72 - Recreation	AUTO - 5271 - Aquatic Center Carbon Monoxide Detector System / Capital Project	Natasha Barron	50.00	LGFF/CCBF	\$9,000
3202	IODS	42 - Wastewater	AUTO - 3202 - 42.1 - WWTP General Plant Upgrades	Ethan Wilson	49.00	Waste Water Reserve	\$60,000
3209	IODS	42 - Wastewater	AUTO - 3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	Ethan Wilson	49.00	Waste Water Reserve	\$75,000
3098	IODS	32 - Roads	AUTO - 3098 - Roads- PW 22 Sterling 7500 Plow Truck Replacement- 2025	Joe Schultz	48.50	LGFF/CCBF	\$470,000
4225	CPS	12 - Administration	AUTO - 4225 - IT - IODS - GIS Server Upgrade	Ray Chan	48.50	LGFF/CCBF	\$323,000
3212	IODS	32 - Roads	AUTO - 3212 - Road Asset Management Plan (RAMP)	Ethan Wilson	47.00	LGFF/CCBF	\$380,000
3132	CPS	72 - Recreation	AUTO - 3132 - 72 - Parks - PK86 Kenworth Single Axel Water truck Replacement - 2025	Deanna Connington	46.00	LGFF/CCBF	\$170,000
5256	CPS	72 - Recreation	AUTO - 5256 - Curling Rink - Backflow Prevention Install	Marcie Brinton	45.00	Capital Reserve	\$14,000
5295	CPS	72 - Recreation	AUTO - 5295 - Kinsmen Tree Replacement	Donna McCallum	45.00	Capital Reserve	\$50,000
3199	CPS	72 - Recreation	AUTO - 3199 - Aquatic Centre - Expansion Tank & Bladder Replacement	Marcie Brinton	42.50	LGFF/CCBF	\$30,000
5263	SAFS	12 - Administration	AUTO - 5263 - IODS - Public Works Bulk Water Station Payment Terminal Replacement	Ray Chan	42.00	Water Reserve	\$50,000
5238	CPS	72 - Recreation	AUTO - 5238 - Family Centre Ice Resurfacers Batteries	Craig Dilts	41.00	Capital Reserve	\$40,000
3150	IODS	42 - Wastewater	AUTO - 3150 - 42.1 - WWTP UV System	Ethan Wilson	40.50	Waste Water Reserve	\$385,000
5257	SAFS	12 - Administration	AUTO - 5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10 Years (2024-2034)	Ray Chan	Annual	LGFF/CCBF	\$64,000
3207	CPS	72 - Recreation	AUTO - 3207 - Pathway Lifecycle	Ethan Wilson	Annual	LGFF/CCBF	\$78,000
5302	CPS	72 - Recreation	AUTO - 5302 - Kinsmen Park Christmas Lights	Donna McCallum	Annual	LGFF/CCBF	\$20,000
5303	IODS	32 - Roads	AUTO - 5303 - Sidewalk Improvements	Donna McCallum	Annual	LGFF/CCBF	\$200,000
5304	CPS	72 - Recreation	AUTO - 5304 - Site Furniture	Donna McCallum	Annual	LGFF/CCBF	\$25,000
3213	IODS	32 - Roads	AUTO - 3213 - Capital Projects Engineering	Ethan Wilson	Annual	Capital Reserve	\$75,000
Total:							\$9,313,000

2025 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 -2025		
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

Response (one page maximum): Click or tap here to enter text.



Proposed 2025 Budget

November 6, 2025

Council Presentation for the 2025
Proposed Operating and Capital Budget





Kevin Scoble

Chief Administrative Officer (CAO)

CAO's opening remarks

- The 2025 Proposed Budget provides predictable and prudent tax rates and user fees that reduce overall Town debt;
- Is fiscally responsible and strategic;
- A balance of reduced operating spending, increased investing and prudent financing;
- Intentional Financial Reserves growth;
- Proposed property tax increase of 4.5% and utility rates increase of 4%.

Strategic Priorities

Strathmore is an affordable community for residents and businesses enabling access to housing, services, and supports.



AFFORDABLE LIVING

Strathmore provides predictable and stable tax rates and user fees that reduce overall Town debt, build financial reserves, maintain existing assets, and plan for sustainable growth.



FINANCIAL SUSTAINABILITY

Strathmore creates communities for its residents and with its neighbours (Siksika Nation, Wheatland County) and institutional partners, which promote sustainable and interdependent family friendly spaces.



INTENTIONAL COMMUNITY DEVELOPMENT

Strathmore protects, manages, and enhances its local environment while preparing for future challenges due to climate change.



CLIMATE RESILIENCY INCLUDING ENVIRONMENTAL STEWARDSHIP

Strathmore is well-positioned to encourage commercial and industrial economic development with a focus on sustainable growth.



ECONOMIC DEVELOPMENT

Strathmore values Community Wellness, focused on the maintenance, protection, and improvement of services that support optimum lifestyles.



COMMUNITY WELLNESS

Budget Considerations: 2025 Proposed Budget – Revenue

2025 PROPOSED BUDGET							
	2023 Actual	2024 Budget	2024 YTD Actual (Sept 30)	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Revenue:							
Net municipal property taxes	\$ 14,997,500	\$ 16,013,600	\$ 16,027,889	\$ 16,827,200	\$ 17,332,000	\$ 17,852,000	\$ 18,387,500
User fees and sales of goods	17,004,127	17,910,200	13,457,900	18,994,400	19,338,100	19,688,200	20,058,600
Penalties and cost of taxes	223,635	210,000	171,938	210,500	211,000	211,500	212,000
Government grants – operating	1,599,774	1,376,600	1,046,183	1,321,000	1,270,800	1,279,700	1,288,700
Investment & interest income	398,167	405,300	270,447	460,300	460,300	460,300	460,300
Licences and permits	569,926	513,100	468,255	521,600	532,600	543,600	554,600
Gain on disposal of capital assets	50,630	-	31,995	-	-	-	-
Other revenue	1,304,463	544,400	1,601,867	443,500	451,700	463,400	463,100
Transfer from reserves – operating	211,902	988,000	-	86,000	66,000	285,400	300,000
Internal Transfers Revenue	501,172	544,000	322,517	545,000	545,000	545,000	545,000
Transfer from reserves – capital	885,321	155,000	69,500	60,000	65,000	70,000	75,000
Government grants – capital	3,048,726	-	-	-	-	-	-
Other grants – capital	-	-	-	-	-	-	-
Contributed tangible capital assets	-	-	-	-	-	-	-
Total Revenues	\$ 40,795,343	\$ 38,660,200	\$ 33,339,096	\$ 39,469,500	\$ 40,272,500	\$ 41,399,100	\$ 42,344,800

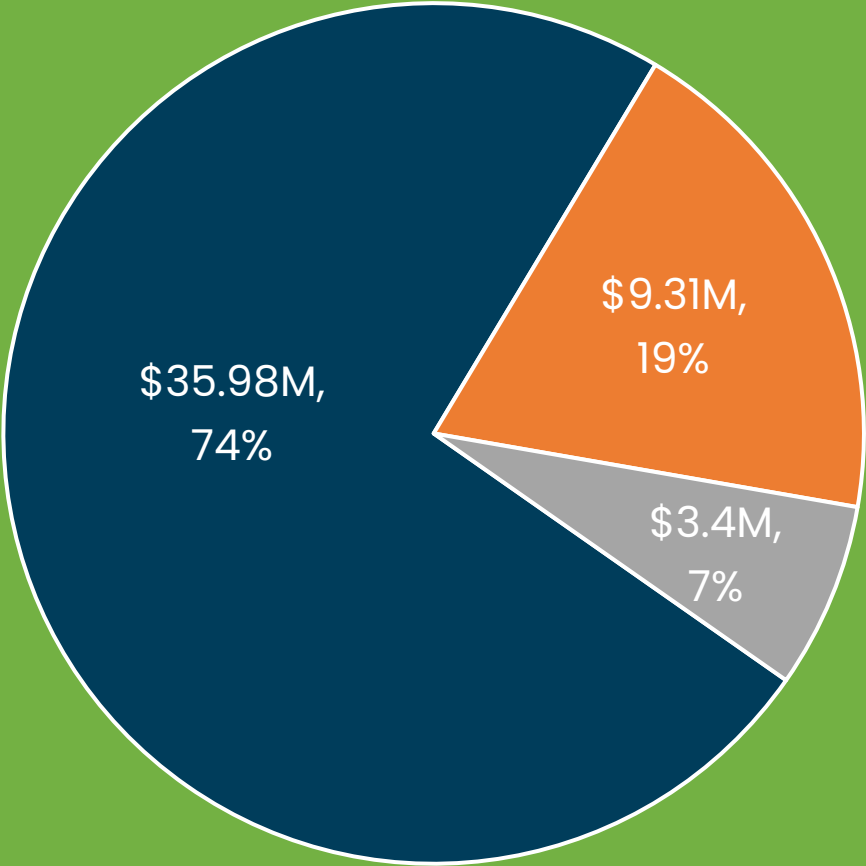
Budget Considerations: 2025 Proposed Budget – Expenses

2025 PROPOSED BUDGET							
	2023 Actual	2024 Budget	2024 YTD Actual (Sept 30)	2025 Budget	2026 Forecast	2027 Forecast	2028 Forecast
Expenses:							
Salaries, Wages, and Benefits	\$ 12,678,117	\$ 13,958,000	\$ 11,485,327	\$ 14,420,400	\$ 15,153,400	\$ 15,718,300	\$ 16,197,800
Contracted and General Services	8,118,991	12,911,600	8,382,362	12,380,200	12,673,400	12,741,700	13,617,800
Materials, Goods, Supplies and Utilities	2,854,302	4,686,200	3,230,081	4,868,900	4,976,000	5,132,900	5,394,100
Bank Charges and Short-Term Interest	71,694	66,000	74,923	90,000	90,000	90,000	90,000
Other Expenditures	978	-	(77)	-	-	-	-
Transfers to Individuals and Organisations	244,329	519,500	426,371	594,800	533,900	540,000	509,800
Transfers to Local Boards and Agencies	437,750	478,200	92,630	494,600	512,000	529,600	547,900
Interest on Long-term Debt							
Long-term Debt Payments	483,065	444,700	233,394	362,500	298,300	256,800	161,800
Transfers to reserves – operating	2,558,179	2,195,000	2,054,505	2,221,800	1,419,000	3,302,100	909,900
Transfer to reserves – capital	1,311,084	210,000	210,000	1,015,800	752,500	805,500	507,900
Loss on disposal of assets	2,335,187	2,444,900	2,298,767	2,375,500	2,986,500	2,007,700	3,587,900
Internal Transfers Expenses	92,998	-	-	-	-	-	-
Requisitions	501,172	544,000	320,548	545,000	545,000	545,000	545,000
	-	202,100	-	-	-	-	-
Total Expenses, before Amortization	\$ 31,687,847	\$38,660,200	\$28,808,830	\$ 39,369,500	\$39,940,000	\$ 41,669,600	\$ 42,069,900
Surplus (Deficit)	9,107,496	-	4,659,971	100,000	332,500	(270,000)	274,900
Less Amortization	(6,153,183)	(6,025,200)	-	(6,205,800)	(6,205,800)	(6,205,800)	(6,205,800)
Net Consolidated	2,954,313	(6,025,200)	4,575,482	(6,105,800)	(5,875,200)	(6,461,800)	(5,900,100)

Proposed 2025 Budget: Operating Budget Highlights

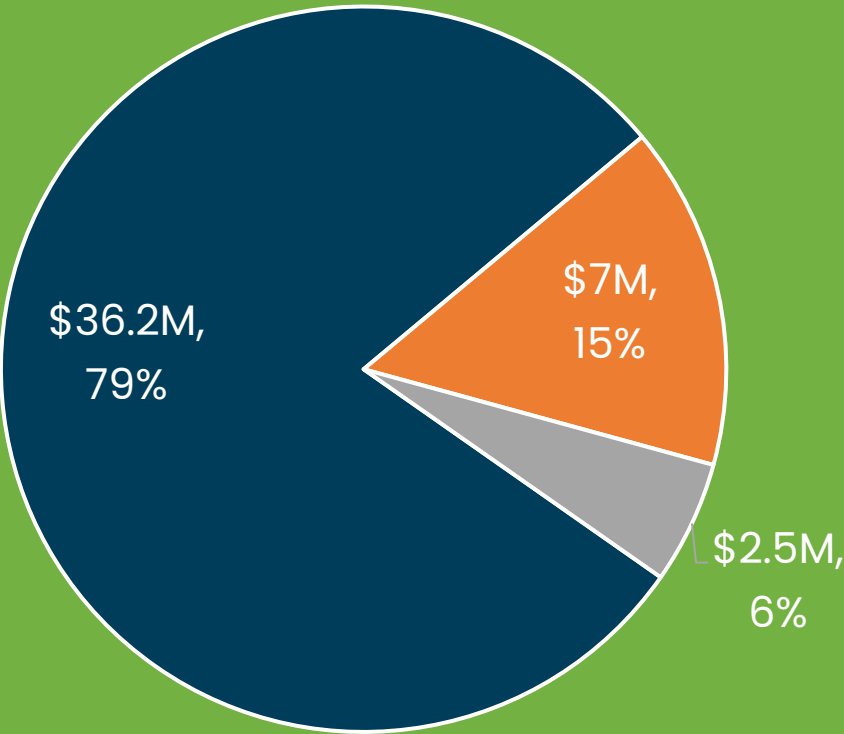
2025 Proposed Budget

- Operating
- Capital
- Reserve Funds



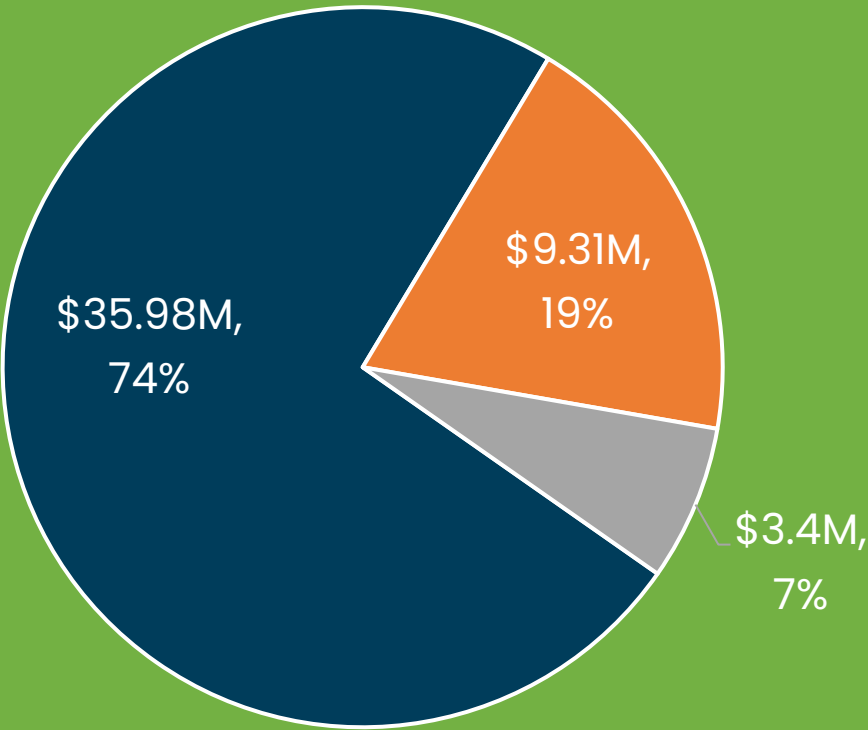
Proposed 2025 Budget: Operating Budget Highlights

2024 Budget



Operating Capital Reserve Funds

2025 Proposed Budget



Operating Capital Reserve Funds



Leana Ashbacher

Senior Manager of Financial Services

Financial and Budget Overview

- The key focus is on investing for the future;
- Ensuring stable and predictable tax rates;
- Implemented non-reoccurring transfer to reserves;
- Overall total tax increase proposed at 4.5%;
- 1% municipal tax increase equates to \$168,300;
- Utility costs have increased 6.8% necessitating a proposed 4% rate increase.

Proposed 2025 Budget: **Operating Budget Highlights**

Revenue:

Net Property Tax Revenue

- 2024 – \$16.01M
- 2025 – \$16.83M – 5.1% Increase

Utility Revenue

- 2024 – \$12.6M
- 2025 – \$13.5M – 6.8% increase

Proposed 2025 Budget: **Operating Budget Highlights**

Revenue:

Franchise Fees Revenue (Fortis Electricity & ATCO Gas)

- 2024 – \$3.0M
- 2025 – \$3.2M – 5.7% Increase

User Fees (Excluding Utility and Franchise Fees)

- 2024 – \$2.31M
- 2025 – \$2.29M – 0.9% decrease

Proposed 2025 Budget: **Operating Budget Highlights**

Revenue:

Government Grants – Operating

- 2024 – \$1.38M
- 2025 – \$1.32M – 4.0% decrease

Proposed 2025 Budget: **Operating Budget Highlights**

Expenses:

Wages & Benefits

- 2024 – \$14.0M
- 2025 – \$14.4M – 3.3% increase

Contracted Services

- 2024 – \$6.4M
- 2025 – \$6.0M – 6.4% decrease

Proposed 2025 Budget: **Operating Budget Highlights**

Expenses:

Insurance

- 2024 – \$431k
- 2025 – \$476k – 10.4% increase

Electricity & Natural Gas

- 2024 – \$1.9M
- 2025 – \$2.0M – 3.5% Increase

Proposed 2025 Budget: **Operating Budget Highlights**

Expenses:

RCMP Contract

- 2024 – \$2.87M (15.5 Members)
- 2025 – \$2.85M (14.5 members)

Engineered Structures Maintenance & Repairs

- 2024 – \$325k
- 2025 – \$224k – 31% decrease

Proposed 2025 Budget: **Operating Budget Highlights**

Expenses:

Debt & Interest Payments

- 2024 – \$2.64M
- 2025 – \$2.59M – 2.1% decrease

Transfer to Operating Reserve

- 2024 – \$210k
- 2025 – \$1.0M – 383% increase (includes \$160k RMR and \$400k Financial Stabilization contribution)

Proposed 2025 Budget: Non-Annual Recurring Expenses

Department	Project Description	Project Cost	Freq. (Years)	Annual Reserve Funding	2025 Reserve Funding	Next	2025	2026	2027	2028
Council	Strategic Plan Training	\$ 20,000	4	\$ 5,000	\$ 5,000	2026	-	\$ 20,000	-	-
Leg Svcs.	Municipal Election	\$ 100,000	4	\$ 100,000	-	2025	\$ 100,000	-	-	-
Comm. & Mktg	Community Satisfaction Survey	\$ 14,000	2	\$ 7,000	-	2025	\$ 14,000	-	\$ 14,000	-
HR	Compensation Review	\$ 5,000	4	\$ 1,300	-	2025	\$ 5,000	-	-	-
HR	Health & Safety Audit	\$ 5,000	3	\$ 1,700	\$ 1,700	2027	-	-	\$ 5,000	-
Fire	Ladder Truck Aerial Testing	\$ 12,000	4	\$ 3,000	-	2025	\$ 12,000	-	-	-
Fire	Holmatro Service	\$ 3,000	4	\$ 800	-	2025	\$ 3,000	-	-	-
Roads	Bridge Inspection	\$ 10,000	2	\$ 5,000	-	2025	\$ 10,000	-	-	-
Infrastructure	Transportation Master Plan	\$ 100,000	4	\$ 25,000	-	2025	\$ 100,000	-	-	-
Infrastructure	Stormwater Master Servicing Study	\$ 125,000	5	\$ 25,000	\$ 25,000	2028	-	-	-	\$ 125,000
Infrastructure	Water Master Servicing Study Update	\$ 120,000	5	\$ 24,000	\$ 24,000	2027	-	-	\$ 120,000	-
Infrastructure	Off-Site Levy Bylaw Update	\$ 50,000	5	\$ 10,000	\$ 10,000	2029	-	-	-	-
Infrastructure	ECRWL Inspection	\$ 150,000	10	\$ 15,000	\$ 15,000	2026	-	\$ 150,000	-	-
Infrastructure	Sanitary Master Servicing Study Update	\$ 150,000	5	\$ 30,000	\$ 30,000	2026	-	\$ 150,000	-	-
Planning	Land Use Bylaw	\$ 175,000	5	\$ 35,000	\$ 35,000	2027	-	-	\$ 175,000	-
Ec. Dev.	Investment Attraction Mktng	\$ 100,000	4	\$ 25,000	-	2025	-	\$ 25,000	\$ 25,000	\$ 25,000
Rec – Aquatic	Sand Filters – Kiddie, Hot tub	\$ 16,000	3	\$ 5,400	\$ 5,400	2026	-	\$ 16,000	-	-
Rec – Aquatic	Sand Filters – Pool	\$ 14,000	3	\$ 4,700	\$ 4,700	2027	-	-	\$ 14,000	-
Total				\$ 322,900	\$ 155,800		\$ 244,000	\$ 361,000	\$ 353,000	\$ 150,000

Proposed 2025 Budget: **Utility Surpluses**

Utilities – Annual Surplus Water, Wastewater, Storm Water, Solid Waste						
	2023 Budget	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Revenue:						
User Fees and Sales of Goods	\$ 11,952,100	\$ 12,801,400	\$ 13,649,300	\$ 13,845,500	\$ 14,053,600	\$ 14,269,200
Penalties and Cost of Taxes	36,700	25,000	25,500	26,000	26,500	26,500
Investment & Interest Income	-	-	-	-	-	-
Other Revenue	19,000	77,500	74,500	75,500	76,500	77,500
Transfer from Reserves – Operating	-	-	-	45,000	48,000	100,000
Transfer from Reserves – Capital	-	130,000	60,000	65,000	70,000	70,000
Total Revenues	\$ 12,007,800	\$ 13,033,900	\$ 13,809,300	\$ 14,057,000	\$ 14,274,600	\$ 14,543,200
Expenses:						
Salaries, Wages and Benefits	\$ 700,700	\$ 696,800	\$ 695,000	\$ 726,200	\$ 748,700	\$ 768,500
Contracted and General Services	5,051,300	4,888,700	5,093,700	5,476,000	5,402,500	5,521,500
Materials, Goods, Supplies and Utilities	1,915,300	1,889,200	1,945,500	1,990,700	2,057,700	2,233,300
Interest on Long-Term Debt	199,100	158,700	125,600	92,100	70,300	53,200
Transfer to Utility Operating Revenues	-	-	104,000	59,000	55,000	104,000
Long-Term Debt Payments	976,200	1,043,100	1,069,900	734,100	623,400	508,300
Total Expenses	\$ 8,842,600	\$ 8,676,500	\$ 9,033,700	\$ 9,078,100	\$ 8,957,600	\$ 9,188,800
Annual Utility Surplus	\$ 3,165,200	\$ 4,357,400	\$ 4,775,600	\$ 4,978,900	\$ 5,317,000	\$ 5,354,400
Annual Contribution to Utility Capital Reserve	\$ 589,300	\$ 1,635,100	\$ 2,096,400	\$ 2,300,800	\$ 2,546,500	\$ 2,841,800
Utility Surplus Used for General Purposes	\$ 2,575,900	\$ 2,722,300	\$ 2,679,200	\$ 2,678,100	\$ 2,770,500	\$ 2,512,600

Proposed 2025 Budget: **Transfer to Financial Reserves**

TRANSFER OF FINANCIAL RESERVES

	2023 Actual	2024 Budget	2025 Budget	2026 Budget	2027 Budget	2028 Budget
Operating	\$ 1,311,084	\$ 210,000	\$ 1,015,800	\$ 752,500	\$ 805,500	\$ 507,900
Capital	\$ 2,335,187	\$2,444,900	\$2,375,500	\$2,986,500	\$2,007,700	\$3,587,900
Total	\$ 3,646,271	\$2,654,900	\$ 3,391,300	\$3,739,000	\$ 2,813,200	\$4,095,800

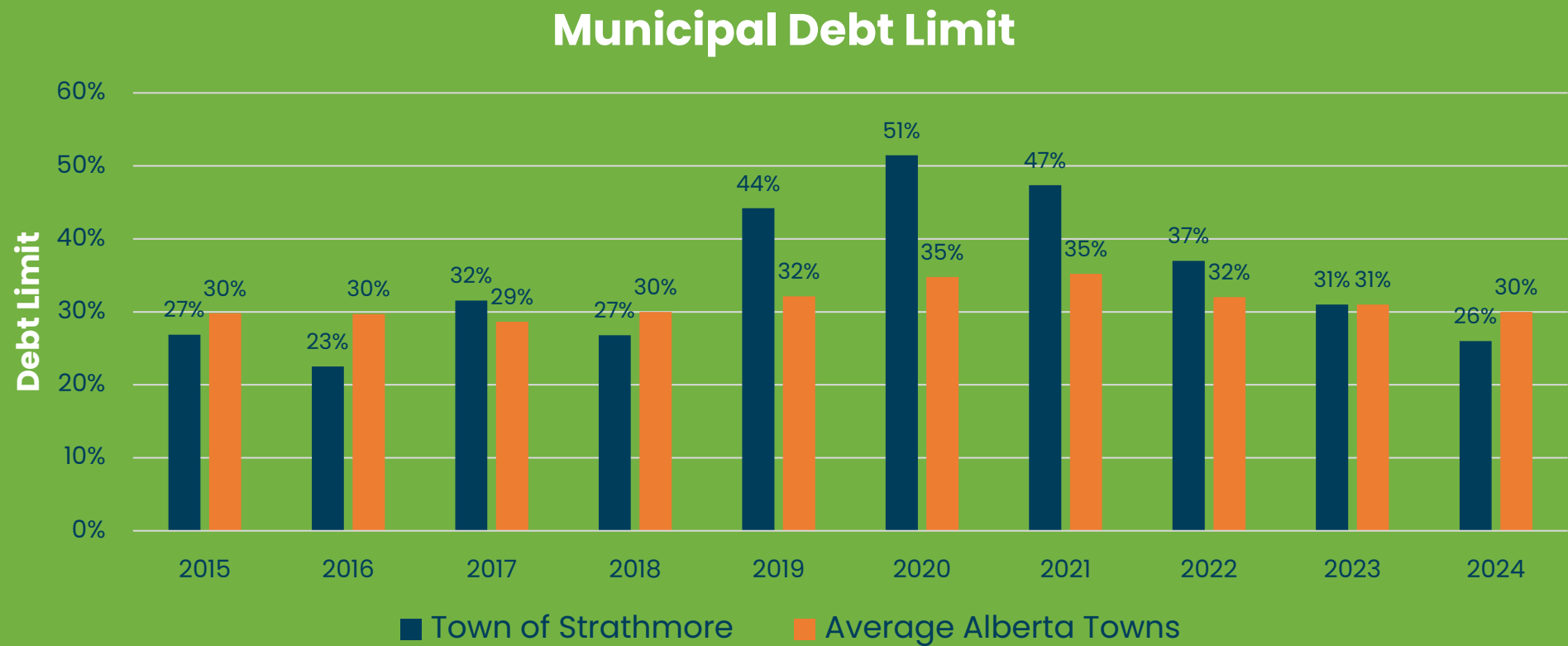
Proposed 2025 Budget: Debt Limits

DEBT LIMITS					
	2023	2024	2025	2026*	2027**
Debt Limits	\$50,253,500	\$53,394,900	\$54,534,600	\$55,773,900	\$ 57,162,600
Debt (Principal o/s)	\$ 15,902,924	\$ 13,731,406	\$ 11,533,005	\$ 10,137,391	\$ 6,685,826
% of Debt Limit	32%	26%	21%	18%	12%

* excludes 2025 capital budget debt

** balloon payment on Fieldhouse & Canada 150 (2027) (debt incurred in 2017) or recalculate amortization

Proposed 2025 Budget: Debt Limits



Proposed 2025 Budget: Annual Debt Payments

ANNUAL DEBT PRINCIPAL & INTEREST PAYMENTS					
	2023	2024	2025	2026*	2027**
Debt Principal	\$ 2,558,357	\$ 2,171,518	\$ 2,198,401	\$ 1,395,615	\$ 3,451,566
Debt Interest	\$ 483,521	\$ 444,742	\$ 362,287	\$ 298,258	\$ 256,924
Total	\$3,043,901	\$2,618,284	\$2,562,713	\$1,695,898	\$3,708,490

* excludes 2025 capital budget debt

** balloon payment on Fieldhouse & Canada 150 (2027) (Debt incurred in 2017) or recalculate amortization

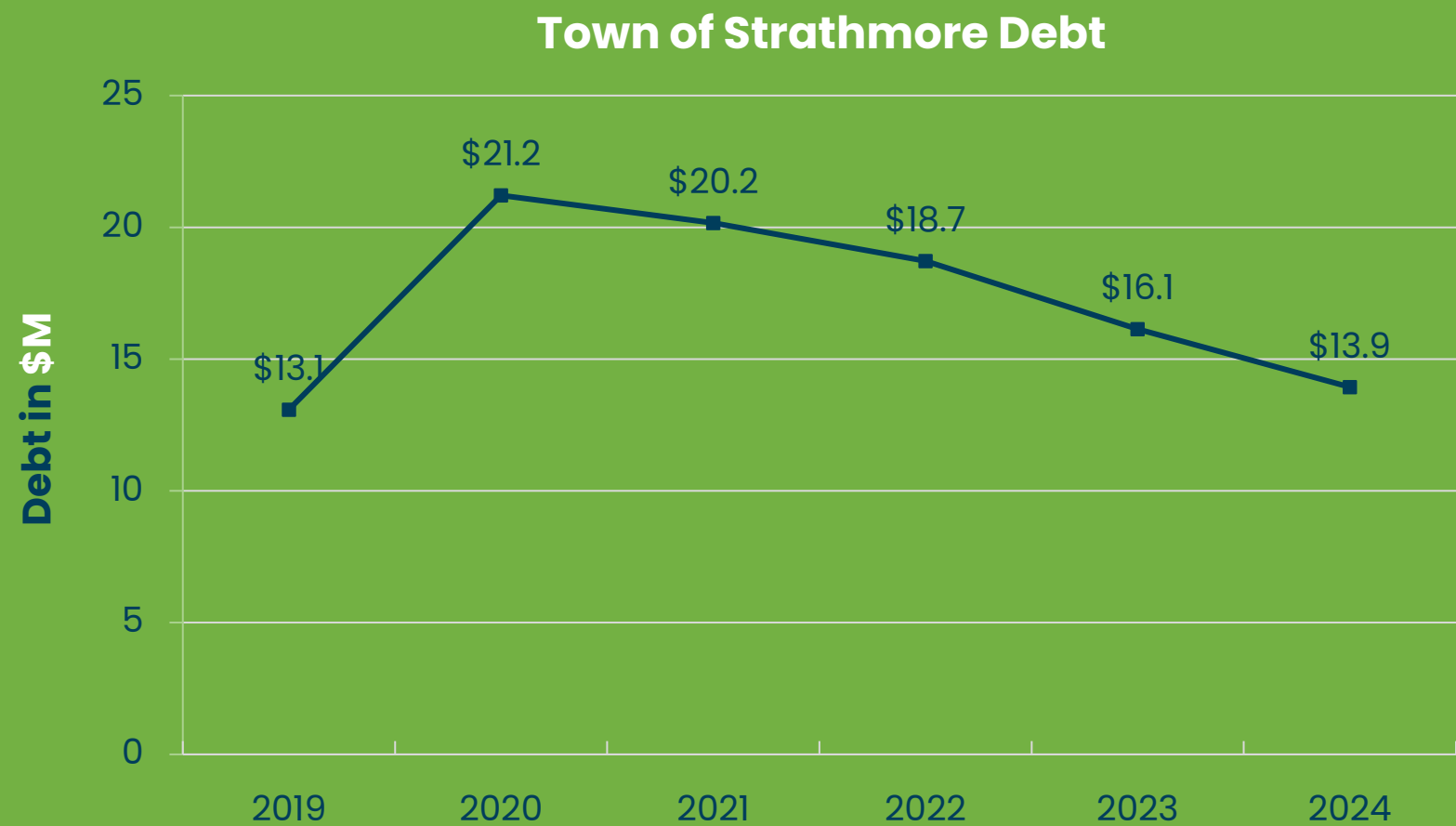
Proposed 2025 Budget: Debt Servicing

ANNUAL DEBT SERVICING LIMIT					
	2023	2024	2025	2026*	2027**
Debt Servicing Limit	\$ 8,375,600	\$ 8,899,200	\$ 9,089,100	\$ 9,295,700	\$ 9,527,100
Debt Servicing (principal payments in current year)	\$ 3,043,901	\$ 2,618,284	\$ 2,562,713	\$ 1,695,898	\$ 3,708,490
Amount Remaining	\$ 5,331,699	\$ 6,280,916	\$ 6,526,387	\$ 7,599,802	\$ 5,818,610
Percentage of Debt Limit	36%	29%	28%	18%	39%

* excludes 2025 capital budget debt

** balloon payment on Fieldhouse & Canada 150 (2027) (Debt incurred in 2017) or recalculate amortization

Proposed 2025 Budget: Debt



Proposed 2025 Budget: **Transfer to Financial Reserves**



Proposed 2025 Budget: Community Group Funding

2025 Community Group Funding Requests				
	2024 Approved Funding	2025 Funding Request	2025 Proposed Operating Budget	2025 Proposed Budget Tax Impact
STARS	\$ 10,000	\$ 14,339	\$ 10,000	0.1%
Strathmore & Wheatland County Christmas - Hamper Society	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Strathmore Overnight Shelter Society	\$ 20,000	\$ 40,000	\$ 20,000	0.1%
Wheatland Society of Arts	\$ 40,000	\$ 40,000	\$ 40,000	0.2%
Strathmore Ag. Society - Celebration of Lights	\$ 10,000	\$ 10,000	\$ 10,000	0.1%
Library Board	\$ 377,000	\$ 425,698	\$ 388,300	2.3%
Kakato'si Ayoungman Foundation	\$ 10,000	\$ 15,000	\$ 10,000	0.1%
Happy Cat	\$ 50,000	\$ 50,000	\$ 50,000	0.3%
Communities in Bloom Society	\$ -	\$ 5,000	\$ -	0.0%
True North (formerly Wheatland Crisis Society)	\$ -	\$ 14,000	\$ -	0.0%
Badlands Search and Rescue Association	\$ -	\$ 65,000	\$ -	0.0%
Strathmore Youth Theatre Company	\$ -	\$ 5,000	\$ -	0.0%
Mainsprings Pregnancy and Family Support Association	\$ -	\$ 5,000	\$ -	0.0%
Strathmore Performing Arts Festival	\$ -	\$ 5,000	\$ -	0.0%
Community Mediation Calgary Society	\$ -	\$ 45,000	\$ -	0.0%
Royal Canadian Legion Strathmore Branch #10	\$ -	\$ 28,600	\$ -	0.0%
Total Community Group Funding	\$ 522,000	\$ 772,637	\$ 533,300	3.2%

Proposed 2025 Budget: Community Group Funding

2025 Community Group Funding – Prior Commitments				
	2024 Approved Funding	2025 Funding Request	2025 Proposed Operating Budget	2025 Proposed Budget Tax Impact
Happy Cat	\$ 50,000	\$ 50,000	\$ 50,000	0.3%
Chamber Of Commerce	\$ 10,000	\$ 10,000	\$ 10,000	0.1%
Hemodialysis Water Rebate	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Seniors Grant – Tax Rebate	\$ 10,000	\$ 12,000	\$ 12,000	0.1%
Community Investment Program (CIP)	\$ 20,000	\$ 20,000	\$ 20,000	0.1%
FCSS Community Grants	\$ 65,000	\$ 60,000	\$ 60,000	0.4%
United Way	\$ 45,000	\$ 45,000	\$ 45,000	0.3%
Citizenship Awards	\$ 5,300	\$ 5,400	\$ 5,400	0.0%
Handi Bus	\$ 192,385	\$ 250,100	\$ 198,200	1.2%
Strathmore Ag. Society (Strathmore Stampede/Heritage Days)	\$ 25,800	\$ 25,800	\$ 25,800	0.2%
Total Community Group Funding – prior commitments	\$ 424,485	\$ 479,300	\$ 427,400	2.5%
Grand Total – Community Group Funding	\$ 946,485	\$ 1,204,237	\$ 963,100	5.7%

Budget Considerations: Annual Tax Increase

	2024	2025
Municipal	6.4%	4.8%
Education	1.6%	4.0%
Total	5.0%	4.5%

	2024	2025
Municipal	\$16,013,600	\$ 16,827,200
Increase	\$ 1,037,900	\$ 813,600

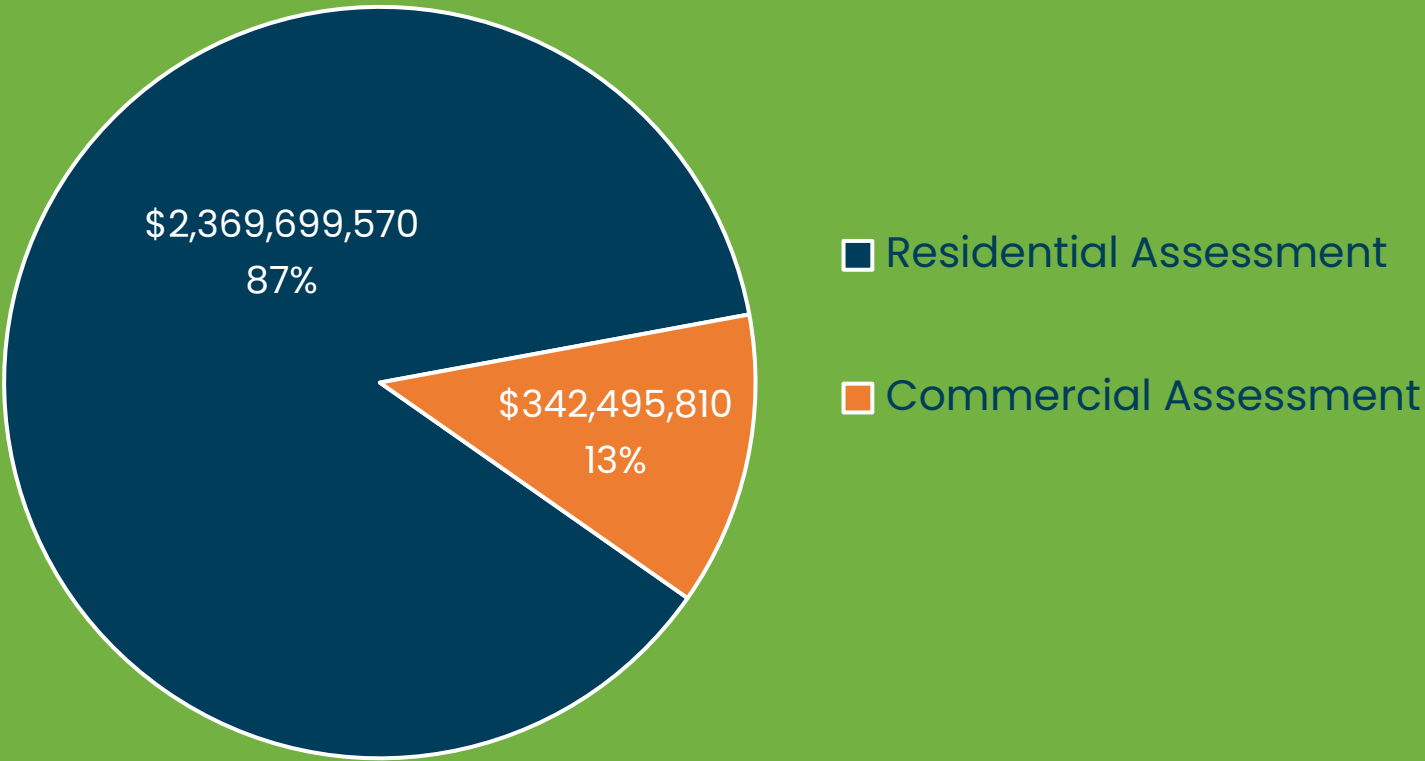
Budget Considerations: Tax Composition

	2020	2021	2022	2023	2024
Residential	80.2%	80.2%	80.7%	79.5%	79.5%
Non-Residential	19.1%	19.8%	19.3%	20.5%	20.5%

Property Tax Ratio	2020	2021	2022	2023	2024
Strathmore	1.2	1.2	1.2	1.3	1.4
Alberta Town Average	1.6	1.7	1.6	1.6	1.5

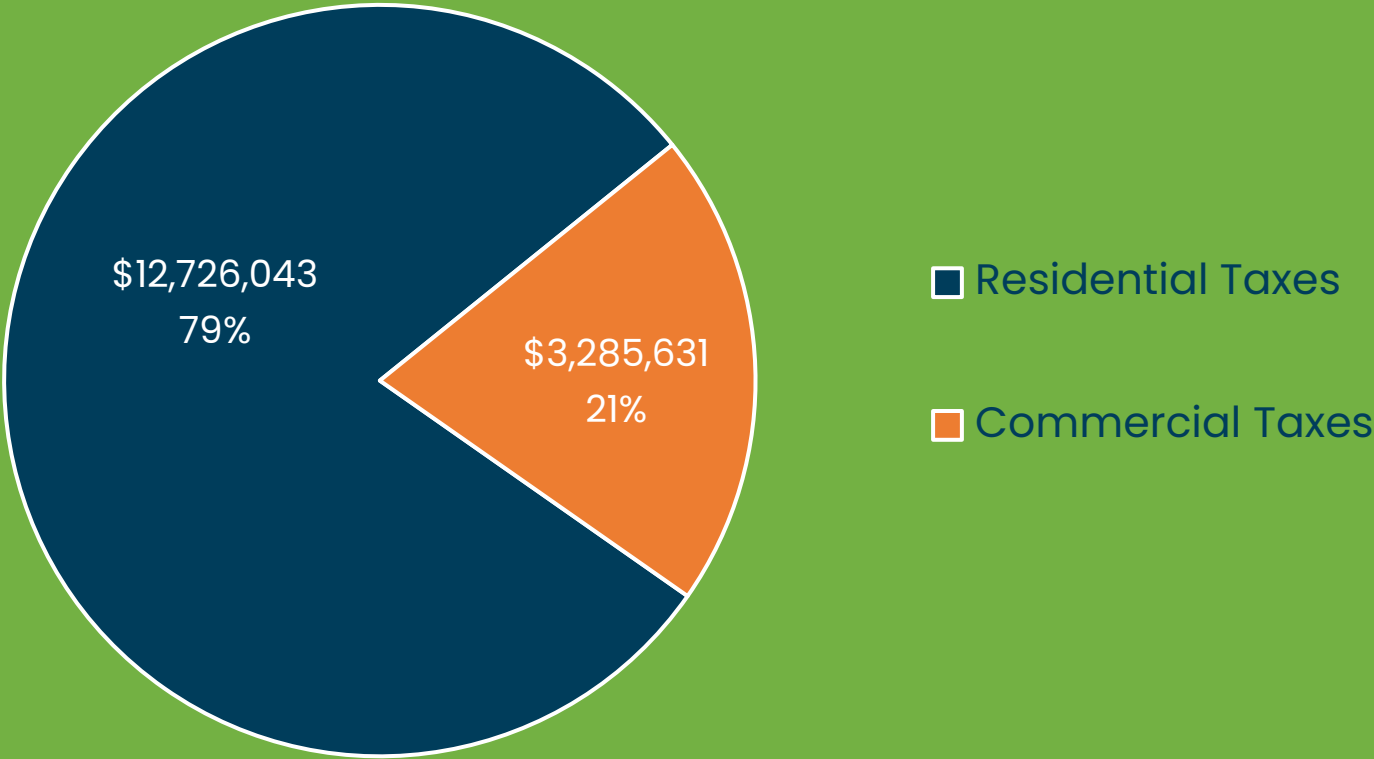
Budget Considerations: **Assessment Comparison**

2024 Property Assessment



Budget Considerations: **Assessment Comparison**

2024 Tax Ratio



Budget Considerations: **Average Residential Tax**

Single Family Home	2023	2024	2025	2025 % change	2025 \$ change
Average Home Assessment	\$ 368,500	\$ 420,000	\$442,000	5.2%	\$ 22,000
Municipal Tax	\$ 2,437	\$ 2,593	\$ 2,923	6.4%	\$ 156
Total Estimated Taxes *	\$ 3,369	\$ 3,538	\$ 4,041	5.0%	\$ 168

* Estimate based on 4.0% increase in Provincial Education Requisition and 2.3% increase in the Wheatland Housing Requisition

Budget Considerations: **Non-Residential Tax**

	2023	2024	2025	2025 % change	2025 \$ change
Commercial Assessment	\$1,000,000	\$1,000,000	\$1,000,000	0.0%	–
Municipal Tax	\$ 8,641	\$ 8,781	\$ 8,486	1.6%	\$ 140
Total Estimated Taxes *	\$ 12,860	\$ 12,283	\$ 12,268	(4.5%)	\$ (577)

* Estimate based on 4.0% increase in Provincial Education Requisition and 2.3% increase in the Wheatland Housing Requisition

Budget Considerations: **Utility Increase**

Utility Rates		2024	2025	% increase
Water	Residential (per cm ³)	\$2.95	\$3.07	4.1%
	Commercial (per cm ³)	\$2.95	\$3.07	4.1%
Wastewater	Residential (per cm ³)	\$2.29	\$2.38	4.0%
	Commercial (per cm ³)	\$2.29	\$2.38	4.0%
Stormwater	Residential (flat rate)	\$9.10	\$9.47	4.1%
	Commercial (flat rate)	\$9.10	\$9.47	4.1%
Solid Waste	Residential (flat rate)	\$25.00	\$26.00	4.0%

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

	2024	2025	2025 Change	2024 Budget Revenue	2025 Budget Revenue
Storm Water Infrastructure Fund Charge Monthly	\$ 0.93	\$ 0.97	4%	\$ 60,300	\$ 62,800
Water Infrastructure Fund Charge Monthly	\$ 3.60	\$ 3.74	4%	\$ 233,300	\$ 242,000
Wastewater Infrastructure Fund Charge Monthly	\$ 4.43	\$ 4.61	4%	\$ 287,100	\$ 298,000
Solid Waste Infrastructure Fund Charge Monthly	\$ 0.00	\$ 0.00	0%	\$ 0	\$ 0
Total	\$ 8.96	\$ 9.32	4%	\$580,700	\$602,800



2025 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
Investment Attraction Strategy	\$ 75,000	0.36%
Replenish Financial Stabilization Reserve	\$ 400,000	1.92%

Executive Office – Operating Expenses

	2024 Budget	2025 Proposed Budget	2024–2025 Net Change
Revenue	\$ 559,400	\$ 66,000	\$ (493,400)
Expenses	\$ 2,665,700	\$ 2,132,400	\$ (533,300)
Net Change	\$ (2,106,300)	\$ (2,066,400)	\$ 39,900



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 – 2025 Proposed Budget Highlights

Proposed Operating Budget Highlights

- Reduction of corporate expenses
 - Corporate advertising and promotional budget
 - Legal budget
 - Software
 - Contracted Services
- New Proposed Revenue – Credit Card Recovery Charges
- Increased expenses to cover the 2025 municipal election

SAFS – Operating Business Cases

Business Case Initiative	Budget Impact	Tax Impact
Managed Cyber Incident Response	\$ 70,000	0.31%
Website Migration	\$ 25,000	0.11%
ERP Cloud Migration	\$ 43,800	0.19%

SAFS – Operating Expenses

	2024 Budget	2025 Proposed Budget	2024–2025 Net Change
Revenue	\$ 86,500	\$ 74,000	\$ (12,500)
Expenses	\$ 3,991,200	\$ 4,297,200	\$ 306,000
Net Change	\$ (3,904,700)	\$ (4,223,200)	\$ (318,500)

SAFS – 2025 Proposed Budget Highlights

Proposed Capital Budget Highlights

- Focused on maintaining services and planning for the modernization of our technological systems
 - ERP Future Planning
 - Internet Services for Town Facilities
 - Bulk Water Payment Terminal Replacement
 - Evergreening of our existing IT technology

SAFS – Capital Business Cases

Business Case Initiative	Budget Impact
ERP Scope Development and Process Optimization	\$150,000
Fire Department Building Internet Upgrade	\$ 21,000
Public Works Bulk Water Station Payment Terminal Replacement	\$ 50,000
IT Restoration, Consolidation and Cost Efficiency Roadmap (IT Evergreening – reoccurring annually)	\$ 64,000
IT Server Upgrade	\$323,000



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.

COMMUNITY & PROTECTIVE SERVICES – Operating Business Cases

Fire & Policing Business Case Initiative	Budget Impact	Tax Impact
Training and Development – Fire Department	\$ 34,000	0.15%
Watch Clerk Overtime – RCMP	\$ 10,000	0.04%

Recreation & Culture Business Case Initiative	Budget Impact	Tax Impact
Neon Sign	\$ 5,000	0.02%
Mechanical Room Heater – Curling Rink	\$ 5,000	0.02%

COMMUNITY & PROTECTIVE SERVICES – Operating Expenses

	2024 Budget	2025 Proposed Budget	2024–2025 Net Change
Revenue	\$ 3,664,600	\$ 3,394,200	\$ (270,400)
Expenses	\$ 13,519,100	\$ 13,764,000	\$ 224,900
Net Change	\$ (9,854,500)	\$ (10,369,800)	\$ (515,300)

COMMUNITY & PROTECTIVE SERVICES – Budget Highlights

Proposed Capital Budget Highlights:

- With a focus on the maintenance, protection, and improvement of services that support optimum lifestyles:
 - Fire Truck Engine Replacement: existing apparatus is reaching end of life (20 years);
 - Self-contained breathing apparatus (SCBA): a number of the Town's SCBA inventory is at the end of its 15-year useful life and is due for replacement;
 - Carbon Monoxide Detection System: a gas detection system to monitor for CO in the storage room and the mechanical rooms;
 - Aquatic Centre Expansion Tank & Bladder Replacement: the lifespan of the expansion tank is 20 years for the tank, and seven (7) years for the bladder;
 - Curling Rink Backflow Prevention: a backflow prevention device ensures that contaminated water does not impact the Town's drinking water supply;
 - Family Centre Ice Resurfacers Batteries: the batteries are past the recommended lifespan (10 years).

COMMUNITY & PROTECTIVE SERVICES – Capital Business Cases

Fire & Policing Business Case Initiative	Budget Impact
Fire Truck Replacement (Engine 2)	\$ 480,000
SCBA Replacement (self-contained breathing apparatus)	\$ 76,000

Recreation & Culture Business Case Initiative	Budget Impact
Aquatic Center Carbon Monoxide Detector System	\$ 9,000
Aquatic Centre Expansion Tank & Bladder Replacement	\$ 30,000
Curling Rink Backflow Prevention installation	\$ 14,000
Family Centre Ice Resurfacer Batteries	\$ 40,000



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 – 2025 Proposed Budget Highlights

Proposed Operating Budget Highlights

- No staffing changes in 2025 and service levels will remain unchanged
- Increases in contractual agreements (Water Treatment, Solid Waste) are tied to Consumer Price Index (CPI)
- Some increases in materials expenses due to inflation

IODS – Operating Expenses

	2024 Budget	2025 Proposed Budget	2024–2025 Net Change
Revenue	\$ 14,327,200	\$ 15,068,800	\$ 741,600
Expenses	\$ 16,841,400	\$ 17,758,100	\$ 916,700
Net Change	\$ (2,514,200)	\$ (2,689,300)	\$ (175,100)

IODS – 2025 Proposed Budget Highlights

Proposed Capital Budget Highlights

- Continuation of work on Water Reservoir Upgrades (Wildflower) and decommissioning of the Brentwood Reservoir
- The Splash Park recirculation system will conserve potable water and reduce operating costs
- The Kinsmen Park Tree replacement project will develop a plan to ensure the overall health of the tree canopy over time
- Some key fleet replacements including a plow truck replacement, a water truck replacement, and a new snow blower attachment

IODS – Capital Business Cases

Business Case Initiative	Budget Impact
Water Reservoir Upgrades	\$ 5,300,000
WWTP PLC Scada Upgrades *	\$ 87,000
WWTP PLC Scada Upgrades *	\$ 38,000
WWTP General Plant Upgrades	\$ 60,000
Distribution & Collection maintenance	\$ 75,000
WWTP UV System	\$ 385,000
220 Loader Mounted Snow Blower Replacement	\$ 265,000
7500 Plow Truck Replacement	\$ 470,000
Road Asset Management Plan	\$ 380,000
Sidewalk Improvements	\$ 200,000
Capital Projects Engineering (roads)	\$ 75,000
Portable Column Lifts (fleet)	\$ 78,000

* Funded from different funding sources

IODS – Capital Business Cases

Business Case Initiative	Budget Impact
Splash Park Recirculation System	\$ 300,000
Kinsmen Park Christmas Lights	\$ 20,000
Kinsmen Tree Replacement	\$ 50,000
Site Furniture	\$ 25,000
Water Truck Replacement (Single Axle)	\$ 170,000
Pathway Lifecycle	\$ 78,000



That concludes Administration's presentation
of the **Proposed 2025 Budget**

Questions



Request for Decision

To: Council

Staff Contact: Jamie Dugdale, Director of Infrastructure, Operations, and Development Services

Date Prepared: October 23, 2024

Meeting Date: November 6, 2024

SUBJECT: **Town of Strathmore and Wheatland County Intermunicipal Collaboration Framework (ICF)**

RECOMMENDATION: THAT Council adopts the Town of Strathmore and Wheatland County Intermunicipal Collaboration Framework with Wheatland County as presented in Attachment I;

AND THAT Council authorizes the Mayor and Chief Administrative Officer to sign the agreement for a term of seven years from January 1, 2025 to December 31, 2031.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



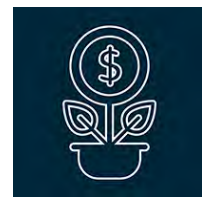
Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The Intermunicipal Collaboration Framework with Wheatland County identifies areas of service that can be provided to residents in a shared manner.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

The ICF supports partnering with adjacent municipalities to provide cost efficient services, where practical.

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

N/A

ORGANIZATIONAL:

The ICF must:

- describe the services that benefit residents in more than one of the municipalities
- identify which municipality is responsible for providing these services
- outline how the services will be delivered and funded
- include a process for resolving disputes that occur while the framework is in effect

OPERATIONAL:

N/A

FINANCIAL:

The ICF ensures that each municipality contributes funding to selected services that are provided to all residents as appropriate.

POLICY:

An ICF is a requirement of the MGA. The ICF references both the Recreation Cost Sharing agreement and a Mutual Aid Agreement between the two municipalities.

IMPLEMENTATION:

The ICF has an expiry date of December 31, 2031. The agreement requires that the ICC reconvene no later than 6 months prior to the expiry to review the ICF to determine which service areas should be included, or to continue any existing cost sharing agreements.

BACKGROUND:

An Intermunicipal Collaborative Framework (ICF) is an agreement between two or more municipalities that provides for integrated and strategic planning, delivery, and funding of

intermunicipal services. The agreement establishes a framework that describes the shared services that are provided, and facilitates and encourages cooperation between municipalities as they ensure that municipal services are provided efficiently to residents. This is accomplished by:

- providing for integrated and strategic planning, delivery, and funding of intermunicipal services
- allocating resources efficiently when providing local services
- ensuring that municipalities contribute funding to services that benefit their residents

Section 708.28 of the *Municipal Government Act* (MGA) requires that municipalities that have common boundaries, and are not members of the same growth management board, enter into an ICF. The various sections of the ICF were prepared in accordance with the MGA, establishing processes for intermunicipal cooperation, preparing new shared servicing agreements, and dispute resolution.

Town staff have been working with their counterparts at Wheatland County since the fall of 2023 to prepare the document. The Intermunicipal Collaboration Committee (ICC) and each of the municipality's Councils have been engaged throughout the process, with the final draft being circulated for review in September 2024. Only one amendment arose from this circulation, a minor edit more clearly defining the scope of disputes to be considered within the dispute resolution section.

KEY ISSUE(S)/CONCEPT(S):

The key agreements within the ICF are the Recreation Cost Sharing Agreement, which is a four-year agreement that has been approved and signed by both municipalities, spanning 2025-2028, and a Mutual Aid Agreement, an agreement for the delivery of emergency management services in the event of a disaster or major event. It also outlines future service delivery and agreements, requiring a service agreement if both parties enter into a new joint servicing arrangement. Furthermore, it outlines requirements for all future service agreements, the collaboration process, how a new service can be initiated, and outlines the dispute resolution process. The general portion of the framework clarifies various matters of interpretation, and sets out how correspondence between the two municipalities is to be addressed. The ICF is now complete and staff is recommending Council approval of the framework.

DESIRED OUTCOMES:

The desired outcome is for Council to adopt the Town of Strathmore and Wheatland County Intermunicipal Collaboration Framework (ICF).

COMMUNICATIONS:

Should Council adopt the Town of Strathmore and Wheatland County ICF, Administration will work with Wheatland County to sign the attached document and post the ICF on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

Council could choose to table the item to a future Council meeting, or request further information from staff regarding the ICF.

ATTACHMENTS:

[Attachment I: Town of Strathmore & Wheatland County ICF - Nov 6, 2024](#)

Veronica Anderson, Legislative Services Officer

Approved
- 31 Oct
2024

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

Approved
- 31 Oct
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 01 Nov
2024

Town of Strathmore & Wheatland County

Intermunicipal Collaboration Framework 2024

Table of Contents	
Section 1 - Introduction	2
Section 2 – Definitions	2
Section 3 – Term and Review	3
Section 4 – Intermunicipal Cooperation	3
Section 5 – Municipal Services	4
Section 6 – Service Delivery & Agreements	4
Section 7 – Collaboration Process	4
Section 8 – Dispute Resolution Process	5
Section 9 – General	5
Section 10 – Correspondence	5
Section 11 – Authorizations	6

Section 1 - Introduction

- 1.1 It is recognized that Wheatland County and the Town of Strathmore share a common border, share common interests, and are desirous of collaborating to provide services to their residents and ratepayers.
- 1.2 Furthermore, the *Municipal Government Act* requires that municipalities that have a common boundary must create a framework with one another that identifies the services provided on an intermunicipal basis, how those services will be delivered, who will lead the delivery of the service(s), how the funding arrangements for these services will occur, and identify the timeframe for implementation of those services provided on an intermunicipal basis.
- 1.3 In this respect, the Parties agree as follows:
 - a) provide for the integrated and strategic planning, delivery, and funding of intermunicipal services;
 - b) steward scarce resources efficiently in providing local services; and
 - c) contribute funding to services that benefit their residents.

Section 2 – Definitions

- 2.1 Words in this Agreement have the same meaning as in the *Municipal Government Act* except for the following commonly used terms:
 - a) “CAO” means Chief Administrative Officer.
 - b) “Capital Costs” means new facilities, expansions to existing facilities, and intensification of use of existing facilities.
 - c) “Committee” – means Intermunicipal Collaboration Committee as defined in Section 4 of this Agreement.
 - d) “Expiry Date” – means the date that this Agreement expires which is December 31, 2031.
 - e) “Parties” – means the Town of Strathmore and Wheatland County.
 - f) “Service Agreement” – means a legally binding agreement that is signed by both Parties. E.g. a contract, memorandum of agreement, or memorandum of understanding.
 - g) “Term of the Agreement” – means January 1, 2025 to December 31, 2031.
 - h) “Town of Strathmore” means a municipal corporation and the geographical area within its jurisdictional boundaries, as context requires.
 - i) “Wheatland County” means Wheatland County as a municipal corporation and geographical area within its jurisdictional boundaries, as the context requires.

Section 3 – Term and Review

- 3.1 In accordance with the *Municipal Government Act*, this Intermunicipal Collaboration Framework (Framework or Agreement) shall constitute an Agreement between the Parties and shall come into force and effect on January 1, 2025, following the final adoption of the ICF by both Parties.
- 3.2 This Framework may be amended by mutual consent of both Parties. Amendments to this Agreement shall come into force on the passing of matching resolutions by both Parties and shall be added as an Addendum to this Agreement.
- 3.3 It is agreed by the Parties that the Intermunicipal Collaboration Committee shall meet at least once during the Term of the Agreement commencing no later than 180 days before the Expiry Date of this Agreement, to review the terms and conditions of the Agreement.
- 3.4 It is further agreed that the Committee shall also meet upon request by either Party.
- 3.5 The term of this Agreement begins January 1, 2025 and ends December 31, 2031.

Section 4 – Intermunicipal Cooperation

- 4.1 Wheatland County and the Town of Strathmore have established a body known as the Intermunicipal Collaboration Committee (Committee or ICC).
- 4.2 The Committee will work together in good faith to share information about business that is of mutual interest to each municipality.
- 4.3 The Committee will meet as per the Intermunicipal Collaboration Committee Terms of Reference, or on an as-required basis to develop recommendations to both Councils on all matters of strategic direction and cooperation affecting the residents and ratepayers of both Parties.
- 4.4 General Principles of Cooperation include:
 - a) A doctrine of mutual respect, including that all Committee members are open to understanding different perspectives and positions, and will strive to remain agreeable even in disagreement.
 - b) The principles of fairness and equity, with those principles applied in the pursuit of all renewed and/or new intermunicipal agreements.
 - c) Consensus-driven decision-making, following an open and honest dialogue, wherein all Committee members are actively engaged in the process.
 - d) Confidentiality in what is discussed during service negotiation meetings, recognizing that any external communication related to those negotiations will be prepared by the Committee and jointly released by both parties, only after having notified the Councils

and CAOs of both the Town and the County, by electronic communication at minimum 24 hours in advance.

Section 5 – Municipal Services

- 5.1 The Town of Strathmore and Wheatland County each deliver a range of services to their respective residents within their municipality.
- 5.2 Both parties agree to continue providing services to their respective municipalities in as many areas as possible.
- 5.3 The Town of Strathmore and Wheatland County have a history of working together to jointly provide the following municipal services to their residents:

SERVICE AREA	DELIVERY METHOD	SERVICE SHARED	IMPLEMENTATION & TERM, FUNDING
Emergency & Fire Services	Intermunicipal Collaboration	Delivery of emergency management services in case of a disaster or major event.	Mutual Aid Agreement
Recreation	Intermunicipal Collaboration	Recreational Facilities	Recreation Cost Sharing Agreement

Section 6 – Service Delivery & Agreements

- 6.1 When both parties agree to enter into a new joint servicing arrangement, a Service Agreement shall be required regarding that specific service.
- 6.2 When developing Service Agreements for each Council's consideration, both Parties shall discuss and clearly identify which municipality will lead service delivery for the service(s) being considered, and determine the appropriate funding model for that/those service(s).
- 6.3 All future Service Agreements shall:
 - a) set out the terms for cost contribution funding that is transparent, fair, and equitable.
 - b) set out a timeframe for the delivery of the service(s) being discussed, including the agreement start and end dates.
 - c) set out a process for discontinuing the service.
 - d) include a dispute resolution process.

Section 7 – Collaboration Process

- 7.1 Either Party may initiate the development of a new service it deems to be critical or essential, and which may be beneficial to both Parties in one form or another.

- a) Prior to submitting a formal written notice for a new or amended agreement, the initiating Party's CAO will consult and seek formal support from the other Party's CAO, provided in writing, unless otherwise agreed upon with an amendment made to this Collaboration Process overview.
- 7.2 Once either Party has received written notice of a new or amended service area, an ICC meeting must be held within a maximum of 30 days from the date at which written notice was received, unless both CAOs agree otherwise, in writing.
- 7.3 The ICC will be the forum through which future Service Agreements are addressed and developed.
- 7.4 Both Parties recognize that the decision to participate, or not participate, in a service or capital project ultimately lies with the respective municipal councils, and shall not move forward unless both Parties agree.

Section 8 – Dispute Resolution Process

- 8.1 Both Parties acknowledge that disagreements may arise from the interpretation, execution, or administration of services outlined in the Intermunicipal Collaborative Framework agreement.
- 8.2 If a dispute arises related to services outlined in the Intermunicipal Collaborative Framework agreement, both Parties shall follow the dispute resolution process outlined in the Town of Strathmore – Wheatland County Intermunicipal Development Plan, or the Dispute Resolution Process specified in any Agreement between the Parties.

Section 9 – General

- 9.1 Headings in this Agreement are for reference purposes only.
- 9.2 Words in the singular shall include the plural or vice-versa whenever required.
- 9.3 This Agreement may be executed in any number of counterparts, each of which when executed and delivered shall constitute a duplicate original, but all counterparts together shall constitute a single agreement.
- 9.4 Should any provisions of this Agreement become or be deemed invalid, void, illegal or otherwise unenforceable, it shall be considered separate and severable from the agreement and the remainder shall remain in force and be binding as though such provisions had not been invalid.

Section 10 – Correspondence

- 10.1 Any and all Service Agreements must be signed by both Parties.

- 10.2 Official correspondence, as written notice under this Agreement, shall be addressed as follows:

In the case of the Town of Strathmore, to:

Town of Strathmore
P.O. Box 2280
1 Parkland Drive
Strathmore, AB, T1P 1K2

In the case of Wheatland County, to:

Wheatland County
242006 Range Road 243
Wheatland County, AB, T1P 2C4

Section 11 – Authorizations

Mayor Pat Fule, Town of Strathmore

Reeve Amber Link, Wheatland County

CAO Kevin Scoble, Town of Strathmore

CAO Brian Henderson, Wheatland County

Date Signed



Request for Decision

To: Council

Staff Contact: Tammy Nicholson, Sr. Administrative Assistant

Date Prepared: October 24, 2024

Meeting Date: November 6, 2024

SUBJECT: World Town Planning Day Proclamation

RECOMMENDATION: THAT Council adopt the World Town Planning Day proclamation, as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable
Housing



Climate
Resiliency



Community
Development



Community
Wellness



Economic
Development



Financial
Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

Good planning helps facilitate the creation of good places to live, work and play together, which in turn helps collectively shape a community's identity. This year, World Town Planning Day is placing focus on the ever-evolving nature of the housing crisis and the role planners play in helping find solutions that are driven by the sound values of equity, inclusivity and sustainability – which in particular aligns with Council's identified strategic priority area of affordable living.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

This proclamation celebrates the Town's Planning Department, a department who works quickly to turnaround permit applications, helping to boost economic development and Affordable Housing in Strathmore.

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

A World Town Planning Day proclamation is a formal statement that conveys a town's commitment to planners remaining actively engaged in promoting housing affordability and choices in communities like the Town of Strathmore and beyond.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

There are no financial implications other than staff time needed to prepare this report.

POLICY:

There are no policy implications to the recommendation in this report.

IMPLEMENTATION:

Upon Council's approval, the proclamation would be signed and posted the Town's website.

BACKGROUND:

Every year on November 8th, 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 where to live, work, and play together. 2024 marks the 75th annual World Town Planning Day.

This year Administration is planning to showcase the Town's evolution on social media, ending with an engagement question, "How do we want to move Strathmore Forward?" A formal proclamation further supports these efforts.

KEY ISSUE(S)/CONCEPT(S):

For Council to consider supporting the proclamation for November 8, 2024, World Town Planning Day.

DESIRED OUTCOMES:

That Council support the proclamation illustrating the 2024 World Planning Day theme "Homes Start with Planning".

COMMUNICATIONS:

Upon Council's approval, the proclamation will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.
2. Council may defeat the recommended motion.
3. Council may provide further direction.

ATTACHMENTS:

[Attachment I: Proclamation World Town Planning Day 20241108](#)

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

Approved
- 25 Oct
2024

Veronica Anderson, Legislative Services Officer

Approved
- 28 Oct
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 30 Oct
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 01 Nov
2024



PROCLAMATION

World Town Planning Day

November 8, 2024

WHEREAS, our infrastructure, 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 World Town Planning Day is dedicated to one of the most pressing topics of our time – the housing crisis. With the theme of “Homes Start with Planning,” the Canadian Institute of Planners, Alberta Professional Planners Institute, and the Global Planners Network acknowledge the ever-evolving nature of the housing crisis while celebrating the innovative spirit of the planning profession and its ability to respond with solutions. Driven by the values of equity, inclusivity, and sustainability, planners remain actively engaged in promoting housing affordability and choice in communities like the Town of Strathmore and beyond,

WHEREAS, the year 2024 marks the 75th 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 Friday, November 8, 2024 as World Town Planning Day. 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 _____ 2024.

Pat Fule, Mayor



Request for Decision

To: Council

Staff Contact: Angela Groeneveld, Economic Sustainability and Investment Officer

Date Prepared: October 27, 2024

Meeting Date: November 6, 2024

SUBJECT: Northern and Regional Economic Development Grant Application

RECOMMENDATION: THAT Council direct Administration to complete the NRED application with 2025 pre-approved budget items for the following projects:

- Investment Attraction Marketing Campaign (\$30,000)
- Website Redesign (\$25,000)
- Economic Development Officer (\$12,500.00)
- EDAP Implementation (\$30,000)

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The Northern and Regional Economic Development (NRED) Program funds initiatives led by Alberta municipalities, Indigenous communities and non-profit organizations that promote regional economic development and diversification.

The NRED grant application would support the implementation of the Economic Development Action Plan (EDAP). The EDAP is a practical, impactful resource designed for implementation over the next twelve months and strategic goal-setting for the next three years. The outcomes of the Business Needs Assessment and Economic Development Plan are ambitious, aiming to establish a baseline of business needs, facilitate well informed decision making, and develop a three-year framework supporting local businesses and attracting new investments.

SUSTAINABILITY**ECONOMIC SUSTAINABILITY:**

This strategic initiative aims not only to identify local business needs, challenges, and opportunities, but to provide a clear roadmap for fostering existing businesses and positioning Strathmore for new investments and sustainable growth.

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

If successful the NRED grant would match 50% of the Town's cash contributions to increase investment readiness and regional attractiveness for private investment by supporting:

- an investment attraction marketing campaign,
- a website redesign (focused on investment attraction),
- the establishment of an Economic Development Officer position (funding capped at \$12,500), and
- the implementation of the EDAP.

ORGANIZATIONAL:

The Communications and Marketing department has committed to supporting the EDAP through an investment attraction marketing campaign and redesigning economic developments webpage.

OPERATIONAL:

Currently, the Town's Marketing and Communications Advisor has devoted approximately 10 hours a week to support the implementation of the EDAP. Furthermore, the Events Coordinator is supporting Economic Development with the establishment of the Central Business Association.

FINANCIAL:

NRED Grant Amounts are calculated using the applicable funding ratio and the total eligible project costs:

Total Eligible Project Costs x Funding Ratio = Grant Amount (subject to program minimum and maximum), rounded to the nearest \$100.

Should Council direct Administration to apply and should the grant application be approved:

- NRED will provide successful applicants up to 50% of total eligible project costs.
- Total eligible project costs must be a minimum of \$20,000 (after eligibility assessment by the program).
- Applicants must be able to match the funding requested at a minimum of 50% of the total eligible project cost.

Administration is looking for Council to approve the following items in the 2025 Operating Budget:

Funding	Item	Comments
\$30,000	Investment Attraction Marketing Campaign	Funding will be specified in the Town's Advertising, Promotions, and P.R. budget.
\$25,000	Website Redesign	GHD has advised the Town that they are planning on migrating all of their clients to their new platform (Govstack). While no date has been given, we have been told that this migration may occur in 2025. The cost of the migration will be approximately \$25,000.
\$12,500.00	Economic Development Specialist (contract)	The NRED grant allocation for establishing and staffing a new Economic Development Officer (EDO) position is capped at \$25,000.00.
\$30,000.00	EDAP Implementation	

POLICY:

During the March 6, 2024 Regular Council Meeting, Council reviewed the Town's Economic Development Action Plan (see attached). The Economic Development Action Plan aims to not only identify local business needs, challenges, and opportunities, but to provide a clear roadmap for fostering existing businesses and positioning Strathmore for new investments and sustainable growth.

IMPLEMENTATION:

Should Council approve, Administration will apply for funding under the NRED Program.

BACKGROUND:

NRED Program priorities have been redefined to focus on increasing the appeal of regions to private investors, supporting essential planning and feasibility studies, and bolstering local and regional businesses. These strategic shifts aim to drive sustainable economic growth by creating a more attractive environment for investment, laying the groundwork for future development projects, and ensuring that existing businesses can thrive and expand. The new program priorities are as follows:

- Increase investment readiness and regional attractiveness for private investment.
- Support planning and feasibility studies that lead to economic development enabling investments that boost regional growth.
- Support local and regional business and industry, including business retention and expansion.

Entities eligible to apply for funding under the NRED Program include:

- incorporated non-profit organizations that have an economic development mandate
- municipalities
- Indigenous communities, including First Nations or Métis Settlements

Applications from project-based partnerships are permitted provided the application is submitted by an eligible entity (listed above). This entity will be considered the 'lead' and, if successful, will enter an agreement with the Alberta government on behalf of their organization and their partner(s).

Grant amounts range from \$10,000 to \$300,000, and projects must demonstrate secured or committed matching funding at the time of the application.

[Northern and Regional Economic Development Program | Alberta.ca](https://www.alberta.ca/northern-and-regional-economic-development-program)

KEY ISSUE(S)/CONCEPT(S):

The key issue is whether Council would like to direct Administration to apply for the NRED grant and include the following items in the 2025 operating budget:

- Investment Attraction Marketing Campaign - \$30,000
- Website Redesign - \$25,000
- Economic Development Officer - \$12,500.00
- EDAP Implementation - \$30,000

DESIRED OUTCOMES:

For Council to approve of the 2025 specific budget lines items to contribute to the NRED grant application.

COMMUNICATIONS:

Should Council approve the recommended motion, Administration will develop an investment attraction campaign and plan the website redesign and hire additional resources to execute the Economic Development Action Plan.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.
2. Council may provide further direction to Administration.
3. Council may defeat the recommended motion.

ATTACHMENTS:

[Attachment I: Strathmore BNA Action Plan - Council 2024.01.19](#)

[Attachment II: NRED program fact sheet](#)

[Attachment III: Northern Regional Economic Development program guidelines-2024-2025](#)

Veronica Anderson, Legislative Services Officer

Approved
- 30 Oct
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 31 Oct
2024

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 31 Oct
2024

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

Approved
- 31 Oct
2024

Kevin Scoble, Chief Administrative Officer

Approved
- 01 Nov
2024



Business Needs Assessment & **Strathmore** **Economic Development** **Action Plan 2024-2026**

INNOVISIONS
— & ASSOCIATES —

Town Council
January 19, 2024

Table of Contents

1.0	EXECUTIVE SUMMARY	1
2.0	BUSINESS NEEDS ASSESSMENT & ECONOMIC DEVELOPMENT ACTION PLAN	3
2.1	Project Overview	3
2.2	Process	3
2.3	Objectives.....	4
2.4	Aligning with the Community's Goals	4
3.0	CURRENT SITUATION ANALYSIS.....	6
3.1	Factors Influencing the Business Retention and New Investment	7
4.0	BUSINESS AND COMMUNITY ENGAGEMENT	13
5.0	BUSINESS NEEDS ASSESSMENT	14
5.1	'What We Heard' – Challenges	14
5.2	'What We Heard' – Opportunities	15
5.3	Gap Analysis	16
6.0	RECOMMENDATIONS	21
7.0	ECONOMIC DEVELOPMENT ACTION PLAN: ONE-PAGE SUMMARY.....	24
8.0	CONCLUSION	25

Tables and Figures

Tables

Table 1: Town Documents with Ties to Economic Development	5
Table 2: Regional municipality economic comparison snapshot	8
Table 3: Urban centres comparable to Strathmore based on population and amenities	9
Table 4: Strathmore's trade population	9
Table 5: Distance and times to major markets	10
Table 6: Dwelling units – vacancy rate	11
Table 7: Strathmore's & Wheatland County's Labour Market	12
Table 8: Strathmore's Average Age and Income	12
Table 9: Economic Development Action Plan: One-Page	24

Figures

Figure 1: Business Needs Assessment and Economic Development Action Plan Process.....	3
Figure 2: Strathmore locally-owned licensed businesses by industry	6
Figure 3: Strathmore Business Café (Jul. 2023)	13
Figure 4: 'What we Heard' – Challenges as identified by the business community	14
Figure 5: 'What we Heard' – Opportunities as identified by the business community	15
Figure 6: What Workforce Needs	19
Figure 7: Town of Strathmore – Municipally-Owned Land Parcels	22

PROPRIETARY NOTICE

This Business Needs Assessment and Economic Development Action Plan was prepared by InnoVisions *and Associates* (InnoVisions) for the Town of Strathmore. The professional opinions within this document are based on information and conditions that existed at the time the work was completed. This document relies on the accuracy of existing Town and Wheatland County documents supplied by the Administration, as well as subjective content gleaned through interviews with individual businesses and community residents. In some instances, InnoVisions could not, and therefore did not, verify information supplied by others. If the information seemed reasonable, it has been added to the document. Where possible, every attempt to verify information was made. Neither InnoVisions nor its subcontractors shall be responsible for actions taken by the Town based on the information provided herein.

Note: The business cases, working examples and proposals stated within this document are concepts which are used to exemplify recommendations or proposed activities. They are not, in and of themselves, professional recommendations from InnoVisions.

1.0 EXECUTIVE SUMMARY

Strathmore stands out as more than a just a town - it's an East-Central business and residential hub, located in the heart of the Calgary region. Businesses can thrive in a supportive local community, while residents enjoy the best of both worlds – the charm of small-town living and access to urban market opportunities.

The Town of Strathmore has embarked on a transformative journey, engaging InnoVisions & Associates to conduct a comprehensive Business Needs Assessment and develop an Economic Development Action Plan. This strategic initiative aims not only to identify local business needs, challenges, and opportunities, but to provide a clear roadmap for fostering existing businesses and positioning Strathmore for new investments and sustainable growth.

Unlike previous community economic development studies that revolved around conceptual discussions, this Action Plan is a practical, impactful resource designed for implementation over the next twelve months and strategic goal-setting for the next three years. The outcomes of the Business Needs Assessment and Economic Development Plan are ambitious, aiming to establish a baseline of business needs, facilitate well-informed decision-making, and develop a three-year framework supporting local businesses and attracting new investments.

Strathmore's unique location is a key value proposition, offering a blend of rural charm and urban amenities. Positioned as the region's hub, the town provides a competitive advantage to businesses with access to major centers, a larger market, and robust community support. Proximity to the thriving City of Calgary, situated just 40km away, is a major asset. This presents opportunities for a diverse talent pool and an enhanced quality of life for residents. Additionally, Strathmore's strategic location along major transportation routes including the TransCanada Highway, and close proximity to rail and air transport further accentuates its appeal. Despite these advantages, barriers such as housing options, workforce shortages, and real estate limitations impede the town's ability to attract new investments.

To address these challenges, the Economic Development Action Plan is a valuable resource that provides a detailed understanding of the current state of businesses. It empowers Council and Senior Management to make informed decisions regarding policies, programs, and processes that support local businesses. Community support is crucial for businesses to thrive, creating a collective opportunity for all Strathmore residents to work together to retain existing businesses and attract new ones.

Stakeholder engagement, conducted through focus groups, interviews, and surveys, has shaped the Action Plan based on community desires. The community envisions the plan to deliver more jobs, housing options, education opportunities, and increased business presence, along with attracting more visitors to the town. With close to 100 local business owners actively engaging in the Business Café and one-on-one interviews, the process provided a solid snapshot of the current state of business. The business community wants

information on Town economic development processes and the next steps to support them. They are concerned about the lack of results from previous engagements.

The Action Plan takes into account the six Strategic Priorities set by the Council, including affordable housing, financial sustainability, intentional community development, climate resiliency, economic development, and community wellness. The Plan aligns with community goals and addresses the challenges identified by businesses, such as workforce shortages, housing issues, supply chain disruptions, broadband limitations, and high real estate costs.

The plan emphasizes the importance of a gap analysis, strategically identifying disparities between the current state of the local economy and the desired optimal state. The Town of Strathmore faces critical gaps in economic development, hindering its capacity to sustain and attract investment. Infrastructure costs for some of the approved Area Structure Plans (ASPs) pose a substantial risk, potentially burdening the town with millions in debt. Lack of commercial or industrial land further impedes investment readiness. The absence of a municipal growth strategy within the Municipal Development Plan, there is a critical housing shortage and an immediate need for a housing plan and the issue of inconsistent broadband must be addressed. Strategic solutions involve partnering with industry, addressing housing shortages, reviewing the Strong Towns –fiscal management approach, utilizing the Town’s existing lots creatively, fostering eco-friendly initiatives, and supporting regional workforce projects, all with comprehensive planning.

Beyond the initial analysis, the Action Plan redefines economic development by focusing on reshaping perspectives, restructuring systems, and leveraging existing assets. It recognizes the need for a novel approach, concentrating on greenfield and brownfield land utilization for infrastructure development. The primary strategy revolves around retaining local businesses and residents, enhancing their overall capacity for success. As the community becomes more investment-ready, the plan envisions attracting new businesses.

With over 30 recommendations, the consultants have provided a detailed framework with short-term and long-term activities within the Economic Development Action Plan. The detailed worksheet includes recommendations, corresponding action items, resources, and key performance indicators. The key priorities for the first year (2024) include finalizing the Municipal Development Plan, which includes developing a Community Growth Plan, incentivizing innovative community development, stimulating intentional community-wide development, completing a Broadband Strategy, and facilitating an Economic Development Investment Platform. The plan advocates for streamlining processes, increasing cross-departmental and regional interaction between the Town and its existing business base, will support the capacity to retain and attract new investment and when to **ACT** – advocate, champion and team-up for projects.

In essence, the Economic Development Action Plan for Strathmore is a positive, forward-looking initiative that positions the town for growth and resilience. It leverages community strengths and assets, envisions ambitious investments, and emphasizes collaboration and innovation. This plan is not just a document; it is a dynamic tool for Senior Administration and the Business Community to partner on, fostering a thriving residential and business community for Strathmore.

2.0 BUSINESS NEEDS ASSESSMENT & ECONOMIC DEVELOPMENT ACTION PLAN

2.1 Project Overview

The Town of Strathmore is taking a proactive approach to support local businesses, foster economic growth, and enhance community development through the launch of the Business Needs Assessment & Action Plan. The desired outcome is an Economic Development Action Plan that is a timely, relevant and workable plan for the Town based on the existing business environment within the Town of Strathmore. This Action Plan considers both the short and long term and provides direction on when to **ACT** – advocate, champion and team-up with other departments within the town or work with businesses and regional partners to support business growth and vitality.

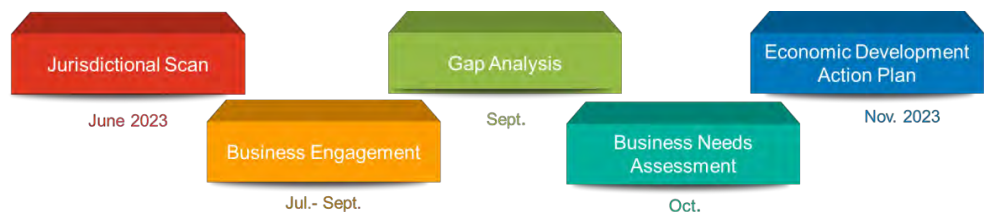
The Economic Development Action Plan identifies core goals, strategies to reach those goals and action plans to best utilize community assets and advantages to support the existing business community and encourage new business investment.

2.2 Process

InnoVisions (the consultants) started with a jurisdictional scan, which includes the review of existing Town foundational documents and studies. These documents affirmed Strathmore as a business and residential hub, supplying local residents and workforce with options for housing, education, health and employment in the broader region. The next step was business engagement; in early July 2023, a Business Café was facilitated to hear first-hand from businesses. 45 participants attended, and shared a range of business challenges and opportunities. From July to September, an additional 50 businesses were interviewed and provided their first-hand experience on doing business in Strathmore. The consultants then completed a gap analysis, identifying issues that were impacting businesses' profitability and considering what resources are available or needed to effectively support businesses.

The final steps of the project included a Business Needs Assessment as a 'What We Heard' report identifying key issues and opportunities, and an Economic Development Action Plan – a 12-month plan that will assist the Town in providing targeted support and contribute to the economic development of the community.

Figure 1: Business Needs Assessment and Economic Development Action Plan Process



2.3 Objectives

The project objectives *and outcomes* are as follows:

1. Raise awareness within the business community that economic development is a Council Priority;
2. Ensure that the Town of Strathmore is a great place to do business, and prepare for future investment;
3. Support and retain existing businesses by addressing current issues and challenges, thereby creating a healthy economic environment;
4. Help businesses expand, thrive and contribute to the overall economic prosperity of Strathmore;
5. Connect business to existing resources to support their growth success;
6. Create a baseline understanding of business challenges and opportunities (who is doing what, products, services, partnerships, and short/long-term needs); and
7. Create an action plan, involving all administration departments and business resources, to provide the best support for local business success.

2.4 Aligning with the Community's Goals

The Town Strathmore have completed a number of studies over the last ten years. Community stakeholders have actively engaged in the process. There are many similarities between these other studies to the Action Plan processes including surveys, interviews and key findings from stakeholder engagement. What is missing in many of the documents is an action plan which Council accepts and then directs Administration to allocate staff, budget and resources to implement. It is also important that there be adequate help for Administration from community champions who help to implement the plan. A strategy without resources, or the capacity to implement it, will remain a dusty document on the top shelf – which has been the case with the majority of other studies.

As part of the Economic Development Action Plan process, the Consultants reviewed foundational documents to create a framework to link the various previous recommendations (where applicable) and integrate them into the larger Ec. Dev. Action Plan. This provides the Council and community leaders with options to designate staff to focus efforts, resources, policies, and programs that coordinate and leverage activities. Doing so will achieve a common vision to benefit the *entire* business community in the town *and* in Wheatland County.

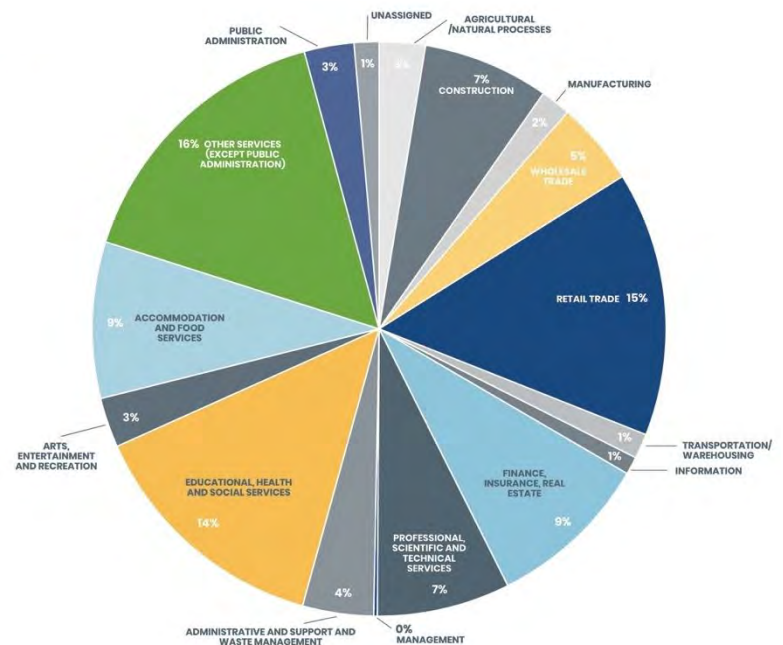
Table 1: Town Documents with Ties to Economic Development

DOCUMENT REVIEW	TIES TO THE ECONOMIC DEVELOPMENT ACTION PLAN
Strathmore Social Needs Assessment (2023)	Highlights the need for collaboration among stakeholders to address ongoing and emerging social issues that affect residents, newcomers and workforce.
Town Business License (2023)	Business licenses are a resource to gather business intel about products, services, employees, certification, etc.
Strathmore & Area Housing Needs Assessment: Technical Report & Analysis (2023)	A detailed, data driven study to understand housing, homelessness, and housing needs in Strathmore and Wheatland County.
Develop Permit Applications (2023)	Planning applications. Links to MDP/LUB, etc.
Economic Development Update to Council (Feb. 15, 2022)	Results of a business outreach program where 400 businesses were engaged in a survey and interviews. Core needs identified.
2022-2025 Council's Priorities	Six priorities were identified: affordable housing, financial sustainability, and intentional community development, climate resiliency including environmental stewardship, economic development, and community wellness.
Town Land and Asset Inventory (2022)	The Town Planning Department's review of Town-owned properties. It is estimated that between 10-15 have some (limited) potential to develop. Each will require a strategy.
Town of Strathmore Strategic Plan (2021-2023)	Priorities for a revitalized, resilient and intentionally planned community positioned for growth.
Intermunicipal Plans – ICF & IDP (Ongoing – 2024)	Strathmore and Wheatland County are to collectively develop an Intermunicipal Plan Framework (ICF) and Intermunicipal Development Plan (IDP). Through Municipal Affairs via the MGA, they are mandated to develop a collaborative agreement.
SWOT Analysis and Review of Emerging Opportunities (2019)	Focused on growth and development. The MDP process including beautification and signage needed for downtown, provide business incentives, regional sharing of essential services. E.g. fire services, etc.
Town of Strathmore Triage BR+E (2019)	Business-identified concerns – internet, zoning restrictions, affordability of lease space, local roads, etc. Opportunities – availability of post-secondary, permit process, availability of workforce training options.
Economic Development Priorities and Implementation Considerations (2015)	Focused on increased economic development capacity, 45 distinct initiatives. E.g. business investment website, business visitation program, amenities online, accelerate downtown revitalization, improve public transportation, etc.
Strathmore Municipal Development Plan ([MDP] 2014); Land-use Bylaw ([LUB] 2014) & amendments	The MDP is in the process of being updated 2020-2024. The ties to economic development include the capacity for business retention, expansion, investment attraction, marketing Strathmore, workforce housing, infrastructure, etc.
Area Structure Plans (ASP) (2010-2018)	A high-level review of the eight existing, and approved ASPs which ties to housing, transportation, infrastructure needs, and workforce.

3.0 CURRENT SITUATION ANALYSIS

Strathmore has a rich agricultural history dating back to its settlement by CPR in 1883. Today, this vibrant community of nearly 15,000 residents offers the best of both worlds – the tranquility of country living and the convenience of town services (including high-quality health, education and recreational facilities). Businesses can thrive with local community support while also benefitting from access to the workforce, services and market in Calgary, plus the over 1.6 million residents located on the Eastern-trade corridor (the TransCanada highway).

Figure 2: Strathmore locally-owned licensed businesses by industry



Source: Environics custom-data file using NAICS coded business categories. 577 (2023)

Of the 577 licensed businesses, the three largest sectors are: retail trade (15%); education, health and social services (14%); and accommodation and food services (9%).

Major employers include both public and private organizations such as the Golden Hills

School Division & Holy Cross Collegiate; Strathmore District Health/Alberta Health Services; the Town of Strathmore; Co-op Food and Gas; Canadian Tire; and Walmart.

Business community support. There is a designated economic development department within the Town, and an economic development officer. There is also the Strathmore & District Chamber of Commerce and Community Futures Wildrose that support business events, research and regional economic development. Both Siksika First Nation and Wheatland County have designated Economic Development Officers. The opportunity to collaborate and effectively work together to support regional businesses along the Eastern Trade corridor has substantial potential. There is also an emerging opportunity to more actively engage with Calgary Economic Development (CED) as they actively pursue regional partnerships and projects. Calgary is a key asset for businesses around workforce, housing, supply chain, etc.

3.1 Factors Influencing the Business Retention and New Investment

Infrastructure. The Town has ample water and waste water infrastructure to grow. According to the Strengths, Weaknesses, Opportunities, and Threats (SWOT) scan completed in 2020, and the Economic Study conducted by HOK, 2018, the water and wastewater system, inclusive of water rights, will support a community of up to 32,000 residents. However, there is the need to review water capacity and/or water needs of businesses in not only the Town but Wheatland County. Wheatland County operates several potable water plants and sewage facilities, but has limited industrial water capacity at this time.

Existing Real Estate – Land Use. The majority of commercial development is located along the Trans-Canada Highway (TCH) and the downtown core. The industrial land is primarily located south of the TCH. It is important to note that there are eight approved Area Structure Plans (ASPs) for privately-owned land, and three are in the process of building. Several of the approved ASPs are from decades ago, and may include outdated infrastructure, zoning conflicts or development concerns that could put a financial strain on the community to provide housing infrastructure and Town services. There are a number of private developers who own property in the town and are actively looking for support from the municipality to market the properties; while this is an opportunity, consideration must be given to the support needed from the Town to service the land/developments.

Shovel-Ready Land – Greenfield. The town has very few municipally owned parcels of property, limiting any commercial and/or industrial development. In 2022, an internal Town Parcel Inventory was completed which indicates that there are approximately ten sites that *could be* developed through innovative land-planning strategies to resolve challenges/barriers (such as no land title to the property, irregularly shaped property, utilities location impeding full land use, etc.) There appears to be capacity to ‘build up versus out’ in the downtown and retail corridors where existing infrastructure is already in the ground. A growth strategy to review the options for both brownfield and greenfield, and to devote resources to get investment-ready land into the market, is a priority. At this stage there was no brownfield inventory or strategy available.

Broadband. Strathmore has inconsistent internet throughout the community for residents and businesses alike. There are those who have adequate service and others who have reported issues for years. The existing provider, Shaw (now Rogers), conducted a service provision study and reported that internet was adequate. However, the business community strongly disagrees with this statement. Those negatively affected stated that inconsistent and inadequate broadband was impacting business operations. In the new digital economy, this factor will impact the Town’s ability to attract some new types of investment and limits any digital innovation for existing businesses.

Regional Municipality Economic Comparison. A high-level economic snapshot was completed with municipalities along the Eastern trade corridor of total property assessment in comparison to residential assessment. It was noted that Wheatland County has almost double the industrial property assessment, in comparison to the Town. While this snapshot does not include all factors relevant to economic stability (e.g. municipal budget/costs, etc.) this data, and the cost of providing water, utilities, housing infrastructure is key when working with neighbouring partners on critical agreements such as the Intermunicipal Development Plan (IDP) and the Intermunicipal Collaborative Framework (ICF).

Table 2: Regional municipality economic comparison snapshot (2022)

Indicators* 2022	Strathmore	Wheatland County	Siksika 146	Chestermere	Brooks
Population	15,189	8,738	3,559	24,649	5,389
Mill rate (non-residential-munc.)	8.34%	8.62%	N/A	7.24%	14.44%
# Businesses*	577*	215~	206	713	672
Property Assessments	\$1.9B	\$4.4B	\$3.9B	\$1.3B	N/A
Residential Share of Property Assessments	83.3%	32%**	N/A	95.2%	76.8%

Source: The Alberta Regional Dashboard, "Compare Municipalities". Nov. 10, 2023.

* Note: The Alberta Regional Dashboard indicated that there were 500 businesses in Strathmore, whereas Environics Data suggest there are 577 locally owned, licensed business.

** Wheatland Assessment, Jamie Kramble, Economic Development Officer, Wheatland County. Nov. 24, 2023.

Comparable Urban Centres – Mill Rates. At the present level of mill rates in 2022, Strathmore is the second-lowest millrate in comparison to ten other Alberta urban centres with a population between 10 and 20 K residents as well as similar amenities, recreational facilities and infrastructure. It is important to consider the amenities, especially those that are substantial community investments such as recreation facilities, swimming pools, etc. There have been discussions around increasing the Strathmore mill rate by 5%; if this is supported by Council, that would place Strathmore at the second-highest level in comparison to other similar municipalities. Of note, mill rate comparison on a regional basis using larger centres, e.g. the City of Airdrie, at 85K residents is not comparing apples-to-apples in the municipal assessment and taxation space.

Table 3: Urban centres comparable to Strathmore based on population and amenities

Municipality	Population	Munc. Mill Rate	Property Assessments
Blackfalds	11,962	10.8	\$1.3B
Morinville	10,498	8.77	\$1.3B
Brooks	14,623	14.44	\$1.3B
Hinton	10,087	9.37	\$1.8B
Lacombe	14,229	9.73	\$1.9B
Strathmore	15,189	8.34	\$1.9B
High River	14,448	8.4	\$2.0B
Cold Lake	15,546	12.78	\$2.1B
Canmore	14,530	7.18	\$8.4B
Stony Plain	18,567	8.16	\$2.7B

Source: The Alberta Regional Dashboard, “Compare Municipalities”. Nov. 10, 2023.

Location is One of Strathmore’s Leading Competitive Advantages

The town of Strathmore’s location in the region, and the community’s proximity to key transportation corridors, are leading competitive advantages. A rural residential and business hub, the town is the largest municipality in the area. Strathmore is a commercial centre with over 15,189 residents, and increased in population by 2.6% in 2021. The trade population is key when analyzing how to support economic growth and community sustainability.

An even greater opportunity exists to position for new investment when considering the Town’s proximity to Calgary, a metropolitan centre with over 1.6 million residents. Strathmore is just 35 km east of the Calgary International Airport and located on the TransCanada Highway. Strathmore can position itself as a rural hub in the region, and as a key location on the eastern trade corridor in the heart of the Calgary region. There are over 100K residents within 25 km of Strathmore.

Table 4: Strathmore’s trade population (2020)

	Local Population (2022)	Within 25 km. of Strathmore	Within 50 km. of Strathmore
Strathmore	15,189	~102,000K residents in the trade population*	~1.5 M residents in the trade population including a portion of Calgary
Wheatland County and hamlets*	9,536		
Siksika #146	3,559		
Total	28,284		

Source: Alberta Dashboard. *6 communities within 25 km of Strathmore including Wheatland County, Rockyview, Chestermere, Siksika and portions of Vulcan County. Adapted from Statistics Canada, regional population (custom data request (Nov. 15, 2023). Website: <https://regionaldashboard.alberta.ca/region/customregion/12738/#/>

* Wheatland County’s population is 8,738, and includes the following: Gleichen Chancellor Rosebud Cheadle, Cluny, Carseland, Lyalta, Namaka and Nightingale as well as the independent hamlets of Hussar. The independent municipalities of Rockyford and Standard are approximately 892 residents, bringing the combined total to ~9,536. The population of Wheatland County increased 2.35% year-over-year, and increased 4.95% in the last five years.

Connectivity to Market and Logistics. Access to market is important for business to sell their goods and services. The Town is well connected to roads and is in close proximity to runways and rails. The Town benefits from being on Highway 1, the TransCanada high-load corridor with between 14,000 and 15,000K vehicles passing by each day. To the west, the TransCanada intersects the Queen Elizabeth Hwy 2 which connects in Strathmore to the CANAMEX/North-South Trade Corridor, linking Canada to the United States and Mexico. This busy corridor saw an estimated 98,000 trucks and 145,000 passenger vehicles cross through the Coutts, Alberta, to Sweetgrass, Montana, border.

Carway Border Crossing, above Montana, USA, is approximately 267.8 km SW of Strathmore. The **Vancouver Seaport** is approximately 1,000 km to the west of Strathmore. Access to air travel, commercial freight and passenger flights are available through the **Calgary International Airport** (53 kms.). An underutilized but valueable asset in the region is the **Strathmore (D.J. Murray) airport** (15.4 kms) northwest of Strathmore in Wheatland County.

Table 5: Distance and times to major markets

DISTANCE AND TIMES TO MAJOR MARKETS		
Calgary (YYC - International Airport)	Carway (US Land Crossing)	Vancouver (Seaport)
53 km	267.8 km	1,038 km
40 minutes	3 hours	11 hours

The **Calgary Intermodal Terminal Rail Yard**, near Chestermere is in close proximity to both Strathmore and the Calgary Airport. There are two proposed developments that could increase additional flow of goods, including a CN proposal looking to expand Calgary rail operations with another intermodal yard in Southeast Calgary and several sites for a short-line track being explored to the east between Hanna and Oyen.

The **Oyen Regional Rail Company** owns the local short-line rail. Located between Oyen and Lyalta, Alberta, the Oyen Logistics Yard has attracted a new multi-million dollar investment. In March of 2023, the province announced a million-dollar study on re-opening the 286 km link between Oyen and Strathmore.

Canadian Pacific Railway (CPR) provides service that runs from east to west along the TransCanada Highway. There is a low-speed siding branch line located at Strathmore Station. Calgary has a major freight handling facility, with tracks connecting to all major markets.

Housing. The housing situation in Strathmore is dire. Similar to the rest of Canada, there is a shortage of affordable housing, and housing options. From the recent Housing Study done in 2023, the report indicated that there was a need for all housing options in the community. Of the 5,989 dwellings within Strathmore, over 58% are single-family homes and the vacancy rate is at the critical levels. These factors are influencing business owners and residents alike who seek any-level of housing.

Table 6: Dwelling units – vacancy rate (2022)

Indicators 2022	Strathmore	Wheatland County
Housing/Dwelling Units	5,989	3,108*
Single Family Homes	58.6%	89.6%
Residential Vacancy	0.40%	N/A

Source: Alberta Regional Dashboard – Compare Municipalities. Search dated Nov. 10, 2023.

*Housing figures for Wheatland County provided by Jamie Kramble, Economic Development Officer, Nov. 17, 2023.

Labour Force. Housing and labour force are integral components that contribute to the overall success, growth and sustainability of businesses. A well-supported workforce, coupled with suitable housing options, creates a positive business environment.

The terms labour force, participation rate, unemployment rate, and employment rate are key indicators used to analyze the current labor market. An important indicator to consider is how many businesses are looking for workforce or will need workforce in the next one to five years. Below is a definition of each category:

- *Labour force* – the total number of people both employed and unemployed, who are working, actively seeking work or capable of working
- *Participation rate* – the percentage of the working-age population who are either employed or actively seeking employment
- *Employment rate* – the percentage of the working-age population that is employed
- *Unemployment rate* – the percentage of the working-age population that is unemployed and actively looking for work

Strathmore has a moderate labour force participation rate and a somewhat higher unemployment rate compared to the provincial average. Whereas Wheatland County exhibits a higher participate rate and lower unemployment rate in comparison to Strathmore.

Table 7: Strathmore's & Wheatland County's Labour Market

2021*	Strathmore	Wheatland	Alberta (2022)
Labour Force	7,335/14,339	4,295/8,738	2,530.7/3,648.8
Participation Rate	65%	71%	69.4%
Unemployment Rate	10%	7%	5.4%
Employment Rate	59%	66%	65.6%

Source: Alberta Regional Dashboard – Compare Municipalities. Search dated Nov. 10, 2023.

*Note – these figures were during COVID (2021)

Demographics. Strathmore's population has had limited growth in the last ten years, creating one of the biggest barriers to business – a very limited labour pool. The median family income in 2021 is **\$106,000**, compared to the provincial average of **\$105,960**. The median age in Strathmore in 2022 was **41.1** years, meaning that the Town's population is slightly older than the provincial median of **38.0** years of age.

Table 8: Strathmore's Average Age and Income

Indicators (2022)	Strathmore	Alberta
Median Age - Years	41	38
Median Family Income	106,000	105,960

Source: Alberta Regional Dashboard – Compare Municipalities. Search dated Nov. 10, 2023.

4.0 BUSINESS AND COMMUNITY ENGAGEMENT

Business engagement was challenging at first – largely due to the high number of surveys and interviews that have been conducted in the last five years. This fact altered the number of businesses engaged as part of the Business Needs Assessment (BNA). Initially the consultants were going to facilitate several business cafes and complete dozens of interviews. This methodology was adjusted when the jurisdictional scan was completed and it was discovered that multiple economic development studies, SWOT analysis, business retention and expansion studies and strategic plans had already been completed between 2015 to 2022. There has been considerable business engagement over the years, with over 700 participants responding to interviews, surveys or strategic planning sessions. Unfortunately, the result is that businesses are ‘survey fatigued’. Instead, more time was devoted to analyzing past findings, making recommendations and completing a current gap analysis.

As a starting point in the process of completing a Business Needs Assessment, then a 12-month Economic Development Action Plan, the Consultants (via the Economic Development Department) reached out to and engaged the business community. Overall, an estimated 95 or 18% of Strathmore’s 577 local businesses participated in the Business Needs Assessment. Input was gathered during a Business Café with 45 individuals participating. Additional input was gathered through one-on-one meetings with 50 individuals.

The primary goal of the **business engagement process** was to capture business owners’ perspectives on the opportunities and challenges of operating a business in the region. The questions asked were both quantitative and qualitative.

Figure 3: Strathmore Business Café (Jul. 2023)

Due to the high level of previous engagement, many expressed frustration in being asked to participate. The business community was very clear that they wanted a follow-up after the outreach, to share what the collective business community shared and what Senior Administration was going to do with the information as there has never been any follow-up from previous years.



5.0 BUSINESS NEEDS ASSESSMENT

Engaging business owners and investors in a Business Needs Assessment provides a valuable starting point. While their firsthand input is subjective, it provides crucial insights into the challenges and requirements of their operations, offering a unique perspective from those directly involved in business.

5.1 'What We Heard' – Challenges

While there were dozens of challenges identified, the top six were consistently identified by the majority of the participants. **Workforce shortages** and **skills gaps** prevail across both public organizations and private business, hindering business operations, profitability and service provision. **Critical housing shortages** further compound these challenges, affecting workforce attraction and retention. **Supply chain disruptions** were very diverse, ranging from lack or loss of suppliers, to logistics and distribution issues. The disruptions are causing inventory challenges, production delays and customer service issues. **Broadband service** was also frequently mentioned as a business challenge – inconsistent supply and slow internet speeds impede business productivity, create e-commerce challenges and hinder the businesses' competitive capacity and the adoption of new technology. **Limited local training and development options** are creating losses in productivity, increasing training costs and impacting businesses' ability to offer career mapping as an employee attraction resource; however there was a very low level of awareness of or initiative to access the wide range of workforce and training development tools that are already available.

Finally, businesses reported struggling with the ability to 'reasonably' buy or lease commercial space, or acquire land to development commercial property. **The high cost of existing real estate and leasehold options** hampers development; this will lead to businesses exiting the community to source property.

Figure 4: 'What we Heard' – Challenges as identified by the business community



Source: Extracted from the Business Café held in Strathmore and business interviews with close to 100 participants

5.2 'What We Heard' – Opportunities

Businesses have identified various opportunities, with a focus on workforce retention and attraction, regional collaboration, and marketing local businesses and the community to investors. Workforce-related opportunities include local training programs, collaboration with other businesses and industries for training initiatives, innovative academic partnerships, and engagement with local schools for mentoring students in exploring career paths. Regional collaboration, especially concerning workforce development, was a consistent theme. Marketing opportunities involve B2B/B2C strategies, regional collaboration, and supporting shop local initiatives. Downtown revitalization and signage were also noted. Businesses expressed interest in co-marketing, particularly when combined with shop local programs. Addressing the need for effective resource sourcing was recognized as a solution to share resources, reduce input costs, explore new supply chain options, and access new markets. Additionally, businesses sought more tools and resources for attracting, retaining, and integrating employees beyond traditional salary incentives.

Figure 5: 'What we Heard' – Opportunities as identified by the business community



Source: Extracted from the Business Café held in Strathmore and business interviews with close to 100 participants

5.3 Gap Analysis

Understanding the disparities or “gaps” between the current state of the local economy and the optimal state the community desires requires a plan. Such a plan must work strategically to minimize or eliminate business challenges while positioning the community to pursue opportunities.

A gap analysis is a strategic tool used to identify the existing economic conditions. With a gap analysis, it is possible to outline goals for Senior Leadership, Council and the business community and then develop targeted strategies. The outcome of the work is a better quality of life and more opportunities for residents and businesses alike.

In examining the current state of economic development in the Town, a number of significant risks that need to be addressed. Currently, Strathmore has limited capacity to sustain the existing population of residents, and there is no ability to grow or attract significant investment. The gaps/risks identified are:

1. **The financial/fiscal tax burden of development must be calculated and communicated in advance of approval of subdivisions!** This includes the infrastructure cost for the approved Area Structure Plan (ASP) – future development. The unfunded Town costs of the ASPs present a substantial risk to the Town. With the preliminary estimate completed by municipal staff, it appears the cost of infrastructure development for a subdivision could put the Town in the millions of dollars of long term debt. There is a varying level of understanding as to what this exact cost is by the different departments. It should be approached and communicated in a strategic manner.

The unknowns or assumptions become a critical risk when the Town considers the number of large businesses that are moving into the area and therefore the need for housing. A few of the existing developers are already in position and marketing their approved subdivisions to the large employer’s employees.

- Potential solutions could include working with large industry to discuss partnering around designed neighbourhood and housing plans, revenue sharing agreements with Wheatland County, and/or leveraging infrastructure grants and loans programs through the Canadian Infrastructure Bank (CIB), etc.
- A consideration is for Town staff to review the ‘Strong Towns Process and Certification’ program. Strong Towns as an economic development tool advocates for financially resilient and sustainable communities through a bottom-up, community-driven approach. The process suggests small, adaptable projects, financial resilience over rapid growth, and adaptive reuse of existing infrastructure. The principles include creating walkable neighbourhoods, encouraging local decision-making, prioritizing infrastructure maintenance, seeking diverse revenue streams, fostering affordability and inclusivity, being adaptable to change, and prioritizing public spaces. This approach aims to depart from conventional top-down models, relying on local wisdom and practical, common-sense strategies to build resilient, sustainable and people-focused communities.

2. Strathmore needs commercial or industrial land for development.

Economic development is stated as a priority of Council. Council's Strategic Plan states:

"Strathmore is well-positioned to encourage commercial and industrial economic development with a focus on sustainable growth. The key activity is a revitalized, resilient and intentionally planned community positioned for growth". However, there is very little publically or privately owned industrial or commercial land available. Nor is Strathmore investment ready.

Strathmore lacks the essential foundation of shovel-ready land to facilitate this expansion. The population base has grown minimally over the last five years (6% compared to double-digit growth in neighbouring communities), there has been a 5% decrease in building permits in 2022, and there has been a steady decline of licensed business since 2019. This can largely be attributed to the absence of readily available land for development; the high cost of real estate; limited options to buy or lease property; and the housing shortages.

This gap analysis underscores the misalignment between the Town's development goals and the present infrastructure, emphasizing the urgent need to address this deficiency. Bridging this gap requires strategic planning, collaboration with stakeholders, and the formulation of policies to identify, prepare and designate suitable land for development. Without a proactive approach to establish shovel-ready land, the Town risks impeding its economic growth potential and thwarting opportunities for attracting new businesses and residents essential for a thriving community.

- Possible solutions to explore are the Town's existing lots. Of the Town-owned properties, an estimated ten lots could be developed. These parcels are all 'awkward', with a range of issues from utility placement to oddly proportioned shapes. Potentially the Town could have a 'Creative Spaces Contest' or low cost project to spur innovative thinking amongst architects and developers to consider options for these challenging lots.
- Launch as investment platform to market what properties the Town and local investor have available. An example used was the Connect 4 Commerce platform, an online tool that connects to Alberta Real Estate Boards and it also provides options for private properties to be placed on the platform.
- Encourage eco-friendly or green energy houses, developments and commercial spaces. Look at various 'green' incentives. These incentives could be financial or non-financial for developers who incorporate sustainable practices or energy-efficient technologies in their projects. Additionally, streamlined permitting processes and reduced fees could be introduced for eco-friendly initiatives. By collaborating with local utilities, the Town could establish rebate programs for businesses and residents adopting green energy solutions. Public recognition and certification for environmentally conscious developments may also serve as incentives, creating a positive image for businesses and attracting environmentally aware consumers. Furthermore, fostering partnerships with green technology providers and offering support for research and development in sustainable practices could contribute to a more eco-friendly economic landscape. These incentives aim to motivate developers and businesses to prioritize environmental sustainability, ultimately fostering a greener and more energy-efficient community.

Green initiatives could offset utility costs, there are numerous grants and incentives for eco-friendly projects and this process aligns with Council's strategic priorities.

3. **The Town needs a municipal short-or long-term growth strategy.** While plans are underway to update the Municipal Development Plan in 2024, there is no indication of a fulsome growth strategy to be included in the MDP update. A growth strategy would include: a guide to the physical, economic and social development of the Town including but not limited to infrastructure development, zoning and land-use planning of designated commercial and industrial zones (those privately and owned by the municipality); consideration of residential housing, a housing strategy that includes more live, work, stay and play options; a plan for innovation in a well-rounded community within the eight pre-approved Area Structure Plans (ASPs); and environmental sustainability with consideration of sustainable growth practices and the promotion of eco-friendly practices.

- A community growth strategy could/should also include a housing plan, not just neighbourhood by neighbourhood, but a community-wide plan. Consider options such as Agri-hoods (planned neighbourhoods that tie to food production), environmental practices, and real estate performance measures. Agri-hoods could also support social needs programs within the community.
- The community growth strategy should also look at options for a Downtown Area Revitalization Plan (DARP). A DARP would serve to strategically guide the redevelopment and revitalization of the downtown area. The primary goal would be to stimulate investment and create a more vibrant and attractive urban core by increasing foot traffic, commerce and usage of the area. Strathmore could focus on more multi and mixed-use developments, enhanced pedestrian accessibility, and creative use of spaces through placemaking strategies.

4. **Regional collaboration is challenging when it comes to joint agreements.**

The business community, developers and investors may not be aware of the progress that is required for the Town of Strathmore and Wheatland County to formalize an Intermunicipal Collaborative Framework (ICF) and Intermunicipal Development Plan (IDP). The ICF is a strategic plan mandated by the Municipal Government Act (MGA) where both municipalities allocate resources to provide local services for local residents and businesses (e.g. water, wastewater, transportation, emergency services, recreation, etc.). Regional collaboration is required to a higher degree.

- A key point around regional collaboration with neighbouring communities – Wheatland County, Siksiika and focus on including the City of Calgary. Calgary Economic Development (CED) is devoting considerable effort and budget into regional partnerships. CED will soon announce a designated person to coordinate regional strategies. Large businesses will leverage Calgary for workforce, housing and supply chain.

5. **Strathmore needs a community-wide housing plan.** Focus on more than just Land Use Bylaw (LUB) amendments or interim fixes in a neighbourhood. There are no housing options, or few options along the housing continuum. This gap is impeding business and will turn away investors. Strathmore does not have a housing plan. Businesses need workforce; workforce needs housing. Strathmore needs housing all along the housing continuum, from emergency housing to market value housing.

Figure 6: What Workforce Needs



6. **Broadband issues need to be resolved.**

This is an exceptionally sensitive issue within the business community. In previous business visits and community engagements, the issue of inconsistent and unreliable broadband has been constant. Broadband is considered a critical resource in our digital economy, as important as any of the core utilities of power and water. Broadband and high-speed internet is fundamental for the modern business environment. It facilitates efficient communication, supports remote work, enables data-intensive processes, and contributes to overall business agility and competitiveness.

- The Town plays a key role in advocating for consistent broadband access to support local businesses. The Town has more power to negotiate with service providers than would a singular business or business organization.

7. **The Town lacks incentives to stimulate innovative design. This ties to a growth strategy.**

- Community planning and economic development can collaboratively address housing and commercial space shortages by streamlining bylaws to encourage progressive and innovative development. The focus should be on multipurpose development that encompasses various housing types, retail and commercial spaces, and serves as a strategy to stimulate development.
- Recognizing developers as pivotal partners in shaping the community by offering efficient and clear bylaws will provide an environment conducive to investment. By balancing profit aspirations with community needs, the approach seeks a win-win scenario.

8. **Economic Development is a priority**

The Town serves two clients – residents and businesses. As with most any community, a municipality will focus more on the residential needs. However, the business community as investors and developers have ‘skin’ in the game. As taxpayers and employers, they are key to the long-term stability and sustainability of the community. At least 20% of those interviewed indicated that as a business community they did not feel valued or listened to by the Town. While interviews are opinion based and therefore subjective, the opinions still have merit.

- Develop a Business Concierge Service – integrate a streamlined, one-window approach in the Town Administration office that fosters relationships with businesses right from the initial contact. Assign the EDO the role of dedicated liaison, project manager and quarterback for businesses in need of assistance.
 - It is noted that the planning department has worked hard to turn around new development permits within short time frames. Various businesses have reported excellent customer service and support from the planning department.

Recommendations on how to address or at least mitigate these challenges have been provided in the Economic Development Action Plan derived from a gap analysis. This analysis provides actionable insights for the economic development plan to help the municipality to address specific challenges and seize opportunities. The analysis serves as a guide for strategic decision-making, resource allocation and the creation of a conducive environment for businesses to thrive. Ultimately, a plan based on the analysis contributes to the overall growth and attractiveness of the municipality for new investment.

6.0 RECOMMENDATIONS

The following section includes the three core goals, strategies and the corresponding recommendations to support the implementation of the Economic Development Action Plan. Note – all three goals and the corresponding strategies are to be developed and implemented consecutively based on internal capacity, budget, resources and/or accessing of external resources to complete the action items. The following is a framework which provides direction. At the present time, Senior Leadership is discussing ways to further expand the Corporate Business Plan to include the Economic Development Plan.

1. GOAL #1: STRENGTHEN ECONOMIC DEVELOPMENT CAPACITY

- **Strategy:** Develop partnerships to address workforce issues and provide tools for industry to attract and retain employees.

Recommendations:

External

1. Team-up to support the Regional Workforce Strategy. Work to increase awareness and involvement from the business community in the implementation of the workforce action plan. Tie all activities to Strathmore's Business Outreach process.
2. Prioritize workforce initiatives, data gathering processes (business licenses) and working collaboratively with industry to tackle workforce shortages and skills gaps.
3. Champion a 'Strategic Futures – Industry Forum' or roundtable event. Bring industry together to discuss issues and solutions to industry challenges through a collaborative effort. Seek a champion from the forum that will lead an issues and opportunities task force.
4. Seek out partners to host job fairs, career development events and reverse trade shows to increase employer and employee matchmaking events. Leverage AR/VR technology to expand domestic and international reach.
5. Advocate and team-up to provide different options to deliver employer training on diversity, and how to create an employee attraction, retention and integration plan.
6. Increase academic partnerships to support more options for training and career development.

Outcomes: elevated economic viability across the region achieved through comprehensive solutions for workforce shortages and skills gaps. Businesses will experience improved and increased workforce retention, attraction, and integration through diverse training, education, and career mapping programs, addressing the evolving needs of the workforce. Businesses will become more resilient.

2. GOAL #2: ENHANCE THE COMMUNITY'S INVESTMENT READINESS TO ATTRACT NEW INVESTMENT

- **Strategy:** *Foster sustainable economic development by improving community investment readiness and supporting Town planning, housing and workforce initiatives.*

Recommendations:

External

1. Subscribe to an Investment Attraction Platform to showcase green and brownfield options for development and/or sale in Town.
2. Support a Creative Spaces Initiative – a developer/investor competition to stimulate development on Town-owned property.
3. Facilitate or participate in a Workforce Housing Taskforce as a sustainable housing initiative.
4. Strategically provide the economic development lens to the MDP revisions, encourage the inclusion of a Growth Strategy. Encourage developer/investor input.
5. Collaboratively with Planning, develop a menu of incentives to spur specific development.
6. Support the development of an Investment Ready Certificate.
7. Establish collaborative partnerships to support green energy to pilot or stimulate green energy projects.

Consider how the Town's unique parcels can be developed. Look at other processes to engage and 'gamify' and challenge architects, engineers and developers to come up with innovative development or site plans to build more housing options or multi-use buildings on the challenging parcels.

Figure 7: Town of Strathmore – Municipally-Owned Land Parcels



Source: Town of Strathmore Land Asset Inventory (2022)

GOAL #3: STRENGTHEN AND DIVERSIFY THE LOCAL BUSINESS ECOSYSTEM

- ***Strategy: Implement business retention, expansion and new investment initiatives to help businesses thrive and grow.***

Recommendations:

External

1. Research options for a Town-owned or Public Private Partnership (P3) Broadband network. Leverage new and emerging technologies to provide businesses with the necessary infrastructure to thrive. Complete a Broadband Strategy that includes a ROI for the Town and/or partners.
2. Develop a 'BusinessBoost' Hub: Your Virtual Resource page for the Town website. Include the range of resources available for businesses, how to 'do business with the Town', etc.
3. Encourage small business and an entrepreneurial ecosystem. Designate time and budget to entrepreneur-led economic development activities to offer businesses life-stage training, mentoring and sector specific programs to build a resilient business community.
4. To ensure the growth and prosperity of Strathmore, the new Municipal Development Plan (MDP) must prioritize revisions that incorporate and encourage innovative community development strategies, diverse housing options, and multi-purpose developments. A fundamental part of the MDP should include the integration of a comprehensive Growth Strategy.
5. Economic Development, along with Planning, should strive to: incentivize housing development; foster more multi-purpose properties; encourage innovative planning for the existing Area Structure Plans; and maximize ways to offset the cost of development absorbed by the Town.
6. Conduct a formal business outreach program that tracks business interviews in a confidential CRM, and follow-up on red flags (closures, exiting the community, etc.) and green flags (expanding, new certification, products, etc.).

Outcomes: Enhanced understanding of the direct link between economic and community development results in streamlined, effective processes for business support. Partnerships serving as conduits for businesses, entrepreneurs, and investors to connect with resources. Incentivized development and prioritized growth strategies increase opportunities for business initiation and expansion across housing, retail, commercial, and industrial sectors and Town tax revenue. Detailed data is collected to make informed decisions including research and analysis around a Broadband Strategy.

7.0 ECONOMIC DEVELOPMENT ACTION PLAN: ONE-PAGE SUMMARY

The following is a high-level snapshot of the three goals, strategies to reach the goals and the corresponding economic development action plan.

Table 9: Economic Development Action Plan: One-Page

GOAL #1: STRENGTHEN ECONOMIC DEVELOPMENT CAPACITY
<i>Strategy: Develop partners to address workforce issues and provide tools for industry to attract and retain employees.</i>
EXTERNAL 1.2 Team-up to Support Regional a Workforce Strategy 1.3 Participate in Workforce Development Events 1.4 Support Employer Retention and Attraction Program 1.5 Increase Academic Partnership to Support More Options for Training
GOAL #2: ENHANCE THE COMMUNITY'S INVESTMENT READINESS TO ATTRACTION NEW INVESTMENT
<i>Strategy: Foster sustainable economic development by improving community investment readiness and supporting Town planning, housing and workforce.</i>
EXTERNAL 2.2 Expand the Role of Economic Development in Community Planning 2.3 Subscribe to an Investment Attraction Platform 2.4 Participate in a Workforce Housing Initiative 2.5 Stimulate Strategic and Intentional Community Development - Creative Spaces Initiative 2.6 Partnerships to Support Green Energy Projects 2.7 Partner on Regional Community Economic Development Initiatives
GOAL #3: STRENGTHEN AND DIVERSIFY THE LOCAL BUSINESSES ECOSYSTEM
<i>Strategy: Implement business retention, expansion and new investment initiatives to help business thrive and grow.</i>
EXTERNAL 3.2 Research and Develop a Broadband Strategy 3.3 Develop a 'BoostBusiness' Hub: Your One-Stop Virtual Resource Page 3.4 Contribute to a Robust Entrepreneurial Ecosystem 3.5 Align Economic Development and Planning Efforts to Increase New Investment 3.6 Continue a Structured Outreach Program

Within the Appendices are the full, detailed Economic Development Action Plan Working Sheets. Within the 20-page Action Plan is more comprehensive direction on the action plan, resources to achieve the action plan, potential resources, a high-level budget, timelines and key performance indicators (KPIs). Note – the Action Plan is a working document, meant to be adjusted based on micro- and macro-economic factors as issues and opportunities arise, it is scalable based on staff capacity, experience and budget.

8.0 CONCLUSION

In conclusion, the partnership between the Town of Strathmore and InnoVisions & Associates has led to a significant step forward in enhancing the town's economic landscape. The Business Needs Assessment and the resulting Economic Development Action Plan provide a strategic roadmap for addressing challenges, seizing opportunities, and positioning Strathmore for sustainable growth. Unlike previous initiatives, this plan is not just a collection of ideas but a practical, implementable guide for the town's development over the next three years.

The town's unique location serves as a significant advantage, acting as a rural hub with access to major centers, a supportive local community, and gateway to Calgary. However, barriers such as housing options, workforce shortages, and limited real estate strategies hinder new investments. The Economic Development Action Plan seeks to overcome these barriers by engaging the community, assessing business needs comprehensively, and fostering a collaborative environment.

Stakeholder engagement, including focus groups, interviews, and surveys, revealed the community's desires: more jobs, improved housing and education options, increased business presence, and a rise in visitor spending. The plan aligns with these goals, emphasizing the importance of community collaboration for sustained economic success.

By addressing challenges like workforce shortages, housing issues, broadband and supply chain disruptions identified through community engagement, the plan focuses on streamlining processes, fostering collaboration, and creating conditions for innovation. Additionally, the plan tackles disparities between the current and desired state of the local economy through a strategic gap analysis.

Identifying barriers beyond the immediate business landscape, such as the lack of a municipal growth strategy and stalled regional collaboration, the plan advocates for progressive changes. It emphasizes the importance of a novel approach, concentrating on greenfield and brownfield land for infrastructure development.

With over 30 recommendations, the Economic Development Action Plan advocates for increased focus on priorities in 2024 on becoming Community Investment Ready. What is key is to look to resolve the eight issues identified in the gap analysis, starting with exploring options to update the Municipal Development Plan and include a Community Growth Strategy, work with developers and industry to cost share the cost of developing and infrastructure costs, develop innovative options to stimulate development through creative spaces, incentivize multi-purpose, multi-use development and more housing options and green development and developing a Broadband Strategy.

In summary, the Economic Development Action Plan is a comprehensive and actionable guide that empowers the Town of Strathmore to navigate challenges, capitalize on opportunities, and create a thriving residential and business center. There are details on when to ACT – advocate, champion and team-up for projects. The plan's success will not only benefit businesses but also contribute to the overall well-being and prosperity of the community.



Northern and Regional Economic Development Program Fact Sheet

Program Overview

The Northern and Regional Economic Development (NRED) Program is a government initiative designed to promote sustainable economic growth and diversification by supporting projects across Alberta. The 2024/2025 intake introduces several key changes aimed at enhancing the program's impact and streamlining the application process to better serve regional needs.

The NRED Program has been enhanced to align with the strategic priorities of Alberta's government. These changes are driven by the need to foster sustainable economic growth, improve regional collaboration and ensure the program's effectiveness in addressing the unique challenges and opportunities in Alberta.

Key Considerations for 2024/2025

Expanded Funding Limits

Maximum and minimum grant amounts have changed. The minimum grant amount has shifted from \$20,000 to \$10,000, and the maximum grant amount has shifted from \$200,000 to \$300,000. Adjusting the minimum and maximum grant amounts allows applicants to consider a wider range of projects, from smaller initiatives to larger undertakings that may impact multiple communities or regions. The changes in funding limits aim to make the program more flexible and responsive to the diverse needs of regions across Alberta.

The program will continue to provide up to 50 per cent of total eligible project costs. Projects led by Indigenous communities will continue to receive up to 75 per cent of total eligible project costs.

Longer Intake Period

In response to feedback received, the application intake window has been lengthened for the 2024/2025 intake. The application period will be open September 16 to December 6, 2024. This expansion provides additional time for applicants to prepare, find suitable collaborators and submit their applications.

Extended Project Duration

The maximum project length has increased from two years to three years. This increase enables applicants to plan and execute more complex initiatives. Past applicants have indicated the need for longer timelines to achieve meaningful results.

New Program Priorities

NRED Program priorities have been redefined to focus on increasing the appeal of regions to private investors, supporting essential planning and feasibility studies and bolstering local and regional businesses. These strategic shifts aim to drive sustainable economic growth by creating a more attractive environment for investment, laying the groundwork for future development projects and ensuring that existing businesses can thrive and expand. The new program priorities are as follows:

- Increase investment readiness and regional attractiveness for private investment.
- Support planning and feasibility studies that lead to economic development enabling investments that boost regional growth.
- Support local and regional business and industry, including retention and expansion.

Changing Program Streams

To simplify the application process, all applications will now be submitted through a single stream rather than two separate streams (previously the *Regional Development stream* and *Northern Development and Indigenous stream*).

Projects will now be assessed based on project type to make the evaluation of projects more fair, equitable and inclusive. Projects and their potential impact will be compared and assessed based on project type (e.g., planning and feasibility studies, training and events, marketing and investment/regional promotion and business retention and expansion). Scoring applications based on project type will ensure that similar projects with similar scopes and economic impacts will be compared to one another.

Emphasis on Collaboration

The NRED Program is actively encouraging regional collaboration for project submissions. This could include formal joint applications between public, private and non-profit sectors resulting in broader impact of projects and stretching NRED Program funding. However, projects that do not contain a collaboration component are still eligible for the NRED Program.

Application Process - Timelines

- Application Intake Period: September 16 to December 6, 2024.
- Submission: Applications must be submitted via the Online Application Portal.
- A 'basic' Alberta.ca account will be required to access the Online Application Portal.

Application Supports

Jobs, Economy and Trade Regional Economic Development Specialists (REDS) have local and regional knowledge of the economic development opportunities and challenges facing Alberta's regions. You can find your local REDS representative here: www.alberta.ca/regional-economic-development-resources. REDS are available to provide information, coaching and advice on how to strengthen applications.

Updated Program Guidelines and a new Application Companion Guide are available on the NRED Program website (www.alberta.ca/northern-and-regional-economic-development-program), providing a step-by-step guide to the application process. Several information sessions will be held in Fall 2024 for potential applicants.

Review and Approval

Applications will be evaluated based on project alignment with new program priorities, anticipated project impact, budget feasibility, project delivery feasibility and regional collaboration.

Contact Information

For more details or questions regarding the NRED Program, please contact:

Email: NRED.program@gov.ab.ca

Phone: 1-833-JET-NRED (1-833-538-6733)

Appendix

SUMMARY OF NRED PROGRAM CHANGES

Program Element	Previous Intake	Updated for 2024/2025 Intake
Application Intake Window	2 months (October 23 to December 20, 2023)	Approximately 3 months (September 16 to December 6, 2024)
Program Priority Areas	• Investment in Economic Development Infrastructure • Business Supports • Labour Force Attraction and Retention • Tourism Planning, Capacity Building, and Infrastructure • Economic Development Capacity Building	• Increase investment readiness and regional attractiveness for private investment. • Support planning and feasibility studies that lead to economic development enabling investments that boost regional growth. • Support local and regional business and industry, including retention and expansion.
Program Streams	Two streams: Northern Development and Indigenous Stream, Regional Development Stream	Unified application process, no geographic streams
Emphasis on Collaboration	Standard evaluation	Preference for projects involving collaboration between multiple partners, including non-profits, communities or regions and industry.
Maximum Project Duration	Two years	Three years
Grant Amounts	\$20,000 to \$200,000	\$10,000 to \$300,000



Northern and Regional Economic Development Program

Program Guidelines – 2024/2025

Northern and Regional Economic Development Program Guidelines | Jobs, Economy and Trade

© 2024 Government of Alberta | August 21, 2024

This publication is issued under the Open Government Licence – Alberta (<http://open.alberta.ca/licence>). Please note that the terms of this licence do not apply to any third-party materials included in this publication.

Contents

Changes for 2024/2025	1
Shift in Program Priorities	1
Elimination of Program Streams	1
Project Types	1
Extended Application Period	1
Extended Project Duration	2
Revised Funding Limits	2
Background	2
A Glossary of Terms and Definitions is provided in Appendix	
1. Program Overview	2
Program Summary	2
Timelines	3
Eligibility	3
Eligible Applicants	3
Funding	4
How Grant Amounts Are Calculated	4
Funding Ratio	4
Matching Funding	4
Funding Limitations	5
Eligible Project Costs	5
Ineligible Project Costs	6
Project Budget	7
Areas of Funding and Examples of Eligible Projects	8
Project Assessment	11
How to Apply	12
Alberta.ca Account	12
Online Application Portal	12
Required Documentation	13
Submission Deadline	14
Application Review Process	14

Grant Agreement	14
Freedom of Information and Protection of Privacy Act.....	14
Contact Information.....	15
Appendix 1 – Glossary of Terms and Definitions	16
Appendix 2 – Regions	18
Appendix 3 – NRED Program Matching Funding Examples	19
Appendix 4 – Other Sources of Government of Alberta Funding	20
Small Community Opportunity Program (SCOP)	20
Alberta Community Partnership (ACP)	20
Strategic Transportation Infrastructure Program (STIP)	20
Aboriginal Business Investment Fund (ABIF)	20
Alberta Export Expansion Program (AEEP).....	20
Alberta Indigenous Opportunities Corporation (AIOC)	20
Workforce Partnership Grants.....	20

Changes for 2024/2025

The Government of Alberta remains committed to supporting sustainable economic growth and diversification through the Northern and Regional Economic Development (NRED) Program. The 2024/2025 intake introduces several key changes aimed at enhancing the program's impact and streamlining the application process to better serve regional needs, including encouraging collaboration among stakeholders.

Shift in Program Priorities

NRED Program priorities have been redefined to focus on increasing the appeal of regions to private investors, supporting essential planning and feasibility studies, and bolstering local and regional businesses. These strategic shifts aim to drive sustainable economic growth by creating a more attractive environment for investment, laying the groundwork for future development projects, and ensuring that existing businesses can thrive and expand. The new program priorities are as follows:

- Increase investment readiness and regional attractiveness for private investment.
- Support planning and feasibility studies that lead to economic development enabling investments that boost regional growth.
- Support local and regional business and industry, including business retention and expansion.

Elimination of Program Streams

To simplify the application process, all applications will now be submitted through a single stream rather than two separate streams (previously the Regional Development stream and Northern Development and Indigenous stream). Projects and their potential impact will be compared and assessed based on project type (e.g., planning and feasibility studies, training and events, marketing and investment/regional promotion, business retention and expansion). Scoring applications based on project type will ensure that similar projects with similar scopes and impacts will be compared to one another.

Project Types

Applicants must indicate which project type their application falls under:

- Planning/Feasibility Studies
- Training or Events
- Marketing and Investment/Regional Promotion
- Business Expansion and Support Projects
- Other Projects

Extended Application Period

The application intake window for the NRED Program has been lengthened for the 2024/2025 intake. The application period will be open September 16, 2024, to December 6, 2024. This expansion provides additional time for applicants to prepare, find suitable collaborators and submit their applications.

Extended Project Duration

The maximum project length has increased from two years to three years. This increase enables applicants to plan and execute more complex initiatives.

Revised Funding Limits

Maximum and minimum grant amounts have changed. The minimum grant amount has shifted from \$20,000 to \$10,000, and the maximum grant amount has shifted from \$200,000 to \$300,000. Adjusting the minimum and maximum grant amounts allows applicants to consider a wider range of projects, from smaller initiatives to larger, more ambitious undertakings.

Background

Alberta is a resilient and diverse economic destination of choice, with talent and potential throughout all its regions. The Government of Alberta works with regions across the province to pursue common goals of economic diversification, job creation and financial well-being.

Recognizing that not all regions of Alberta have the same challenges, priorities, or access to the resources needed to accelerate economic development, Jobs, Economy and Trade (JET) provides funding for stakeholder-driven projects through the Northern and Regional Economic Development (NRED) Program. These projects enhance economic conditions and leverage regional resources to build capacity for sustainable economic development and diversification across Alberta.

NRED encourages economic development stakeholders to work together and offers an opportunity for communities and organizations to collaborate to identify and allocate resources to promising areas of regional economic development. The program is open to eligible applicants from across Alberta.

A Glossary of Terms and Definitions is provided in Appendix 1.

Program Overview

Program Summary

Eligible applicants may submit proposals that either promote regional economic prosperity or those that lay the foundation for continued economic prosperity into the future. As such, the NRED Program will support projects in all stages, from planning and readiness to implementation of previous strategies and plans.

For a project to be eligible, it must support economic development and have a clear path to achieving tangible and impactful results in one or more of the following program priorities:

- Increase investment readiness and regional attractiveness for private investment.
- Support planning and feasibility studies that lead to economic development enabling investments that boost regional growth.
- Support local and regional business and industry, including retention and expansion.

Eligible projects must not take more than three years to complete. Successful applicants will receive their funds once the grant is approved so that projects can commence immediately.

Project Types:

- Planning/Feasibility Studies: This includes market analyses, feasibility studies for new ventures and other planning activities that lay the groundwork for future development projects.
- Training or Events: Projects that focus on enhancing skills and capacity through conferences, webinars, or other training events.
- Marketing and Investment/Regional Promotion: Initiatives aimed at attracting investments, promoting the region, and improving its appeal to private investors through targeted marketing campaigns and strategies.
- Business Retention and Expansion Support: Projects that support the retention and expansion of local businesses, including initiatives that provide direct support to businesses to help them scale and become more competitive.
- Other: Projects that align with program priorities but do not fit into the above categories. These include innovative initiatives, pilot projects, research and development, and unique approaches that support investment readiness, economic development and business supports.

Timelines

Dates	Activity
September 16, 2024	Application Intake Opens
December 6, 2024	Application Intake Closes
December 2024 to January 2025	Application Review and Scoring
February and March 2025	Decisions and Funding

Eligibility

Eligible Applicants

Entities eligible to apply to the NRED Program include the following, which are further defined in Appendix 1:

- **Incorporated Non-Profits** with an economic development mandate, that have been operating for a minimum of one year and are in good standing with any provincial or federal filing requirements,
- **Municipalities**,
- **Indigenous Communities** (First Nations or Métis Settlements).

Applications from project-based collaborations are permitted provided the application is submitted by an eligible entity (listed above). This entity will be considered the “lead” and, if successful, will enter an agreement with JET on behalf of their organization and their collaborator(s).

The program is competitive, with a maximum available funding of \$3 million for this intake. Grant amounts range from \$10,000 to \$300,000, and projects must demonstrate secured or committed matching funding at the time of the application. It is expected that a combination of small and large grants will be funded.

Funding

In Budget 2024, the Government of Alberta committed a maximum of \$3 million for NRED in 2024/2025.

How Grant Amounts Are Calculated

NRED Grant Amounts are calculated using the applicable funding ratio and the total eligible project costs:

$$\text{Total Eligible Project Costs} \times \text{Funding Ratio} = \text{Grant Amount (subject to program minimum and maximum), rounded to the nearest \$100.}$$

The applicant is responsible for the remainder of the funding for their project.

Funding Ratio

- For Indigenous applicants*:
 - NRED will provide successful applicants up to 75% of total eligible project costs.
 - Total eligible project costs must be a minimum of \$13,333 (after eligibility assessment by the program)
 - Applicants must be able to match the funding requested at a minimum of 25% of the total eligible project cost.

*For an applicant to be considered Indigenous, the lead organization must either be a First Nation, a Métis Settlement, or an Indigenous-serving organization (meeting the definition of incorporated non-profit noted in the Eligible Applicants section).

- For all other applicants:
 - NRED will provide successful applicants up to 50% of total eligible project costs.
 - Total eligible project costs must be a minimum of \$20,000 (after eligibility assessment by the program).
 - Applicants must be able to match the funding requested at a minimum of 50% of the total eligible project cost.

Approved applicants are eligible to receive between \$10,000 and \$300,000 in NRED funding to support total eligible project costs. There is no maximum amount for the total project cost; however, NRED's support will not exceed \$300,000 per project.

To be eligible for funding, all projects that require regulatory approval (provincial or federal) must have those approvals in place prior to application.

Matching Funding

Matching funding is the portion of the total eligible project costs for which applicants (and their funding partners) are responsible:

$$\text{Total Eligible Project Costs} - \text{Grant Amount} = \text{Matching Funding}$$

All matching funding must be fully secured (i.e., received) or committed (i.e., approved) at the time of application. If funds have been committed, funding must be received before the end of the project or through a claim submitted at the end of the project. For additional details on these terms, please refer to the definitions in Appendix 1.

Accepted sources of matching funding for all applicants include:

- An applicant's internal funds;
- Funding from funding partners that may include for-profit enterprises, non-profit entities and post-secondary institutions;
- Donations from non-government entities;
- In-kind contributions:
 - Limited to 20% of the total eligible project costs, with a cap of \$15,000 (whichever is less),
 - In-kind contributions are subject to Program review and acceptance at the Program's discretion and may be adjusted if the applicant's valuation is deemed to be higher than market value;
- Funds from another level of government that is not provincial:
- Government of Canada;
- Municipal government that is not the applicant.

Applicants must provide evidence that all matching funds are either committed or secured at the time of application. Evidence should be provided for each source of funding (including the applicant's) and may include letters from the organizations that are providing the funds confirming that the funds are committed, secured (e.g., notice of approval or other award/funding notification), or equivalent. Letters should be provided on appropriate letterhead and signed by a person with the authority to commit funds or resources for the organization (Director or equivalent).

Funding Limitations

"Stacking" of funding from the Government of Alberta or its agencies (i.e., using multiple sources of Government of Alberta or agency funding for a single project) is not permitted.

More specifically, NRED funded projects and their activities must not receive any other funding through the Government of Alberta or Government of Alberta's agencies. Appendix 4 provides examples of other programs that applicants should be aware of. Applications will be reviewed by a committee composed of representatives from across the Government of Alberta and its agencies to ensure that there is no overlap.

If a project that was previously funded by NRED has not yet been completed and not all reporting requirements met, a subsequent follow-up project will not be eligible for NRED funding (e.g., project phases).

NRED will not fund projects that are contrary to any applicable legislation or regulation (for example, a project proposing to develop infrastructure on protected environmental land, contravening environmental protection regulations).

Eligible Project Costs

Eligible Project Costs are those that an applicant will be required to incur to ensure the successful completion of the project and are not listed as ineligible project costs.

Additionally, Eligible Project Costs are subject to the following restrictions:

- Travel Expenses: Allowable travel expenses within Alberta are capped at 10% of total Eligible Project Costs.
 - Eligible travel expenses include airfare (economy, with checked luggage and carry-on), intercity bus fares (economy), standard accommodation, mileage reimbursement, and rental vehicle charges for a non-luxury vehicle and fuel.
 - Travel expenses exceeding this limit are considered Ineligible Project Costs.

- **Meal Costs While Attending Workshops, Seminars, and Events:** Allowable costs for meals during workshops, seminars, or similar events are capped at 2.5 per cent of total eligible project costs. Meal expenses exceeding this limit are considered Ineligible Project Costs.
- The establishment and staffing of a new Economic Development Officer (EDO) role or equivalent is only eligible for NRED funding under certain conditions. Specifically, where the EDO role supports a project currently seeking NRED funding. In such cases, NRED could cover:
 - remuneration for the position for the entire duration of the project, up to a maximum of three years.
 - costs associated to the recruitment process, such as advertising or a recruitment firm, but not including the applicant's own human resources staff costs.
- NRED does not cover:
 - funding an existing EDO position in the organization.
 - recruitment costs to fill an existing but vacant EDO position.
- The NRED grant allocation for establishing and staffing a new Economic Development Officer (EDO) position is capped at \$12,500. While the total costs for the EDO position may exceed \$25,000, the contribution from NRED will only be provided at 50% and will be limited to a maximum of \$12,500. Note: only the portion of the EDO role that supports the NRED-funded project is eligible for NRED funding.

Ineligible Project Costs

Ineligible Project Costs are expenses that do not directly support the project or fall into a category that is not supported by the program. The following categories of expenses are ineligible:

- capital costs;
- core education, health and wellness and advancement of specific faith or political based activities;
- hospitality and entertainment costs (food, alcohol), aside from food and non-alcoholic beverages expenses allowed as an eligible project cost;
- gifts, gift cards, contests, prizes, awards, trophies, plaques, competition purses;
- contingency and miscellaneous costs;
- salary expenses for existing staff or proposed staff hires (existing salaries for can only be considered as an in-kind contribution);
- recruitment costs for staff;
- legal and accounting fees, federal Goods and Service Tax (GST), insurance;
- membership fees;
- sponsorship;
- re-granting;
- land acquisition;
- projects that may duplicate existing provincial or federal economic development initiatives in the community or region applying for funding;
- non-arm's length transactions (payments to an affiliated organization, payments to Directors/Board Members or their families);
- debt reduction or interest expenses;
- lobbying or advocacy activities;
- expenses related to preparation of funding applications;
- fundraising and similar activities not directly related to the project;
- retroactive funding for costs that have already been incurred prior to application submission;
- permits and licenses;
- operating costs;
- travel expenses or meal expenses that exceed the amount allowed under eligible project costs.

Please note: Only non-capital costs, as defined by Alberta Municipal Affairs, Generally Accepted Accounting Principles (GAAP), or tax classifications from the Canada Revenue Agency, are eligible. Capital costs, including large investments like infrastructure or major equipment, are not eligible.

Project Budget

A comprehensive project budget is required to apply for NRED funding. The budget will be used to determine the grant amount under consideration and ensure the financial feasibility and accountability of the proposed project. Below are the key components and requirements for the project budget:

Detailed Cost Breakdown

- **Direct Costs:** Clearly itemize all direct costs associated with the project. This includes expenses such as materials, labor, travel and other costs directly tied to project execution.
- **Indirect Costs:** List any indirect costs that are necessary for the project but not directly tied to a specific task. Examples include administrative expenses and overhead.
- **Ineligible Costs:** Ensure that no ineligible costs are included in the budget. Refer to the “Ineligible Project Costs” section for guidance.

Funding Sources and Matching Funds

- **NRED Funding Request:** Specify the amount of funding requested from NRED.
- **Matching Funds:** Identify and provide evidence of matching funds. This includes contributions from the applicant, partner organizations, other grants, and in-kind contributions. Ensure that matching funds are secured or committed at the time of application.
- **Funding Ratio:** For Indigenous applicants, NRED will provide up to 75% of total eligible project costs. For all other applicants, NRED will provide up to 50% of total eligible project costs.

Supporting Documentation

- **Quotes and Estimates:** Provide quotes, estimates, or historical data to substantiate the costs listed in the budget.
- **Letters of Commitment:** Include letters from collaborators or funding sources confirming their financial contributions.
- **In-Kind Contributions:** If in-kind contributions are included, provide a detailed valuation and evidence of these contributions.

Budget Template

- Applicants must use the provided budget template available on the online application portal. This ensures consistency and completeness in budget submissions.
- The template includes sections for direct costs, indirect costs, and funding sources and requires detailed explanations for each budget item.

Cost Categories

- **Personnel Costs:** Include salaries, wages and benefits for personnel directly involved in the project. Note that salaries for existing staff can only be used as in-kind contributions.
- **Travel Expenses:** Allowable travel expenses within Alberta are capped at 10% of total eligible project costs.
- **Workshop and Seminar Costs:** Costs for meals during workshops, seminars, or similar events are capped at 2.5% of total eligible project costs.

Budget Justification

Provide a narrative justification for each budget item, explaining why the expense is necessary for the project and how it was calculated; highlight any cost-saving measures or efficiencies that will be implemented.

Review and Approval of the Project Budget

The submitted budget will undergo a thorough review to ensure all costs are reasonable, necessary and directly related to the project.

By ensuring a detailed and accurate project budget, applicants can demonstrate the financial viability of their projects and enhance their chances of being approved for NRED funding. The budget should reflect a clear and realistic financial plan that supports the successful implementation and completion of the project.

Areas of Funding and Examples of Eligible Projects

For a project to be eligible for NRED Program funding, the application must clearly demonstrate how the project will achieve a measurable impact in supporting local and regional economic growth. Eligible projects must align with one or more of the following three program priorities and one or more of the different project types:

Increase Investment Readiness and Regional Attractiveness for Private Investment

A) *Planning/Feasibility Studies:*

Project Type	Description	Example Projects
Planning/Feasibility Studies	Projects that assess the potential for new investment opportunities and evaluate the feasibility.	• Conducting market surveys and data analysis to identify potential sectors for investment • Assessing regional competitive advantages and market gaps • Feasibility studies for establishing new industrial parks or commercial zones • Evaluating the viability of public-private partnership projects

B) *Marketing and Investment/Regional Promotion:*

Project Type	Description	Example Projects
Marketing and Investment/Regional Promotion	Projects that develop and implement strategies to attract private investment to the region.	• Developing investment attraction strategies for specific sectors, or industry sectors • Creating a regional investment profile aligning with provincial and federal priorities • Updating a website, and developing other marketing materials and campaigns to showcase investment opportunities • Organizing investment summits and trade shows to attract potential investors

C) *Training or Events:*

Project Type	Description	Example Projects
Training or Events	Projects that build the capacity of local and regional entities to attract and manage private investments.	• Training economic development officers in investment attraction best practices • Workshops for local and regional businesses on how to engage with potential investors • Creating resource toolkits and guides for local governments that support investment attraction without establishing new positions directly

D) *Other Projects:*

Project Type	Description	Example Projects
Other Projects	Projects that do not fit into the defined categories but contribute to investment readiness and regional attractiveness	• Research and development projects that lay the groundwork for future investments • Initiatives that enhance the region's ability to attract and retain private investment

Support Planning and Feasibility Studies that Lead to Economic Development Enabling Investments that Boost Regional Growth.

A) *Planning/Feasibility Studies:*

Project Type	Description	Example Projects
Planning/Feasibility Studies	Projects that assess the potential for new investment opportunities and evaluate the feasibility of proposed economic development projects	• Feasibility studies for establishing new business parks • Assessing the viability of development projects • Environmental impact assessments for industrial projects

B) *Training or Events:*

Project Type	Description	Example Projects
Training or Events	Projects that build the capacity of local and regional entities and provide training programs to support economic development initiatives.	• Hosting conferences and seminars on economic development strategies • Organizing training sessions for local and regional business owners and entrepreneurs • Conducting regional conferences to share best practices and innovations

C) *Other Projects:*

Project Type	Description	Example Projects
Other Projects	Projects that do not fit into the defined categories but contribute to economic development enabling investments	• Initiatives that test innovative approaches to planning and feasibility • Research projects that provide new insights into economic growth strategies

Support Local and Regional Business and Industry, including Business Retention and Expansion

A) *Business Retention and Expansion Projects:*

Project Type	Description	Example Projects
Business Retention and Expansion Projects	Projects that support the growth and expansion of local or regional businesses, including initiatives that provide direct support to businesses.	• Business retention and expansion surveys to identify barriers to growth • Feasibility studies for expanding community-led or non-profit business initiatives • Developing targeted support programs for at-risk businesses • Creating business attraction and retention strategies

B) *Training or Events:*

Project Type	Description	Example Projects
Training or Events	Projects that enhance the skills and capabilities of the local workforce and business owners to support business retention and expansion.	• Sector specific training programs and certifications that focus on niche areas not covered by existing government programs, such as advanced technology applications in specific industries • Workshops on business management and leadership that is tailored to the unique needs of regional businesses, focusing on local economic conditions and specific challenges not addressed by general government programs

C) *Other Projects:*

Project Type	Description	Example Projects
Other Projects	Projects that do not fit into the defined categories but contribute to local and regional business retention and expansion.	• Research projects aimed at understanding and overcoming barriers to business growth • Innovative business support initiatives that address unique regional challenges

Project Assessment

The following criteria will be used to assess all applications:

Category	Criteria	Maximum Points
Project Description / Collaboration / Opportunity	Anticipated Outcomes: - The project is clearly defined. - The project will grow and/or diversify the economy and addresses and supports the regional economic development priorities and needs of the community, region and/or industry sector. - There is evidence of community/regional support for the project. - There is evidence of direct/indirect positive economic impact during the project, and/or evidence of economic impact after project completion. - Outline if the project builds on an earlier economic development project completed by the applicant (e.g., project is a subsequent phase, implementation of recommendations from a study) or if the project is part of a broader strategy for development of a region or area. - If applicable, describe subsequent work or next steps for implementation that will follow completion of this project. Collaboration: - Project includes or considers collaboration with industry and/or across regions/communities, e.g., projects that demonstrate formal joint applications or collaborations between public, private and non-profit sectors to broaden the impact of projects. - Collaborative projects are strongly encouraged and should detail the roles and contributions of each collaborator. - Evidence of collaboration, such as letters of support or agreements from collaborators, should be included in the application.	40
Alignment with NRED Priorities	Strategic Fit: - The project aligns with the Program's priorities, and evidence is provided for positive economic impacts to a community, region and/or industry sector. - The project identifies tangible and measurable economic benefits. - The project demonstrates alignment with at least one of the following priority areas: - Increase investment readiness and regional attractiveness for private investment. - Support planning and feasibility studies that lead to economic development enabling investments that boost regional growth. - Support local and regional business and industry, including retention and expansion.	20
Anticipated Project Impact	Reach of the Project: - The project's scope is: - Local: Business Improvement Areas, a specific district or neighbourhood, a small town, village, hamlet, or similar place; - Regional: A large municipality (e.g., a city) or a project that significantly impacts a municipal district or multiple smaller communities within a region; - Cross-regional: Impact across two to four municipalities; - Provincial: Impact across five or more municipalities. (See the Glossary of Terms and Definitions for additional information) Economic Impact of the Project: - Provide details of the potential direct and/or indirect economic impact that would result from successful completion of the project. - Depending on the project type, this could include anticipated investment dollars, business growth, GDP growth and/or direct and indirect job creation anticipated. - Include the methodology used to calculate the metrics that demonstrate the projected economic impact of the project. Economic Development Potential: - Articulate how the project will advance economic development within the community, region or province, the opportunities that will be created, and how that impact will be measured.	10
Budget (Complete the template available on the Online Application Portal)	Costs: - Provide a complete description and justification of costs across eligible categories over the life of the project. Contributors: - Provide evidence of all confirmed or secured collaborator contributions (including the applicants) - Clearly identify if the project is leveraging co-funding opportunities with other orders of government, industry or non for profits.	15

Category	Criteria	Maximum Points
Management and Measurement (Complete the template available on the Online Application Portal)	Management and Implementation Strategy: • Demonstrate a sound methodology to manage and deliver the project, including the identification of milestones and critical success factors, as well as resource allocation, team qualifications, project management tools, and previous experience with similar projects. • Demonstrate the mechanisms to be deployed and describe the timeframe required to successfully deliver the project. • Identify risks and methods of mitigation to ensure the project is completed during the timeframe proposed. Performance Measurement Strategy: • Provide performance indicators and rationale to support the targets.	15
TOTAL		100

How to Apply

Applications must be submitted via the Program's online application portal. Applicants are encouraged to access the portal early and, if required, create the necessary account credentials to submit their proposals on or before the deadline.

The online application portal has been designed and tested to work properly in the current versions of the following browsers:

- Google Chrome
- Microsoft Edge

Using other browsers is not recommended, as users may experience errors that prevent proper completion of the application.

If you have any questions or issues, please contact the program team. Additionally, refer to the Application Companion Guide for detailed instructions on the application process.

For broader economic development support, our Regional Economic Development Specialists (REDS) provide advisory services, economic information, pathfinding support, and tools and resources. More information can be found on their contact page, <https://www.alberta.ca/regional-economic-development-resources#contact>. REDS are available to provide information, coaching and advice on how to strengthen applications.

Alberta.ca Account

A basic Alberta.ca Account, used across the Government of Alberta to authenticate online users, will be required to access the portal. If you do not have an Alberta.ca Account, you will be required to create one using the link provided on the application portal. Applicants are encouraged to do this early in the process to allow sufficient time to resolve any unforeseen issues.

Once registered for a Alberta.ca Account, applicants are required to log into the portal to complete the applicant profile. Information such as the applicant's legal name and contact details will need to be completed.

If you have any questions about creating a basic Alberta.ca Account, please visit this [website](#).

Online Application Portal

After logging in to the online application portal using your Alberta.ca Account credentials, you will be required to complete the application form, which will collect information about your organization, key contacts, and specifics

regarding the project. Blank templates for the Budget and the Management and Measurement documents, required as part of the application, are available within the portal for downloading. Once you have downloaded and completed these documents offline, you will need to upload the completed version, along with any other documents you are providing with your application when prompted.

PLEASE NOTE

As you navigate through the online application portal and complete information regarding your project, you will notice there is a line that requests you to **Select the region that best fits your project's location**.

This will help the program track statistics across Alberta, so the program can continue providing support that is responsive to the unique and evolving economic conditions in each area of our province.

You can refer to Appendix 2 to assist you in determining the region that best fits your project's location.

Required Documentation

In addition to the completion of the application form via the Program's online application portal, the following documents must also accompany the applicant's proposal and be uploaded through the portal:

- Completed Management & Measurement Template (available for download on the online application portal).
- Completed Budget Template (available for download on the online application portal).
- Letters or documents confirming matching funding has been secured or committed. Applications are ineligible without proof, in writing, that matching funding is in place and must be provided for each allocation of matching funds.
- Confirmation of in-kind contribution(s) (if it is included in the matching funds and is in the project's budget). Confirmation should be provided in writing and include the name of the organization providing the contribution, the type of contribution and value of the contribution.
- Quotes to support the proposed budget. All listed budget items must be supported/substantiated with quotes, estimates, historical information, or other relevant evidence demonstrating how the requested amount was calculated.
- Letters of support or other documents that confirm the project is supported by impacted communities.
- For an applicant that is a First Nation, a Band Council Resolution that authorizes the project.
- If funding/incentives to hire new economic development staff is included in the project and budget, the job description(s) including responsibilities of the position(s), term, and salary/wage are required.
- If the project requires regulatory approval (provincial or federal), evidence that the appropriate approval has been provided (i.e., the approval is in place at the time of application).

Submission Deadline

Applications must be submitted via the NRED Program online application portal no later than:

11:59 p.m. (MST) on December 6, 2024

(Determined from the timestamp of the application as recorded in the online application portal).

Application Review Process

Applications will be evaluated through a competitive process in alignment with the Program's criteria (see Project Assessment on pages 12 and 13 for details).

Upon submission, applications will undergo a multi-stage review process, beginning with an administrative screening of the application, which will check for completeness and eligibility under the Program Guidelines. Within the portal, the application status will remain as submitted until a final decision has been reached for all applications.

All validated applications will be reviewed by members of the Government of Alberta and/or Government of Alberta agencies who are not connected to an entity that would be eligible to apply to the Program. Panel members are chosen based on their area of expertise, senior leadership, knowledge of economic development, sector knowledge, knowledge of investment and capital attraction and for their collective ability to bring multidisciplinary expertise to the review process. This review process will be used to ensure that there is no overlap in funding of the proposed activities.

The NRED Program is competitive with a maximum amount of funding available. Meeting all the requirements for the NRED Program does not guarantee that the application will be successful and receive funding. Ineligible and unsuccessful applications will be advised of final program decisions.

Grant Agreement

Successful applicants will be provided a grant agreement for their project. The grant agreement must be signed and returned by the recipient before the deadline communicated by the program staff when the grant agreement is supplied. The grant agreement will outline the terms and conditions of support and must be signed by both parties (the recipient organization's representative and JET's representative) prior to the release of any payment. As a part of this agreement, recipients will be required to regularly report on the financial status of projects and on the outcomes achieved. The reporting schedule and requirements will be outlined in the grant agreement. Any significant variations in project scope or other requirements of the contract must be agreed to by both parties.

Freedom of Information and Protection of Privacy Act

The personal information collected through the designated online application portal for the Northern and Regional Economic Development (NRED) Program, is for the purpose of assessing the application being made to the program, to report on aggregated program statistics, and if successful, used to report on the success of each application individually and in aggregate and for compliance purposes related to the terms and conditions of the grant funding. If an opportunity is identified by the NRED Program staff, this information may additionally be shared with other Government of Alberta ministries, to determine if there is a potential to receive funding through another Government of Alberta ministry. This collection is authorized by section 33 (c) of the Freedom of Information and Protection of Privacy Act. For questions about the collection of personal information, contact the NRED Program Administrator at 1-833-538-6733, by email at NRED.program@gov.ab.ca, or by mail at Jobs, Economy and Trade, c/o NRED Program Administrator, 8th Floor, Commerce Place, 10155 – 102 Street NW, Edmonton, AB T5J 4G8.

Contact Information

All correspondence regarding NRED, including questions, should be sent by email to:

NRED.program@gov.ab.ca

The NRED Program is also available by phone:

1-833-JET-NRED (1-833-538-6733)

Appendix 1 – Glossary of Terms and Definitions

Term	Definition
Business Improvement District	A Business Improvement District (BID) is a designated area where local businesses collaborate to manage improvements and promote economic development, enhancing the area's attractiveness and supporting local businesses.
Capital Costs	Costs which are typically large investments such as infrastructure or major equipment. Applicants should follow the regulations and standards that apply to their organization, which may include guidelines from Alberta Municipal Affairs for municipalities, the Generally Accepted Accounting Principles (GAAP) in Canada, or tax classifications from the Canada Revenue Agency. Capital costs are not eligible for support under the NRED Program.
Community	A community is a group of people, organizations, and/or municipalities that share common economic development interests and goals. This collective focuses on collaborative efforts to enhance economic growth and prosperity within their area.
Confirmed Funding	Funding provided from a source other than the NRED Program that the applicant will receive upon the fulfilment of a certain deliverable or at a certain point in time established by the funder. All matching funds must be committed or secured at the time of application.
Cross-regional	Cross-regional refers to an area that is comprised of two to four geographic areas, typically a municipality, but can include Indigenous communities, or an Urban Service Area of a Specialized Municipality, as defined by Alberta Municipal Affairs.
Grant Agreement	The legal agreement that commits a successful NRED Program applicant to the terms and conditions of the Program. Successful applicants will be provided with a standardized agreement, which they must sign and return within the timelines specified. Once JET has approved and signed an applicant's agreement, funding will be paid to the applicant.
Indigenous Communities	Indigenous communities are made up of the following: • Métis Settlements established under the <i>Metis Settlements Act</i>, • First Nations located in Alberta and recognized under the Federal <i>Indian Act</i> and listed on Crown-Indigenous Relations and Northern Affairs Canada's webpage and their associated Tribal Councils.
In-Kind Contributions	Valuation of a donation of time, materials or goods by companies or organizations, including use of space that supports the delivery of the project. All in-kind contributions must be fair market value.
JET	Alberta Jobs, Economy and Trade
Lead Applicant	The lead applicant is the primary contact for project-based partnerships and is the eligible entity that applies to the NRED Program for funding. If successful, the lead applicant enters into the grant agreement with JET, is responsible for the completion of the project, and will be required to regularly report on the financial status of projects and on the outcomes achieved.
Local	Local refers to an area that is a neighbourhood, business district, small town, or other similar area. There is normally a generally recognized name or description for this area.
Municipalities	As listed on the Alberta Municipal Affairs Municipal Profiles webpage, and specifically include: • Alberta incorporated municipalities recognized under the <i>Municipal Government Act</i>: – Cities, – Towns, – Villages, – Municipal Districts, – Summer Villages, – Specialized Municipalities, • Alberta Improvement Districts recognized under the <i>Municipal Government Act</i>, • Alberta Special Areas recognized under the <i>Municipal Government Act</i>, • Alberta Regional Services Commissions recognized under the <i>Municipal Government Act</i>. • Alberta Municipally Controlled Corporations recognized under the <i>Municipally Controlled Corporations Regulation</i> that has an economic development mandate.
Non-Profit Entities	Organizations, associations, or societies, with the primary purpose of economic development that are: • Alberta incorporated, or • Federally incorporated, who must partner with a provincially (Alberta) registered eligible entity and undertake an Alberta-based project. Entities must have been actively operating for a minimum of one year and be in good standing with required filings.
NRED Program	Northern and Regional Economic Development (NRED) Program.
Provincial	Provincial refers to an area that benefits anywhere from five or more regions to the entire province of Alberta.

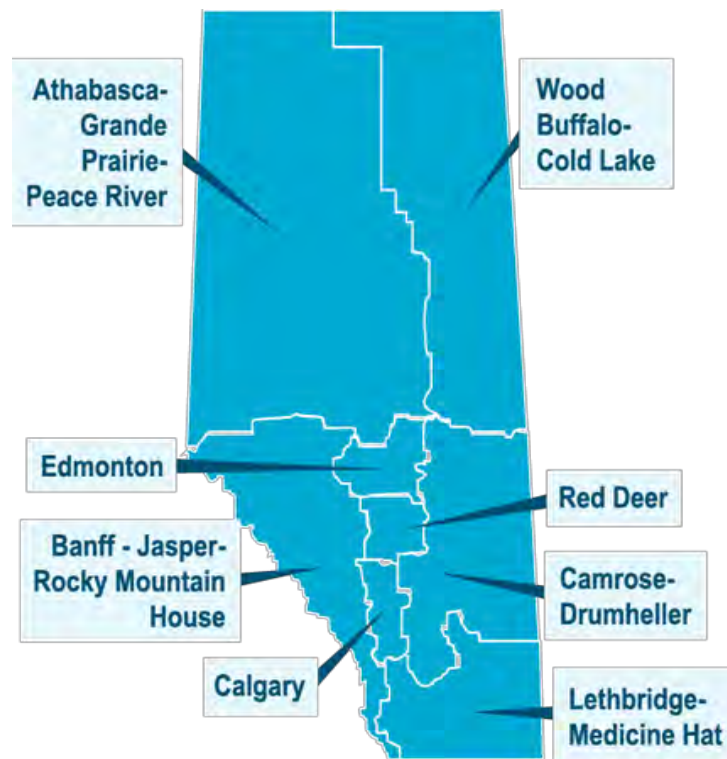
Term	Definition
Region/Regional	<i>For the Project Assessment scoring:</i> Regional refers to a larger area such as a large municipality (e.g., a city) or a project that significantly impacts a municipal district or multiple smaller communities within a region. <i>For the Online Application Portal:</i> When prompted to “Select the region that best fits your project’s location”, region refers to one of the eight regions used for reporting and statistical purposes by NRED and is outlined in Appendix 2.
Regional Business	A regional business operates across multiple localities within a defined geographic region, supporting economic growth, job creation, and community prosperity.
Secured Funding	Funding provided towards the project from a source other than the NRED Program, for which the applicant has met all conditions, or which has already physically received.
Urban Service Area of a Specialized Municipality	An Urban Service Area of a Specialized Municipality is a designated zone within a larger municipality that provides urban-level services and infrastructure, similar to cities or towns.

Appendix 2 – Regions

There are eight economic regions in Alberta, which are defined by Statistics Canada in their Standard Geographical Classification. NRED will use these regions to aggregate and analyze program data for purposes that include administration of the program or to provide statistical information needed to inform future program development.

Please select the appropriate region for your project. You can determine if a specific location is in a particular region by clicking on the following links and viewing the list provided:

- [Lethbridge—Medicine Hat](#)
- [Camrose—Drumheller](#)
- [Calgary](#)
- [Banff—Jasper—Rocky Mountain House](#)
- [Red Deer](#)
- [Edmonton](#)
- [Athabasca—Grande Prairie—Peace River](#)
- [Wood Buffalo—Cold Lake](#)



Appendix 3 – NRED Program Matching Funding Examples

Example 1: First Nation applicant that is pursuing a \$100,000 project assuming all costs are eligible (i.e., total eligible project costs are \$100,000)

- Application applied for an NRED grant of \$75,000 (75% of the project's value)
- Applicant must have secured or confirmed Matching Funds of \$25,000 (25% of the project's value)

NRED Program Grant Request	\$75,000
Cash Contribution from Applicant	\$20,000
In-Kind Contribution from Applicant	\$1,000
Cash Contribution from Municipality Partner	\$4,000
Total Project Value	\$100,000

Example 2: Municipal applicant that is pursuing a \$50,000 project assuming all costs are eligible (i.e., total eligible project costs are \$50,000):

- Application applied for an NRED grant of \$25,000 (50% of the project's value)
- Applicant must have secured or confirmed matching funds of \$25,000 (50% of the project's value)

NRED Program Grant Request	\$25,000
Cash Contribution from Applicant	\$20,000
In-Kind Contribution from Applicant	\$1,000
Cash Contribution from Municipality Partner	\$4,000
Total Project Value	\$50,000

Example 3: Municipal applicant that is pursuing a \$100,000 project assuming all costs are eligible and federal grant funding is included (i.e., total eligible project costs are \$100,000):

- Application applied for an NRED grant of \$50,000 (50% of the project's value)
- Applicant must have secured or confirmed matching funds of \$50,000, including the federal grant funding (50% of the project's value)

NRED Program Grant Request	\$50,000
Cash Contribution from Applicant	\$36,000
Federal Grant Funding	\$10,000
Cash Contribution from Municipality Partner	\$4,000
Total Project Value	\$100,000

Appendix 4 – Other Sources of Government of Alberta Funding

The following is a list of Government of Alberta sources of funding that may be applicable to economic development projects. It is provided for convenience but should not be considered an exhaustive list. If you do not meet all the eligibility criteria to apply for funding from NRED, another Government of Alberta funding program may be appropriate. You are responsible for contacting these ministries directly for any enquiries related to these programs. JET does not refer any applications made to NRED that do not meet NRED's eligibility criteria.

Applicants are reminded that all received or approved sources of funding, regardless of the source, must be disclosed.

Small Community Opportunity Program (SCOP)

Administered by Alberta Agriculture and Irrigation, the Small Community Opportunity Program (SCOP) provides grants to tackle challenges and tap into opportunities in rural areas. Indigenous and small communities, as well as non-profit groups they work with may support projects between \$20,000 and \$100,000. By building capacity in the agriculture industry and small business, these rural communities will grow their economic footprint.

[Small Community Opportunity Program | Alberta.ca](#)

Alberta Community Partnership (ACP)

Administered by Alberta Municipal Affairs, the Alberta Community Partnership (ACP) is a program designed to improve the viability and long-term sustainability of municipalities. The program is focused on projects that result in regional municipal service delivery foundations or frameworks that align with broader regional or municipal priorities and initiatives. This can include new or enhanced regional emergency management frameworks, regional plans for emergency preparedness or disaster mitigation, and regional growth plans. ACP also includes a component to support internships for Administrators, Finance Officers and Land-Use Planners.

[Alberta Community Partnership | Alberta.ca](#)

Strategic Transportation Infrastructure Program (STIP)

Administered by Transportation and Economic Corridors, the Strategic Transportation Infrastructure Program (STIP) provides financial assistance to rural and smaller urban municipalities for developing and maintaining key transportation infrastructure. STIP supports municipalities as they complete projects that improve accessibility and the movement of goods to market, increase opportunities for economic growth and enhance safety and efficiency while extending the life of key transportation infrastructure.

[Strategic Transportation Infrastructure Program \(STIP\) | Alberta.ca](#)

Aboriginal Business Investment Fund (ABIF)

Administered by Alberta Indigenous Relations, the Aboriginal Business Investment Fund (ABIF) can partially or completely fund capital costs for Indigenous community-owned economic development projects. Projects like these improve social and economic outcomes for Indigenous Peoples and their communities.

[Aboriginal Business Investment Fund | Alberta.ca](#)

Alberta Export Expansion Program (AEEP)

The Alberta Export Expansion Program (AEEP) supports Alberta's small- and medium-sized enterprises (SMEs), industry associations, Indigenous organizations, economic development organizations and other non-profit organizations promoting Alberta exports through international travel to formal trade events. AEEP is designed to highlight Alberta's export opportunities on the global stage and support Alberta businesses to diversify into new international markets.

[Alberta Export Expansion Program | Alberta.ca](#)

Alberta Indigenous Opportunities Corporation (AIOC)

A Crown Corporation of the Government of Alberta, the Alberta Indigenous Opportunities Corporation (AIOC) exists to help Indigenous Nations and groups across our province transform ideas and innovation into action. AIOC supports Indigenous investment in natural resources, agriculture, telecommunication and transportation projects, using up to \$3 billion in loan guarantees to help make it easier to access capital, improve lending terms and make financing more affordable. AIOC aims to create economic prosperity and strengthen communities – here and now and for future generations.

[Alberta Indigenous Opportunities Corporation - Alberta Indigenous Opportunities Corporation \(theaioc.com\)](#)

Workforce Partnership Grants

Workforce Partnership grants provide funding to organizations such as employers, industry and sector associations, regional organizations and Indigenous organizations to support labour market adjustment strategies and workforce development, including initiatives to attract and retain workers through partnerships.

The Workforce Partnership Grants consists of two programs:

- Labour Market Partnerships is intended to assist industry, communities and Indigenous organizations with common labour market needs to identify, develop and support projects that enhance workplace development and labour market adjustment strategies. Effective collaboration among partners can improve their capacity to deal with workforce demands, such as improving the balance between labour supply and demand, implementing labour force adjustments, and supporting economic growth on a regional and/or provincial level.
- Workforce Attraction and Retention Partnerships is intended to assist employers, employer and industry associations to take timely and direct action to attract and retain workers. Effective partnerships will help improve and address skill and labour shortages, address workforce issues and build on activities that benefit the broader labour market.

[Workforce Partnership Grants | Alberta.ca](https://www.alberta.ca/workforce-partnership-grants.aspx)

CONFIRMED MINUTES

Regular Meeting of the Town of Strathmore Library Board

Tuesday, May 21, 2024

7:00 p.m.

Strathmore Municipal Library Program Room

PRESENT Trustee Ann Horn, Chair
Trustee Melissa Langmaid, Vice Chair
Trustee Caleigh Haworth, Secretary
Trustee Sunday Adeola, Treasurer
Trustee Tammy Anderson
Trustee Ruth McCluskey
Trustee Marie Mortreuil
Trustee Taura Fox Walker
Trustee Robyn Weinkauf

ABSENT WITH NOTICE Trustee Lindsay Walker

CALL TO ORDER

Trustee Horn called today's meeting to order at 7:02 p.m.

1. OPENING REMARKS

2. CONFIRMATION OF AGENDA

Moved by Trustee Langmaid

To approve the agenda for the May 21, 2024, Town of Strathmore Library Board Regular Meeting, as amended to include:

5.2. Acting Pay Stipend

MOTION CARRIED

Chair

Secretary

3. CONFIRMATION OF MINUTES OF APRIL 16, 2024 (Appendix A)

Moved by Trustee Fox Walker

To approve the minutes of the April 16, 2024, Town of Strathmore Library Board Regular Meeting, as presented.

MOTION CARRIED

4. REPORTS

4.1. Director's Report – May 2024 (Appendix B) and Board Meeting Program Report – April 2024 (Appendix C) – Rachel Dick Hughes

4.2. Request for Reconsideration Item Challenge (Appendix D) – Rachel Dick Hughes

Moved by Trustee Langmaid

To decline the request for reconsideration for *Pride Colors* by Robin Stevenson as recommended by the Director of Library Services and issue a letter of explanation to the requestor.

MOTION CARRIED

4.3. Strategy & Community Committee Chair

4.4. CALP Symposium Debrief – Ann Horn

5. NEW BUSINESS

5.1. Calendar look ahead:

- September - Stronger Together Library Conference, October 3rd – 4th Edmonton, AB. This conference is a collaboration of NLLS, YRL, PLS, TAL, LAA, and ALTA. <https://www.facebook.com/StrongerTogetherConference/>

5.2. Acting Pay Stipend

Moved by Trustee Langmaid

To approve a 10% stipend to be paid to the staff member who fulfills the duties of the Director of Library Services when the Director of Library Services is absent from the library for seven or more consecutive days.

MOTION CARRIED

6. OLD BUSINESS

- 6.1. Closed Meeting – Advice from Officials – FOIP Section 24(1)(b) – Regulatory Communication Update

Moved by Trustee Langmaid

To go in-camera at 8:03 p.m.

MOTION CARRIED

Moved by Trustee Horn

To come of in-camera at 8:33 p.m.

MOTION CARRIED

7. ADJOURNMENT

Moved by Trustee Horn

To adjourn the meeting at 8:35 p.m.

MOTION CARRIED

NEXT REGULAR MEETING

June 18, 2024

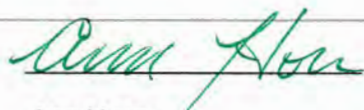
APPENDICES

A – Unconfirmed Minutes of the April 16, 2024, Town of Strathmore Library Board Regular Meeting

B – Director's Report – May 2024

C – Board Meeting Program Report – April 2024

D – Request for Reconsideration – Pride Colors



Ann Horn
Chair



Caleigh Haworth
Secretary

CONFIRMED MINUTES

Regular Meeting of the Town of Strathmore Library Board

Tuesday, June 18, 2024

7:00 p.m.

Strathmore Municipal Library Program Room

PRESENT Trustee Ann Horn, Chair
Trustee Melissa Langmaid, Vice Chair
Trustee Caleigh Haworth, Secretary
Trustee Sunday Adeola, Treasurer
Trustee Tammy Anderson
Trustee Ruth McCluskey
Trustee Marie Mortreuil
Trustee Taura Fox Walker
Trustee Lindsay Walker
Trustee Robyn Weinkauff

GUESTS Courtney Helfrich, True North
Rebecca Stone, SAIL

CALL TO ORDER

Trustee A. Horn called today's meeting to order at 6:55 p.m.

1. OPENING REMARKS

Welcome to our guests, Courtney Helfrich (True North) and Rebecca Stone/ (SAIL).

2. CONFIRMATION OF AGENDA

Moved by Trustee M. Langmaid

To approve the agenda for the June 18, 2024, Town of Strathmore Library Board Meeting, with the following amendments:

Section 5.2.2 – Fundraising Update and Silent Auction

6.3 – Approval of Additional Funding for Marigold Conference (fees increased)

6.4 – First Aid Training for Staff (additional funding needed)

6.5 – Spending for Consultation on Employment Lawyer


Chair


Secretary

- 6.6 – Audit Update
- 7 – Closed Meeting – Advice from Officials
- 8 – Adjournment

MOTION CARRIED

3. PRESENTATION FROM TRUE NORTH

4. CONFIRMATION OF MINUTES OF MAY 21, 2024 (Appendix A)

Moved by Trustee L. Walker

To approve the minutes for the May 21, 2024, Town of Strathmore Library Board Regular Meeting as presented.

MOTION CARRIED

5. REPORTS

- 5.1.** Director's Report – June 2024 (Appendix B) and Board Meeting Program Report – May 2024 – Rachel Dick Hughes
- 5.2.** Strategy & Community Committee Chair
 - 5.2.1** Post-parade library fundraiser, Saturday, August 3, 9:30 a.m. – 1:30 p.m.
 - 5.2.2** Fundraising Update and Silent Auction

6. NEW BUSINESS

- 6.1.** Stronger Together Library Conference, October 3rd – 4th, Edmonton, AB. This conference is a collaboration of NLLS, YRL, PLS, TAL, LAA, and **ALTA**.
<https://strongertogetherconf.ca/>
 - Early-bird registration \$289 (in effect until Aug.1). Regular registration (after Aug.1) \$389.
- 6.2.** Calendar look ahead:
 - September
 - October - October 18th (3rd Friday) is Canadian Library Workers Day
- 6.3.** Approval of Additional Funding for Marigold Conference (fees increased)

Moved by Trustee C. Haworth

That funds marked for transfer to Reserve be moved to the Staff Course and Conference Fee budget line.

MOTION CARRIED

6.4. First Aid Training for Staff (additional funding needed)

6.5. Spending for Consultation on Employment Lawyer

6.6. Audit Update

Moved by Trustee M. Langmaid

To ratify the email motion from May 31, 2024, to approve the 2023 Financial Audit of the Strathmore Municipal Library.

MOTION CARRIED

7. CLOSED MEETING – Advice from Officials

Moved by Trustee M. Langmaid

To go in-camera under FOIP section 24(1)b at 9:17 p.m.

MOTION CARRIED

Moved by Trustee Langmaid

To come out of in-camera at 9:20 p.m.

MOTION CARRIED

8. ADJOURNMENT

Moved by Trustee A. Horn

To adjourn the meeting at 9:22 p.m.

MOTION CARRIED

NEXT REGULAR MEETING

September 17, 2024

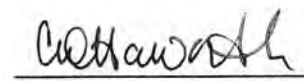
APPENDICES

A – Unconfirmed Minutes of the May 21, 2024, Town of Strathmore Library Board Regular Meeting

B – Director's Report – June 2024



Ann Horn, Chair


Caleigh Haworth, Secretary

**WHEATLAND HOUSING MANAGEMENT BODY
REGULAR MEETING
September 19, 2024**

Minutes of the Regular Meeting of the Wheatland Housing Management Body, held at the Wheatland Lodge, 76 2nd Street, Strathmore, Alberta on Thursday, September 19, 2024, at 7:00pm.

Board Members Present:

Hospice Society	G. Koester ~ <i>via phone</i>
Strathmore Lions Club	L. Voermans
Town of Strathmore	R. Wegener
Village of Hussar	L. Schultz
Village of Rockyford	L. Smith
Village of Standard	M. Gauthier
Wheatland County	S. Laprise
Wheatland County	R. Laursen
Member At Large	K. Clayton

Attendees Present:

CAO	V. Cook
Finance & HR Coordinator	C. Hickey ~ Recording Secretary
Maintenance Supervisor	P. Neufeld
Resident Manager	C. Shworak

Absent:

Town of Strathmore	D. Peterson
Wheatland County	J. Wilson

Meeting not recorded as Zoom was malfunctioning

Board Vice Chair, SMITH, called the meeting to order at 7:02PM.

Mission Statement - Ensuring everyone has a place to call home.

Vision Statement - Wheatland Housing Management Body governs to serve individuals and families through safe and affordable senior and social housing.

Agenda Additions

F.2.e) Drumheller Mail Article

F.2.f) Public Meeting via Zoom ~ Public/Private

RESOLUTION 44-09-01
Agenda

LAPRISE MOVED to approve the agenda as amended.

- Carried.

Consent Agenda

- Regular Board Meeting Minutes – June 27, 2024
- Board Resolution Action
- Financial Reports – Lodge & Social Housing - July 2024
- Maintenance Reports – Lodge & Social Housing – August 2024
- Social Housing Report
- Resident Manager Report
- CAO Report



**WHEATLAND HOUSING MANAGEMENT BODY
REGULAR MEETING
September 19, 2024**

RESOLUTION 44-09-02
Consent Agenda

- Committee Reports – N/A

WEGENER MOVED to approve the Consent Agenda as presented.

- Carried Unanimously.

Old Business

Social Housing

Lodge

Roof Replacement Update

- Approximately 2 weeks away from full job completion.
- Singles and flat top are complete. Currently working on all metal work.
- The large hailstorm caused no damage. Roof was inspected within 24 hours after storm and was found to be still in 100% good shape.
- May be some minor stucco repair.
- Are still well below max contingency fund.
- Baxter has been inspecting every 3 or 4 working days and keeping a wonderful eye on the project.

Mediation Response from Wheatland County

- Vickey, per Boards direction, has sent letter requesting mediation on May 21, 2024. Wheatland County CAO responded requesting further information on June 7, 2024.
- Vickey, per Boards direction, sent a response letter on June 28, 2024. Wheatland County CAO responded on August 15, 2024, refusing the request for mediation.
- In WHMBs Action Plan, will change action item regarding mediation to state refusal from Wheatland County to move forward.

Capital Maintenance Reserve

- Vickey sent letters on June 28, 2024, to all Municipalities requesting approval for the formation of a Capital Maintenance Reserve Fund for the currently Lodge.
 - Letter requested a response by mid September.
- As of todays date, Village of Rockyford, Village of Hussar and County of Wheatland responded.
 - Martin confirms Village of Standard's has been approved and letter should be seen soon.
 - Richard confirms Town of Strathmore's has been approved and letter should be seen soon.
- Village of Rockyford and Village of Hussar's letters both stated they are in approval of such fund set up
- Wheatland County states that the funds previously collected should be earmarked as contributions rather than reserve funds and not contributed to 2024 fund request.
- Suggestion from Housing Advisor that WHMB treat all money that was previously contributed to the intent of a Capital Maintenance Reserve Fund as a contribution, pay for the roof from these monies and if the board wishes to go forward with the Capital Maintenance

**WHEATLAND HOUSING MANAGEMENT BODY
REGULAR MEETING
September 19, 2024**

Reserve fund, start the request to municipalities for a Capital Maintenance Reserve Fund.

- Suggest returning this 2024 municipal contribution to Town of Strathmore, Village of Rockyford, Village of Standard and Village of Hussar (none received from Wheatland County in 2024) that were paid to WHMB. Use the remaining contributions from previous years from ALL municipalities towards the roof repair ~ then requisition the remaining of the roof repair after year end 2024 per regular requisitioning.

**RESOLUTION 44-09-03
Roof Contribution**

VOERMANS MOVED to defer this issue until the next regular scheduled board meeting.

- Carried Unanimously.

- Wheatland County requested WHMB send them a detail of what historic surpluses were spent on and when/how received.
 - Vickey asked for further information from Housing Advisor regarding their request and the response was as follows:
 - *"As per the AHA s 7(4); a HMB shall supply a copy of its estimates and copy of its calculation of the requisitioned amounts to the municipality. SO, either the HMB or Municipality should have the last few years in their files"*
 - *"As per the AHC s 15(2)(b); a HMB shall forward the annual financial statements, together with the auditor's report to all municipalities that the management body requisitioned. Same as above, both should have copies of previous years in their files"*
 - *"It is not necessary to go to that detail, however if the County does not have the last few years feel free to provide to them that audited financial statements for the last 3 years"*

**RESOLUTION 44-09-04
Response Letter to
Wheatland County**

GAUTHIER MOVED to have administration send response letter to Wheatland County regarding request for detail on finances informing them that Audited Financial Statements have already been provided over the years.

- Carried Unanimously.

CMHC Funding Application

- The application has been approved for the \$150,000 seed amount and the loan in the amount of \$99,500. Vickey notes that with WHMB accepting a \$99,500 loan through CMHC, WHMBs intention is to not be spending these loan funds as we have no way to pay back said loan until an agreement has been made with all municipalities regarding funding the potential new build.
 - If any of these loan funds get used, it must be paid within a year's time or request permission for an extension from the Minister.
- These funds have a deadline to spend by the end of 2024
- Building Committee met with M3 and Isaac Marinas yesterday (September 18, 2024) to decide how to best utilize \$150,000 seed funding.

**WHEATLAND HOUSING MANAGEMENT BODY
REGULAR MEETING
September 19, 2024**

- It was very clear that the cost was not to exceed the \$150,000 including any fees from Derek Weiss and M3.
- Another meeting will be held on Wednesday, September 25, 2024 with M3 to help prioritize what would be the best way to spend these funds.
- At this time, we do not have any additional funding
- Once the building committee has meeting and comes to a decision, the Building Committee can move forward with spending these funds (per prior discussions) and to ensure Vickey is informed and can share this information with all board members.

New Business

Social Housing

Lodge

Managing Emergency Responses

- Evacuation Plan Policy was recommended for Social Housing tenants in Operational Review. Advisor said to simply put that WHMB follows Municipal protocol. When inquired what the county and towns evacuation protocol was, it was very vague and just stated to go to George Freeman School.
- Administration at WHMB has been working on an emergency plan for years and with recent disasters, it has made us relook at our plan.
- Christi has done a great job of current emergency plan for the lodge and has recently involved Richard for some insight on the Management Emergency Responses.
 - Although we have a good internal plan, WHMB has to come up with a plan for outside of the Lodge for our residents.
 - Identify the core needs and develop a plan for each of those.
 - Large undertaking that Christi has already begun doing research on.
 - Reaching out to board members to assist, and potentially create a committee, to address and create such a plan with Christi.

**RESOLUTION 44-09-05
Managing Emergency
Response**

SCHULTZ MOVED that a committee be formed of Martin Gauthier, Richard Wegener, Len Voermans and Christi Shworak to create and emergency plan and evacuation plan policy.

- Carried Unanimously.

Human Resources Policy Review & Approval

- Policies worked on by Vickey and Shannon
- Policies emailed out previously to board members for review

**RESOLUTION 44-09-06
Human Resource Policies**

VOERMANS MOVED to accept the Human Resource Policies as presented.

- Carried Unanimously.

**WHEATLAND HOUSING MANAGEMENT BODY
REGULAR MEETING
September 19, 2024**

Board Self- Evaluation Questionnaire

- Vickey emailed voluntary questionnaire to board prior to meeting.
- Organizational Board Meeting is coming in October so thought it was a great time to review.
- Vickey will have a 3rd party review questionnaires and tally results to ensure a natural presentation of results.
- Its great for the board to review the Board Competencies and for the municipalities to review as well prior to assigning councillors and/or individuals to WHMB board.
 - Minister also wants competency-based boards.
- It is difficult to have numerous new board members each year, especially during these times. Suggested a letter be sent to the municipalities requesting board members remain the same if possible; especially with elections coming in the following year.

**RESOLUTION 44-09-07
Board Evaluation**

GAUTHIER MOVED to have administration send letters to each municipalities requesting to keep board members the same.

- Carried Unanimously.

Operational Review ~ Hand Out

- Review was completed on July 22 & 23, 2024 by 5 members from the Alberta Government. Review went very well and was a successful review with minor items on the Action Plan.
- The Action Plan from the review was reviewed on August 2, 2024
- Upon completion of the review, a meeting with the Board Chair, Vice Chair, CAO and Housing Advisors; Valerie Puttick and Brenda Elliott.
- Board to review these action items tonight on Action Plan and respond with the measures they plan to take to resolve the matter including date of implementation. Deadline is October 4, 2024.
- Action Item – Alternates
 - The board asked that during the review, Vickey was to inquire about the request from the three Villages to appoint alternate board members
 - Response was it is expected that members who accept the board appointment to be able to attend the meeting and be knowledgeable of board business. Board members, as directors, have duties to fulfill such as; failure to meet these duties can result in personal liability for a director. As such, the Ministerial Order (MO) cannot be amended to allow for the appointment or alternative board members at this time.
 - A reminder of 5.6 of the Ministerial Act - disqualification of a board members when the board member is absent from 2 consecutive regular board meetings unless subsection (2) applies
 - Subsection (2) – A board member is not disqualified by being absent from regular board meetings under subsections (10b) if the absence is authorized by the board any time before the end of the next regular meeting of the board immediately following the section meeting missed
 - A letter has been sent in response to the Villages request letter.



**WHEATLAND HOUSING MANAGEMENT BODY
REGULAR MEETING
September 19, 2024**

- Action Item - Inventory list – WHMB has had an ongoing inventory list, however, it is required to be more detailed; separating the inventory by unit.
- Action Item – Rent Review – Rent review is to be brought to the board yearly. Have been doing every few years but will not be reviewed January of each year moving forward.
- Action Item – Policies – WHMB had some policies missing or required updating. Some actions we had in place, however did not have a separate policy created for this. Policies sent to board members for review prior to board meeting.

- Board Recruitment Policy

**RESOLUTION 44-09-08
Board Recruitment Policy**

WEGENER MOVED to approve the Board Recruitment Policy as presented.

- Carried Unanimously.

- Alcohol Policy (Social Housing)

**RESOLUTION 44-09-09
Alcohol Policy**

LAPRISE MOVED to approve the Alcohol Policy as presented.

- Carried Unanimously.

- Eviction Policy

**RESOLUTION 44-09-10
Eviction Policy**

VOERMANS MOVED to approve the Eviction Policy as presented.

- Carried Unanimously.

- Inventory Policy

**RESOLUTION 44-09-11
Inventory Policy**

SCHULTZ MOVED to approve the Inventory Policy as presented.

- Carried Unanimously.

- Bad Debt Policy (Social Housing)

**RESOLUTION 44-09-12
Bad Debt Policy**

GAUTHIER MOVED to approve the Bad Debt Policy as presented.

- Carried Unanimously.

- Late Payment/Arrears Policy

**RESOLUTION 44-09-13
Late Payment/
Arrears Policy**

WEGENER MOVED to approve the Late Payment/Arrears Policy as presented.

- Carried Unanimously.

- Resident Tenant Dispute Resolution Policy

**RESOLUTION 44-09-14
Resident Tenant Dispute
Resolutions Policy**

LAPRISE MOVED to approve the Resident Tenant Dispute Resolution Policy as presented.

- Carried Unanimously.



**WHEATLAND HOUSING MANAGEMENT BODY
REGULAR MEETING
September 19, 2024**

**RESOLUTION 44-09-15
Cyber Security Policy**

- Cyber Security Policy

LAURSEN MOVED to approve the Cyber Security Policy as presented.

- Carried Unanimously.

**RESOLUTION 44-09-16
Emergency Evacuation
Of a Community Policy**

- Emergency Evacuation of a Community Policy (Social Housing)

SCHULTZ MOVED to approve the Emergency Evacuation of a Community Policy as presented.

- Carried Unanimously.

**RESOLUTION 44-09-17
Discretionary Points
Policy (SH)**

- Discretionary Points Policy (Social Housing)

LAPRISE MOVED to approve the Discretionary Points Policy (SH) as presented.

- Carried Unanimously.

**RESOLUTION 44-09-18
Discretionary Points
Policy (L)**

- Discretionary Points Policy (Lodge)

LAURSEN MOVED to approve the Discretionary Points Policy (L) as presented.

- Carried Unanimously.

- Discussions on the review
- Review was successful and WHMB is proud of the outcome of the review. There are no large action items and WHMB is doing business well
- WHMB should have administration share this positive information with the MLAs and Martin Shields and with the public such as an advertisement in the paper.
 - CAO read possible advertisement for paper

**RESOLUTION 44-09-19
Operational Review Sharing**

LAPRISE MOVED that the CAO shares the information from the Operational Review with municipalities CAOs, MLAs and Martin Shields.

- Carried Unanimously.

**RESOLUTION 44-09-20
Newspaper Advertisement**

GAUTHIER MOVED that the CAO takes out an advertisement in the Strathmore Times and the Drumheller Mail regarding "WHMB Operational Review" per presented.

- Carried Unanimously.

Agenda Addition

Article in the Drumheller Mail

- Article handed out and read by all who had not yet seen it

**WHEATLAND HOUSING MANAGEMENT BODY
REGULAR MEETING
September 19, 2024**

- Not a positive article for WHMB
- Does WHMB want to respond to this article? Is WHMBs advertisement for Operating Review enough?
- Why does WHMB never get to respond prior to information being printed in the newspapers? The information presented is always one sided and never includes response from WHMB
- Discussions on options on how to move forward
- May be a good idea to have Glenn reach out to inform the papers that WHMB is always available for comment when printed news involves WHMB

Agenda Addition

Recorded Meetings/Zoom ~ Public/Private

- Vickey asked auditors if it is essential to record board meetings
 - WHMB does not have to record the meetings but for the minute taker review it may be necessary.
 - Recorded meetings do not need to be shared
 - Guests are aloud to come and listen in the gallery
 - Speakers would need to request prior to the meeting
 - Discussions on how to move forward
 - Per discussion, WHMB will create a policy regarding this, and bring to a following meeting for approval.

Governance Review

- There are 2 items left to address on the Governance Review
- Agreed to address and work on after the Organizational Board Meeting in November

In Camera ~ Labour

**RESOLUTION 44-09-21
In Camera**

GAUTHIER MOVED to go in-camera at 9:13PM.

- Carried Unanimously.

**RESOLUTION 44-09-22
Out of Camera**

WEGENER MOVED to go out-of-camera at 10:13PM.

- Carried Unanimously.

Important Dates

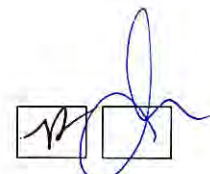
October 8, 2024 – Southern Regional Meeting
December 19, 2024 – Resident Christmas Party

Next Meeting Date

October 17, 2024

Following Meeting Dates

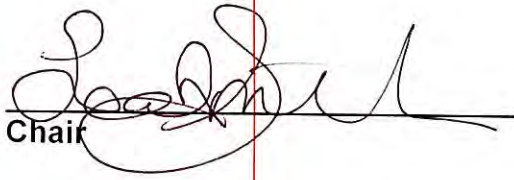
November 21, 2024 (incl. Organizational Meeting)
December ~ at call of chair

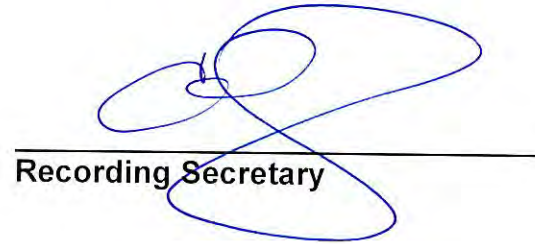


WHEATLAND HOUSING MANAGEMENT BODY
REGULAR MEETING
September 19, 2024

RESOLUTION 44-09-23
Adjournment

GAUTHIER MOVED the meeting adjourn at 10:14PM.
• Carried Unanimously.


Chair


Recording Secretary

WHEATLAND AND ADJACENT DISTRICTS EMERGENCY MEDICAL SERVICES ASSOCIATION
(WADEMSA) REGULAR MEETING MINUTES OF SEPTEMBER 16, 2024

Minutes of the Regular Meeting of the Wheatland and Adjacent Districts Emergency Medical Services Association (WADEMSA) held at Wheatland County, September 16, 2024, commencing at 7:00 P.M. with the following present:

In Attendance:	Chairman	D. Burke
		S. Klassen
		R. Laursen
		D. Peterson
		L. Schultz
		A. Sommerfeldt
		R. Wegener
		R. Witty
	CAO	D. Hendricks
	Secretary/Treasurer	Jason Engelland
	AHS	Enzo della Rocca
	Alberta Health	J. Watson
	Strathmore Times	

Call to Order Mr. Burke called the meeting to order at 708: pm.

RESOLUTION 24-55
Agenda **LAURSEN MOVED** approval of the agenda with the addition of one new business item.

Carried.

AHS Request for Return
Of Surplus Funds Mr. Burke welcomed Alberta Health Services EMS Contract Strategy & Performance Director Jason Engelland and Alberta Health Director of Emergency Health Services, Acute Care Division, Enzo della Rocca to the meeting. He asked Mr. Engelland to open the dialogue regarding the AHS request for the return of surplus funds as per his May 27, 2024 letter.

Mr. Engelland outlined the AHS position in requesting the surplus funds, noting WADEMSA has been overpaid since the beginning of our contract with AHS. He stated WADEMSA is a not-for-profit organization and the budget is not intended to generate a surplus. WADEMSA has more funding than is needed. He noted the return of the funds is necessary to ease provincial system pressures. He provided figures based on annual Q4 reporting.

Mr. Burke asked Mr. Witty to orate WADEMSA’s position regarding the AHS request for the return of the surplus funds.

Mr. Witty provided some history of the contract with AHS, noting there has been no opportunity for WADEMSA to adjust the budget set out in 2009, as well no additional funding increases other than COLA increases and a couple of top ups due to COVID.

Mr. Witty provided surpluses are recorded in the annual audits, but these include the entire operation, not just the ambulance portion as WADEMSA reports to AHS. There is no clause in the AHS contract whereby a surplus may be clawed back and WADEMSA is unable to request additional funding or amendments to the contract.

Quarterly reporting commenced at the onset of the contract in 2009. Adjustments are made during the annual audit much later and updated figures are not reflected in the Q4 report as all the reports are compiled as ‘a moment in time’.

In the last several contract extensions, WADEMSA was advised by AHS that we would need to use surplus funds to augment future operations as no additional funding would be offered. WADEMSA is utilizing surplus funds to augment the current contract as new ambulances have been purchased and expenses have substantially increased since the onset of the first contract. The 2023/24 Auditor noted WADEMSA has 3-6 months of operations funds in the bank and stated this is standard good business practice.

Board members asked many questions of Mr. Engelland, and a long discussion ensued. The Board asked Mr. Engelland to provide a concise, clear letter with the specific information requested by AHS and once received the Board agreed to get right to work on obtaining the information.

Mr. Engelland and Mr. della Rocca left the meeting at 8:30 pm.

RESOLUTION 24-56
AHS Letter Response
Plan **LAURSEN MOVED** upon receipt of the AHS letter clarifying the information requested, the Board moves forward to provide the answers, possibly calling a Special Meeting to deal with the issue.

Carried.

RESOLUTION 24-57
Return of Surplus
Discussion **KLASSEN MOVED** to accept the discussion as information.

Carried.

WHEATLAND AND ADJACENT DISTRICTS EMERGENCY MEDICAL SERVICES ASSOCIATION (WADEMSA)
REGULAR MEETING MINUTES OF SEPTEMBER 16, 2024

RESOLUTION 24-58

Separate Entity
Reporting

SOMMERFELDT MOVED Mr. Witty investigate WADEMSA's ability to provide separate entity reporting.

Carried.

RESOLUTION 24-59

Reg Minutes

WEGENER MOVED approval of the June 17 Regular minutes as presented.

Carried.

Business Arising From
The Minutes

There was no business arising from the minutes.

RESOLUTION 24-60

Cheque Payments

PETERSON MOVED approval of the June, July & August 2024 cheque payments.

Cheque Ratifications

June 2024	Ck 001882 – 001892	\$ 8,385.71
July 2024	Ck 001893 – 001903	\$ 7,340.94
August 2024	Ck 001904 – 001915	\$ 23,186.79

Carried.

RESOLUTION 24-61

Direct & Online
Payments

LAURSEN MOVED approval of the June, July & August 2024 direct and online payments.

Direct & Online Payments

June 2024	\$ 167,192.41
July 2024	\$ 135,759.73
August 2024	\$ 188,736.46

Carried.

RESOLUTION 24-62

Payroll

SOMMERFELDT MOVED approval of the June, July & August 2024 payroll.

Payroll

June 2024	Gross \$ 228,464.42	Net \$ 148,738.71
July 2024	Gross \$ 222,805.72	Net \$ 146,951.23
August 2024	Gross \$ 250,355.38	Net \$ 165,203.27

Carried.

RESOLUTION 24-63

Bank Reconciliation

PETERSON MOVED approval of the June, July & August 2024 Bank Reconciliations.

Carried.

RESOLUTION 24-64

Income/Expense
Report

SCHULTZ MOVED approval of the Income/Expense Comparison April 1, 2024 to August 31, 2024.

Carried.

RESOLUTION 24-65

Reserve Continuity
Report

WEGENER MOVED approval of the Reserve Continuity report as of August 31, 2024.

Carried.

Chairman Report

There was no Chairman Report.

CAO Report

Mr. Witty reported 2017 calls to August 31, 2024, down 24.7% from 2515 as of August 31, 2023.

The Personnel Committee met with HSAA Sept 11 to discuss the proposals presented earlier. As Alberta Health Services is currently in negotiations with HSAA, WADEMSA is unable to offer wage increases until AHS has settled their contract. Our contract must not exceed the AHS contract in wages. The next meeting is scheduled for early November.

The new Dispatch Voice Recorder was installed today. This equipment will accommodate Strathmore Fire Dept AFFRACS equipment as well as the current equipment in use by the rest of the fire departments. The equipment will be put in use on September 17th. Cost for this equipment is approximately \$180,000.00.

Alberta Health Services has offered WADEMSA a bridging contract to December 31, 2024 while the surplus issue is ongoing. Mr. Witty asked the Board for their acceptance of this change. There is no added funding.

RESOLUTION 24-66
AHS EMS Contract
Extension
2024.

PETERSON MOVED to accept and sign the AHS EMS Contract Extension to Dec 31,

Carried.

RESOLUTION 24-67
CAO Report

SCHULTZ MOVED approval of the CAO report.

Carried.

New Business

Mr. Klassen stated he has heard staffing rumors regarding the newspaper article where AHS has asked WADEMSA to return their surplus funds. He noted staff have concerns for their jobs. Mr. Witty stated no staff have approached him with any concerns directly but would be happy to hear them.

Next Meeting Date

The next regular meeting date was set for Monday, October 21, 2024 at 7 pm at Wheatland County.

RESOLUTION 24-68
Adjournment

WEGENER MOVED to adjourn the meeting at 9:22 pm.

Carried.

Chair

Secretary

WADEMSA October 21, 2024

1. Municipal Appointments to WADEMSA
 - a. Wheatland County: Donna Biggar Tom Ikert
 - b. Standard: Mike Worthington
 - c. Hussar: Les Shultz
 - d. Rockyford: Darcy Burke
2. WADEMSA Organizational Meeting: November 18, 2024
3. Chair Report:
 - a. Union Negotiations resume November 04, 2024
4. C.A.O. Report: Rob Witty
 - a. Call Volumes to Date: September 30, 2024: 2239
 - b. Year over Year Comparative: September 30, 2023: 2799
 - c. As a result of the changes to ambulance response instituted in 2023, our calls are down (WADEMSA is no longer expected to carry 'closest car' duty in Calgary). On the negative side this results in a decrease in revenue from patient billing. On the positive side it has ensured cars are available to our local population.
 - d. WADEMSA has signed the 'bridging letter' to continue our agreement with AHS.
 - e. Oct 17, 2024 one of our ambulances hit a deer. There were no injuries but there is significant damage to the ambulance. FYI WADEMSA runs 3 cars. Two cars run 24/7 and a third car (the Peak Car) runs Monday to Thursday. Three teams are on rotation. We do have older ambulances we can use in the event an ambulance is out of commission.
 - f. The new dispatch system will be installed this week. The radio counsel system will allow WADEMSA to integrate with the AFRACS system.
 - g. A Fire Dispatch draft agreement will be taken to the next meeting of Fire Chiefs for their input.
 - h. The WADEMSA strategic plan will be updated in the next few months.

WADEMSA Report to Council: Respectfully submitted by Cllrs. Wegener & Peterson