



**AGENDA**  
**REGULAR COUNCIL MEETING**  
**Tuesday, November 19, 2024 @ 6:00 PM**  
**Council Chambers, 1 Parklane Drive, Strathmore AB**

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|  | Page   |
|--|--------|
| 1. CALL TO ORDER   |        |
| 2. CONFIRMATION OF AGENDA  |        |
| 3. PUBLIC COMMENTS   |        |
| 4. BUSINESS  |        |
| 4.1. 2025 Proposed Operating & Capital Budget - Budget Deliberation #1 | 2 - 19 |
| <a href="#">Agenda Item - AIR-24-243 - Pdf</a>                         |        |
| 5. CLOSED MEETING  |        |
| 6. ADJOURNMENT   |        |



# Report for Council

**To:** Council

**Staff Contact:** Leana Ashbacher, Senior Manager of Financial Services

**Date Prepared:** November 12, 2024

**Meeting Date:** November 19, 2024

**SUBJECT:** 2025 Proposed Operating & Capital Budget - Budget Deliberation #1

**RECOMMENDATION:** This report is to support Council with its budget deliberations. Administration will support Council with crafting any motions that it wishes to see made to the proposed 2025 budget.

## 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.

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## SUSTAINABILITY

### **ECONOMIC SUSTAINABILITY:**

N/A

### **SOCIAL SUSTAINABILITY:**

N/A

### **ENVIRONMENTAL SUSTAINABILITY:**

N/A

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## **IMPLICATIONS OF RECOMMENDATION:**

### **GENERAL:**

The 2025 Operating & Capital budget has been built to support the enablement of Council's Strategic Plan and the Town's Corporate Business Plan.

### **ORGANIZATIONAL:**

Considerable staff time was leveraged to develop the 2025 budget and associated documents.

### **OPERATIONAL:**

The 2025 Operating & Capital budget provides clear direction to both Administration and the Community for the current year objectives in alignment with Council's Strategic Plan.

### **FINANCIAL:**

The 2025 Budget has an Operating impact of \$39,369,500 (including "Yes" projects from the operating business cases) 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, add to reserves 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.

If the Rate Bylaw is approved, utilities will 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.

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### **BACKGROUND:**

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

A Council Meeting was held on November 6, 2024 to release the budget documentation to Council at the public.

The following is a breakdown of how we proposed 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. (if required)
- November 27, 2024 – This date will be held to continue deliberations on the budget (if required).
- December 4, 2024 – Anticipated Budget Approval

Administration was to 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 27th.

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.

If required, Council has scheduled additional dates for budget deliberations on November 21st and 27th.

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**KEY ISSUE(S)/CONCEPT(S):**

To provide Administration direction with any changes within the 2025 Operating & Capital Budget.

**DESIRED OUTCOMES:**

The goal is for Council to review the give direction to Administration on the next steps attached documentation 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 at a future Council Meeting.

**ATTACHMENTS:**

[Attachment I: 2025 Proposed Budget Meeting #1 Presentation](#)

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Leana Ashbacher, Senior Manager of Financial Services

Approved  
- 15 Nov  
2024

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

Approved  
- 15 Nov  
2024

Kevin Scoble, Chief Administrative Officer

Approved  
- 15 Nov  
2024



# Proposed 2025 Budget

November 19, 2024

Proposed Operating and  
Capital Budget discussions





**Kevin Scoble**

Chief Administrative Officer (CAO)

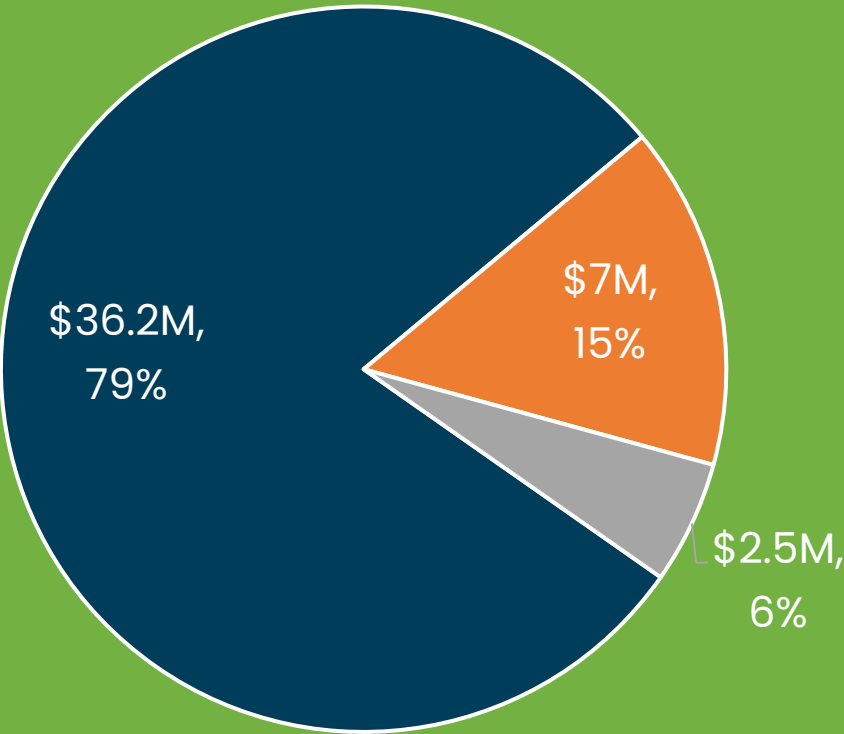
## CAO's opening remarks

- The 2025 Proposed Budget provides predictable 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%.



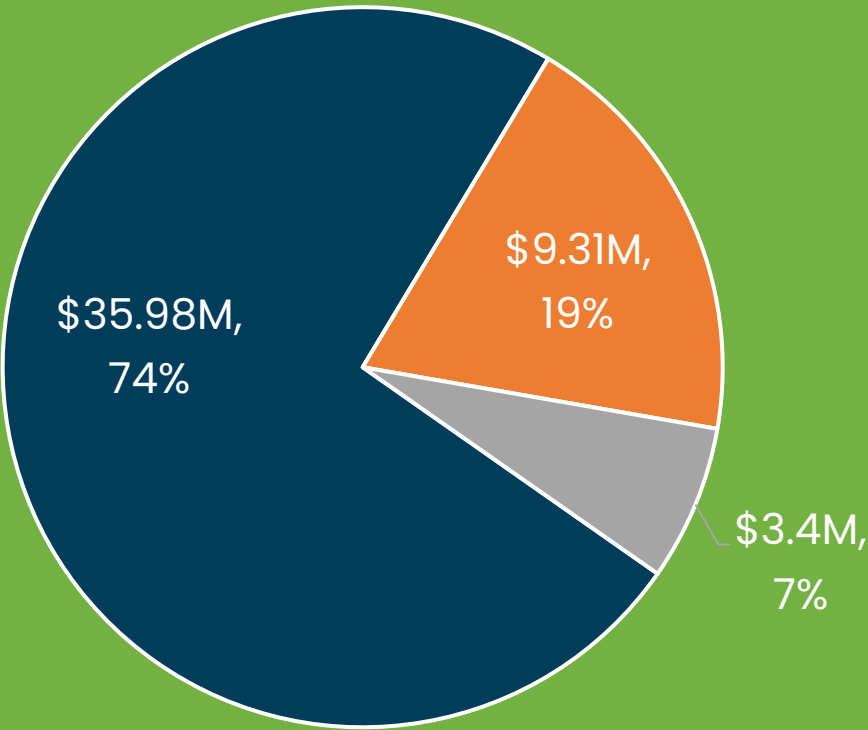
# Proposed 2025 Budget: Operating Budget Highlights

2024 Budget



Operating Capital Reserve Funds

2025 Proposed Budget



Operating Capital Reserve Funds



## Financial and Budget Overview

For the Budget discussions this evening, we will take you through the following:

- Operating Budget
  - Opportunity for any changes to the Operating Expenses
- Capital Budget
  - Overview of Multi-Year Projects
  - Opportunity for any changes to the Capital Budget
- Community Funding Requests
  - Opportunity for any changes to the proposed Community Funding requests
- Council initiated requests and motions



**Leana Ashbacher**

Senior Manager of Financial Services

# Proposed 2025 Budget: **Budget Discussions**

## Operating Budget

## 2025 Proposed Budget – Operating Business Cases

| Business Case Initiative   | Budget Impact | Tax Impact |
|--|---------------|------------|
| Investment Attraction Strategy   | \$ 75,000     | 0.36%      |
| Replenish Financial Stabilization Reserve ( <i>transfer to reserve</i> ) | \$ 400,000    | 1.92%      |
| Repairs, Maintenance and Replacement ( <i>transfer to reserve</i> )      | \$ 160,000    | 0.70%      |
| Managed Cyber Incident Response  | \$ 70,000     | 0.31%      |
| Website Migration  | \$ 25,000     | 0.11%      |
| ERP Cloud Migration  | \$ 43,800     | 0.19%      |
| Training and Development – Fire Department                               | \$ 34,000     | 0.15%      |
| Watch Clerk Overtime – RCMP  | \$ 10,000     | 0.04%      |
| Neon Sign  | \$ 5,000      | 0.02%      |
| Mechanical Room Heater – Curling Rink                                    | \$ 5,000      | 0.02%      |

# Proposed 2025 Budget: **Budget Discussions**

## Capital Budget

## 2025 Proposed Budget – 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    |
| Fire Truck Replacement (Engine 2) *   | \$ 480,000    |
| SCBA Replacement (self-contained breathing apparatus)   | \$ 76,000     |
| 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     |
| Water Reservoir Upgrades *  | \$ 5,300,000  |
| WWTP PLC Scada Upgrades * <span style="font-size: 2em; vertical-align: middle;">{</span> funded from two funding sources <span style="font-size: 2em; vertical-align: middle;">}</span> | \$ 87,000     |
| WWTP PLC Scada Upgrades *   | \$ 38,000     |
| WWTP General Plant Upgrades *   | \$ 60,000     |
| Distribution & Collection maintenance   | \$ 75,000     |

(\* indicates multi-year projects requiring additional budget funds in the future)

## 2025 Proposed Budget – Capital Business Cases, cont'd

| Business Case Initiative                   | Budget Impact |
|--|---------------|
| 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     |
| 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     |

# Proposed 2025 Budget: Budget Discussions

## Community Group Funding



# 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%                            |
| <b>Total Proposed Community Group Funding</b>            | <b>\$ 522,000</b>     | <b>\$ 772,637</b>    | <b>\$ 533,300</b>              | <b>3.2%</b>                     |

# 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            | \$ 198,200           | \$ 198,200                     | 1.2%                            |
| Strathmore Ag. Society (Strathmore Stampede/Heritage Days)        | \$ 25,800             | \$ 25,800            | \$ 25,800                      | 0.2%                            |
| <b>Total Proposed Community Group Funding (prior commitments)</b> | <b>\$ 424,485</b>     | <b>\$ 429,600</b>    | <b>\$ 427,400</b>              | <b>2.5%</b>                     |
| <b>Grand Total – Community Group Funding</b>                      | <b>\$ 946,485</b>     | <b>\$ 1,202,237</b>  | <b>\$ 960,700</b>              | <b>5.7%</b>                     |

# Proposed 2025 Budget: Budget Discussions

## Council Initiated Requests and Motions

- Budget Information Requests
- Council Motions
- Additional meetings scheduled – Nov 21 and Nov 27



That concludes Administration's opening presentation  
for the discussion of the **2025 Proposed Budget**