

**AGENDA**  
**REGULAR COUNCIL MEETING**  
**Thursday, November 20, 2025 @ 6:00 PM**  
**Council Chambers, 1 Parklane Drive, Strathmore AB**

Page

**1. CALL TO ORDER**

**2. CONFIRMATION OF AGENDA**

**3. CLOSED MEETING**

- 3.1. 2026 Proposed Operating & Capital Budget Deliberations – Disclosure harmful to personal privacy – ATIA S. 20(2)(d)

**4. 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](mailto: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.

**5. BUSINESS**

- 5.1. 2026 Proposed Operating & Capital Budget Deliberations  
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**6. ADJOURNMENT**



# Report for Council

**To:** Council

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

**Date Prepared:** November 16, 2025

**Meeting Date:** November 20, 2025

**SUBJECT:** 2026 Proposed Operating & Capital Budget Deliberations

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

## STRATEGIC PRIORITIES:



Affordable  
Living



Climate  
Resiliency



Community  
Development



Community  
Wellness



Economic  
Development



Financial  
Sustainability

## HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

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

### **ORGANIZATIONAL:**

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

### **OPERATIONAL:**

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

### **FINANCIAL:**

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

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

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

### **POLICY:**

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

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

### **IMPLEMENTATION:**

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

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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 which was held on November 6, 2025 to release the budget documentation to Council at the public. There are three (3) days of Council Workshops (Budget Deliberations) that have been scheduled for November 20th, 25th and 27th.

November 20 is the first budget deliberation meeting.

Administration has now received and answered all of Budget Information Requests which were received that were in referenced from the 2026 Operating and 2026 Capital Proposed budgets that were presented on November 6th.

Attached for use in the budget deliberations are the following reports:

- 2026 Proposed Summary Operating Budget
- 2026 Community Group Group Funding Summary
- 2026 Operating Business Case Summary
- 2026 Capital Budget - Prioritized Order
- 2026 Budget Deliberation Power Point Presentation
- Service Level Inventory
- BIR responses received/completed as of the date of the agenda package

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

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

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



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

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

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

This report and the attachments are for debate/deliberations.

#### Community Group Requests

#### Total Business Cases:

##### Operating:

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

##### Capital

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

#### Council's Budget Requests

- Operating - Sound wall - Glenwood Feasibility Study
- Capital - Hillvale Playground

Council's Budget Information Requests (BIR) - are attached for transparency

### **DESIRED OUTCOMES:**

The goal is for Council to review the attached documentation for its debate during upcoming budget meetings.

**COMMUNICATIONS:**

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

**ALTERNATIVE ACTIONS/MOTIONS:**

N/A

**ATTACHMENTS:**

[Attachment I - 2026 Funding Requests](#)

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

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

[Attachment IV: BR-002-2026 Sound Wall - Glenwood Feasibility Study - Operating](#)

[Attachment V: BR-001-2026 - Hillvale Playground - Capital](#)

[Attachment VI - 2026 Council Budget Deliberation Presentation - November 20](#)

[Attachment VII: 2025 Service and Service Level Inventory](#)

[Attachment VIII - BIR 001 2026 - Fire Services](#)

[Attachment IIX - BIR 003 2026 - Affordable Housing Society](#)

[Attachment IX - BIR 004 2026 - Christmas Lights](#)

[Attachment X - BIR 005 2026 - Contracted & General Services](#)

[Attachment XI - BIR 006 2026 - Return on Investment - Business Cases Requests & Community Group Funding](#)

[Attachment XII - BIR 007 2026 - Clarification of current Debt & Interest](#)

[Attachment XIII - BIR 008 2026 - Operating Reserve](#)

[Attachment XIV - BIR 009 2026 - Forecasting Methodology](#)

[Attachment XV - BIR 010 2026 - Reserves](#)

[Attachment XVI - BIR 011 2026 - Utility Administration Fee](#)

[Attachment XVII - BIR 014 2026 - RMR – Pathway Lifecycle](#)

[Attachment XVIII - BIR 015 2026 - RMR – PW25 – Capital Replacement](#)

[Attachment XIX - BIR 016 2026 - Recreational Fees](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved  
- 18 Nov  
2025

Kevin Scoble, Chief Administrative Officer

Approved  
- 18 Nov  
2025

## 2026 Community Group Funding Requests

	2025 Approved Funding	2026 Funding Request	2026 Proposed Operating Budget	2026 Proposed Budget Tax Impact
STARS	\$ 10,000	\$ 14,400	\$ 10,000	0.1%
Strathmore & Wheatland County Christmas - Hamper Society	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Strathmore Overnight Shelter Society	\$ 20,000	\$ 1,000	\$ 20,000	0.1%
Wheatland Society of Arts	\$ 40,000	\$ 40,000	\$ 40,000	0.2%
Strathmore Ag. Society - Celebration of Lights	\$ 5,000	\$ 10,000	\$ 5,000	0.0%
Library Board	\$ 385,000	\$ 394,600	\$ 396,600	2.3%
Kakato'si Ayoungman Foundation	\$ 10,000	\$ 10,000	\$ 10,000	0.1%
Happy Cat	\$ 30,000	\$ 55,000	\$ 30,000	0.2%
Communities in Bloom Society	\$ 5,000	\$ -	\$ 5,000	0.0%
True North Society	\$ -	\$ 10,000	\$ -	0.0%
Badlands Search and Rescue Association	\$ -	\$ -	\$ -	0.0%
Strathmore Youth Theatre Company	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Mainsprings Pregnancy and Family Support Association	\$ 5,000	\$ 10,000	\$ 5,000	0.0%
Strathmore Performing Arts Festival	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Hope Bridges Society	\$ -	\$ 6,500	\$ -	0.0%
The Happy Gang Society of Strathmore	\$ -	\$ 8,000	\$ -	0.0%
Foothills Advocacy in Motion (FAIM)	\$ -	\$ 4,930	\$ -	0.0%
Royal Canadian Legion Branch 10	\$ -	\$ 11,000	\$ -	0.0%
<b>Sub Total: Community Group Funding Requests</b>	<b>\$ 525,000</b>	<b>\$ 590,430</b>	<b>\$ 536,600</b>	<b>3.0%</b>

<b>2026 Community Group Funding Requests - Service Agreements</b>				
	<b>2025 Approved Funding</b>	<b>2026 Funding Request</b>	<b>2026 Proposed Operating Budget</b>	<b>2026 Proposed Budget Tax Impact</b>
Hemodialysis Water Rebate	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Seniors Grant - Tax Rebate	\$ 12,000	\$ 12,000	\$ 12,000	0.1%
Community Investment Program (CIP)	\$ 20,000	\$ 20,000	\$ 20,000	0.1%
FCSS Community Grants	\$ 60,000	\$ 60,000	\$ 60,000	0.4%
United Way	\$ 45,000	\$ 45,000	\$ 45,000	0.3%
Citizenship Awards	\$ 5,400	\$ 5,500	\$ 5,400	0.0%
Handi Bus	\$ 198,200	\$ 202,200	\$ 202,200	1.2%
Strathmore Ag. Society (Strathmore Stampede/Heritage Days)	\$ 28,000	\$ 30,000	\$ 25,800	0.2%
Strathmore Affordable Housing Society	\$ -	\$ 8,000	\$ 8,000	0.0%
Physician Sponsorship Grant Policy	\$ 150,000	\$ 90,000	\$ 90,000	0.5%
<b>Sub Total: Community Group Funding Requests (service agreements)</b>	<b>\$ 519,600</b>	<b>\$ 473,700</b>	<b>\$ 469,400</b>	<b>2.6%</b>
<b>Grand Total: Proposed 2026 Community Group Funding</b>	<b>\$ 1,044,600</b>	<b>\$ 1,064,130</b>	<b>\$ 1,006,000</b>	<b>5.6%</b>

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

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

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

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

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



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

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

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

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

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

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

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

## COUNCIL MEMBER BUDGET ITEM SUBMISSION FORM

<b>BUDGET YEAR:</b>	2026	<b>SUBMITTED BY:</b>	Councilor Brown
<b>PROJECT / INITIATIVE TITLE:</b>		Feasibility Assessment (Sound Wall / Fencing – Glenwood along Highway 1)	
<b>TYPE:</b>	Choose one: <input checked="" type="checkbox"/> Mandatory (legal, risk, safety) <input type="checkbox"/> Maintain Service Levels <input type="checkbox"/> Growth Requirement (new or enhanced service levels) <input type="checkbox"/> Corporate Business Plan		
<b>SCOPE STATEMENT:</b>	Complete a feasibility assessment for Sound Wall / Fencing Glenwood along Highway 1 to assess the risk and cost out the construction of a sound fence or fence to prevent residents from crossing the #1 highway to access or leave Glenwood and to reduce noise levels in the community.		

<b>SUPPORT FOR REQUEST:</b>	Provide the background regarding the request:  <b>Current State:</b>  Glenwood has no fence presently.		
	<b>Issue:</b>  Trees have been removed over time along the highway and noise levels in the community are approaching uncomfortable levels – especially if truck commute through town and neglect to turn off Jake Brakes.		
	<b>Opportunities/Goals:</b>  The opportunity is to give residents some relief from high noise levels at all times of the day and night, but it will have the added benefit of preventing children from crossing the highway or getting injured or killed if they wander out onto the highway.		
	<b>Risks:</b>  Safety and the enjoyment of peace and quiet to residents		

<b>STRATEGIC PLAN &amp; CORPORATE BUSINESS PLAN ALIGNMENT:</b>	If your project supports a Council or Administrative Priority, select from the drop-down list below.  Select “N / A” if your charter does not align to one of the projects below.
	<b>Council Priority:</b> 1. Affordable Living
	<b>Heading:</b> 1.3 Community Wellbeing Investment
	<b>Corporate Business Plan Initiative:</b> 5.1.a Community revitalization strategy (start after MDP)
<b>FINANCIAL IMPACT</b>	Choose one:  <input checked="" type="checkbox"/> One-Time  indicate number of years: 1  <input type="checkbox"/> Ongoing
	Anticipated cost: \$25,000 - \$30,000

Claude Brown	2025-11-07
Council Member's Name/Signature	Date

## COUNCIL MEMBER BUDGET ITEM SUBMISSION FORM

<b>BUDGET YEAR:</b>	2026	<b>SUBMITTED BY:</b>	Mayor Pat Fule
<b>PROJECT / INITIATIVE TITLE:</b>		Hillvale Playground	
<b>TYPE:</b>	Choose one: <input type="checkbox"/> Mandatory (legal, risk, safety) <input type="checkbox"/> Maintain Service Levels <input checked="" type="checkbox"/> Growth Requirement (new or enhanced service levels) <input type="checkbox"/> Corporate Business Plan		
<b>SCOPE STATEMENT:</b>	I'd like us to consider a new set of playground equipment at a green space in Hillvale Crescent. This area has duplexes and detached homes with many children. Their closest playground is across the 817 and is not the safest for kids to cross..... Thanks, Mayor Fule		

<b>SUPPORT FOR REQUEST:</b>	Provide the background regarding the request:  <b>Current State:</b> No playground equipment in this green space.
	<b>Issue:</b> No playground equipment
	<b>Opportunities/Goals:</b> We can add a new amenity to an area with no playground.
	<b>Risks:</b> There may be services below this green space, but I'm hoping that we can work around those.

<b>STRATEGIC PLAN &amp; CORPORATE BUSINESS PLAN ALIGNMENT:</b>	If your project supports a Council or Administrative Priority, select from the drop-down list below.  Select “N / A” if your charter does not align to one of the projects below.
	<b>Council Priority:</b> Intentional Communities and Community Wellness
	<b>Heading:</b> 1.3 Community Wellbeing Investment
	<b>Corporate Business Plan Initiative:</b> Choose an item.
<b>FINANCIAL IMPACT</b>	Choose one:  <input checked="" type="checkbox"/> One-Time indicate number of years: <a href="#">Click or tap here to enter text.</a>  <input type="checkbox"/> Ongoing
	Anticipated cost: \$ <a href="#">Click or tap here to enter text.</a>

<i>Pat Fule</i>	2025-11-10
<b>Council Member’s Name/Signature</b>	<b>Date</b>



### **Administration's Comments**

The cost of building a playground typically ranges from \$90,000 to \$300,000 or more, depending on the scope and complexity of the project. Key factors include the size and design—larger playgrounds with custom layouts, multiple play zones, and themed elements tend to be more expensive than modular, off-the-shelf options. Accessibility also plays a key role; inclusive features like wheelchair ramps, sensory equipment, and compliance CSA standards add to the investment but ensure the space is welcoming to all children.

Material quality, site preparation, and added amenities further influence the budget. Durable, high-value equipment made from steel, recycled plastic, or wood increases longevity and play value. Costs also rise with land grading, drainage, and safety surfacing options such as rubber or engineered wood fiber. Additional features like shade structures, fencing, seating, and landscaping enhance comfort and aesthetics, contributing to a well-rounded and community-focused play environment.

It should be noted in addition to the playground on the other side of Highway 817, there is an existing playground located 2 blocks to the north in Nathan Haase Memorial Park, about a 10-minute walk away.



# Proposed 2026 Budget

November 20, 2025

Budget Deliberations

2026 Proposed Community Group Funding,  
Operating and Capital Budgets





**Kevin Scoble**

Chief Administrative Officer (CAO)

## CAO's opening remarks

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



**Leana Ashbacher**

Senior Manager of Financial Services

## Financial and Budget Overview

- The key focus is on maintaining current service levels
- Ensuring stable and predictable municipal tax rates;
- Implemented non-reoccurring transfer to reserves;
- Municipal tax increase (which the municipality controls) is 2.8%.
- 1% municipal tax increase equates to approximately \$180,000;



# Proposed 2026 Budget: Budget Development Process

- Council Workshop - Initial Mandate Discussion
  - Budget Policy Update
  - Debt Management Policy
  - Service Level Policy
- Capital Prioritization Confirmation (May 21)
- Council Policy Confirmation
  - Budget Policy Update (July 23)
  - Debt Management Policy (May 21)
  - Service Level Policy (Jan 19, 2024)
- Service Level Inventory approval (July 23)
- Intro to Budget presentation (Nov 6)
- Budget Department Summary provided to Council with Business Case recommendations
- Council Requests Submission to Administration (Nov 7)
- Budget Information Requests (BIRs) submitted to Administration (Nov 14)
- Community Group Funding Request (Nov 17)
- Coffee with Council or alternative engagement with residents (Nov 17)
- **Budget Deliberations (Nov 20)**
- Approval of 2026 Operating & Capital Budgets

*\* reviewed annually with council*

# Proposed 2026 Budget: Budget Deliberations

- Council Requests
  - Budget Information Requests
  - Council Budget Requests

# Proposed 2026 Budget: Budget Deliberations – Agenda

- Community Group debate on funding requests
- Proposed Budget (as at November 6) debate
  - Operating Budget Business Cases
  - Capital Budget Business Cases
- Council's Budget Requests debate
  - Operating Budget Business Cases
  - Capital Budget Business Cases
- Budget Approval



# 2026 Proposed Budget Community Group Funding





# Proposed 2026 Budget: Community Group Funding

2026 Community Group Funding Requests				
	2025 Approved Funding	2026 Funding Request	2026 Proposed Operating Budget	2026 Proposed Budget Tax Impact
STARS	\$ 10,000	\$ 14,400	\$ 10,000	0.1%
Strathmore & Wheatland County Christmas - Hamper Society	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Strathmore Overnight Shelter Society	\$ 20,000	\$ 1,000	\$ 20,000	0.1%
Wheatland Society of Arts	\$ 40,000	\$ 40,000	\$ 40,000	0.2%
Strathmore Ag. Society - Celebration of Lights	\$ 5,000	\$ 10,000	\$ 5,000	0.0%
Library Board	\$ 385,000	\$ 394,600	\$ 396,600	2.2%
Kakato'si Ayoungman Foundation	\$ 10,000	\$ 10,000	\$ 10,000	0.1%
Happy Cat	\$ 30,000	\$ 55,000	\$ 30,000	0.2%
Communities in Bloom Society	\$ 5,000	\$ -	\$ 5,000	0.0%
True North Society	\$ -	\$ 10,000	\$ -	0.0%
Badlands Search and Rescue Association	\$ -	\$ -	\$ -	0.0%
Strathmore Youth Theatre Company	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Mainsprings Pregnancy and Family Support Association	\$ 5,000	\$ 10,000	\$ 5,000	0.0%
Strathmore Performing Arts Festival	\$ 5,000	\$ 5,000	\$ 5,000	0.0%
Hope Bridges Society	\$ -	\$ 6,500	\$ -	0.0%
The Happy Gang Society of Strathmore	\$ -	\$ 8,000	\$ -	0.0%
Foothills Advocacy in Motion (FAIM)	\$ -	\$ 4,930	\$ -	0.0%
Royal Canadian Legion Branch 10	\$ -	\$ 11,000	\$ -	0.0%
<b>Sub Total: Community Group Funding Requests</b>	<b>\$ 525,000</b>	<b>\$ 590,430</b>	<b>\$ 536,600</b>	<b>3.0%</b>

# Proposed 2026 Budget: Community Group Funding

2026 Community Group Funding – Service Agreements/Policy				
	2025 Approved Funding	2026 Funding Request	2026 Proposed Operating Budget	2026 Proposed Budget Tax Impact
Hemodialysis Water Rebate	\$ 1,000	\$ 1,000	\$ 1,000	0.0%
Seniors Grant – Tax Rebate	\$ 12,000	\$ 12,000	\$ 12,000	0.1%
Community Investment Program (CIP)	\$ 20,000	\$ 20,000	\$ 20,000	0.1%
FCSS Community Grants	\$ 60,000	\$ 60,000	\$ 60,000	0.3%
United Way	\$ 45,000	\$ 45,000	\$ 45,000	0.3%
Citizenship Awards	\$ 5,400	\$ 5,500	\$ 5,400	0.0%
Handi Bus	\$ 198,200	\$ 202,200	\$ 202,200	1.1%
Strathmore Ag. Society (Strathmore Stampede/Heritage Days)	\$ 28,000	\$ 30,000	\$ 25,800	0.2%
Strathmore Affordable Housing Society	\$ –	\$ 8,000	\$ 8,000	0.0%
Physician Sponsorship Grant Policy	\$ 150,000	\$ 90,000	\$ 90,000	0.5%
<b>Sub Total: Community Group Funding Requests (service agreements)</b>	<b>\$ 519,600</b>	<b>\$ 473,700</b>	<b>\$ 469,400</b>	<b>2.6%</b>
<b>Grand Total: Proposed 2026 Community Group Funding</b>	<b>\$ 1,044,600</b>	<b>\$ 1,064,130</b>	<b>\$ 1,006,000</b>	<b>5.6%</b>



A scenic photograph of a pond with autumn trees reflected in the water. The trees have vibrant yellow and orange foliage. The water is calm, creating a clear reflection of the trees and sky. A small wooden dock is visible on the left side of the pond. The overall atmosphere is peaceful and serene.

## **2026 Proposed Budget**

# **Overview of Revenue and Expenses**



# Budget Considerations: 2026 Proposed Budget – Revenue

Town of Strathmore Consolidated	2024 Budget	2024 Actual	2025 Budget	2025 Actual	2026 Budget	Budget Change 2025 vs 2026	% Change	2027 Forecast	2028 Forecast	2029 Forecast
<b>Revenues</b>										
Total 01) Net municipal property taxes	16,013,600	16,023,767	16,676,700	16,791,899	17,549,400	872,700	5.23%	18,071,300	18,613,400	19,171,900
Total 02) User fees and sales of goods	14,877,200	14,512,327	15,787,200	12,211,141	16,240,100	452,900	2.87%	16,529,200	16,832,000	17,201,700
Total 03) Licences and permits	513,100	589,286	521,600	1,118,332	602,600	81,000	15.53%	551,100	569,600	588,100
Total 04) Franchise Fees	3,033,000	3,154,768	3,207,200	2,383,928	3,273,000	65,800	2.05%	3,336,900	3,402,100	3,465,600
Total 05) Government grants - operating	1,376,600	1,870,933	1,820,800	949,427	1,831,800	11,000	0.60%	1,432,200	1,305,100	1,295,800
Total 06) Government grants - capital	-	3,190,119	-	-	-	-	0.00%	-	-	-
Total 07) Other grants - capital	-	-	-	-	-	-	0.00%	-	-	-
Total 08) Investment & interest income	405,300	687,307	460,300	399,539	400,300	(60,000)	-13.03%	400,300	400,300	400,300
Total 09) Penalties and cost of taxes	210,000	203,979	210,500	201,322	211,000	500	0.24%	211,500	212,000	213,000
Total 10) Other revenue	544,400	908,342	443,500	934,168	900,200	456,700	102.98%	855,900	855,300	809,500
Total 11) Developer Levies	-	1,037,334	-	1,193,066	-	-	0.00%	-	-	-
Total 12) Transfer from reserves - operating	988,000	236,215	1,598,100	-	417,000	(1,181,100)	-73.91%	189,900	487,000	484,300
Total 13) Transfer from reserves - capital	155,000	2,565,037	60,000	-	112,000	52,000	86.67%	70,000	75,000	80,000
Total 14) Utility Administration Fee Revenue	-	-	-	-	2,275,000	2,275,000	100.00%	2,275,000	2,275,000	2,275,000
Total 15) Internal Transfers Revenue	544,000	441,056	545,000	295,460	433,700	(111,300)	-20.42%	433,700	433,700	433,700
Total 16) Gain on disposal of capital assets	-	147,098	-	-	-	-	0.00%	-	-	-
Total 17) Contributed tangible capital assets	-	-	-	-	-	-	0.00%	-	-	-
<b>Total Revenues</b>	<b>38,660,200</b>	<b>45,567,568</b>	<b>41,330,900</b>	<b>36,478,282</b>	<b>44,246,100</b>	<b>2,915,200</b>	<b>-207.05%</b>	<b>44,357,000</b>	<b>45,460,500</b>	<b>46,418,900</b>

# Budget Considerations: 2026 Proposed Budget – Expenses

Town of Strathmore Consolidated	2024 Budget	2024 Actual	2025 Budget	2025 Actual	2026 Budget	Budget Change 2025 vs 2026	% Change	2027 Forecast	2028 Forecast	2029 Forecast
<b>Expenses</b>										
Total 01) Salaries, Wages, and Benefits	13,958,000	14,465,795	14,829,200	11,505,002	15,433,100	603,900	4.07%	16,242,600	16,854,600	17,299,900
Total 02) Contracted and General Services	12,648,200	11,451,233	13,689,400	9,082,362	13,838,100	148,700	1.09%	13,667,700	14,496,600	14,894,300
Total 03) Materials, Goods and Supplies	1,517,000	1,391,468	1,536,600	1,131,814	1,628,400	91,800	5.97%	1,599,000	1,645,600	1,703,700
Total 04) Utilities	3,432,600	3,168,944	3,528,600	2,238,474	3,569,200	40,600	1.15%	3,555,400	3,636,700	3,713,000
Total 05) Bank Charges and Short Term Interest	66,000	96,387	90,000	88,416	90,000	-	0.00%	90,000	90,000	90,000
Total 06) Other Expenditures	-	(124)	-	320	-	-	0.00%	-	-	-
Total 08) Transfers to Individuals and Organisations	519,500	538,596	689,600	479,969	609,400	(80,200)	-11.63%	649,700	660,300	676,500
Total 09) Transfers to Local Boards and Agencies	478,200	469,630	491,300	94,494	495,800	4,500	0.92%	512,700	530,100	548,200
Total 10) Interest on Long-term Debt	444,700	382,904	362,500	240,453	590,300	227,800	62.84%	597,900	494,800	422,700
Total 11) Long-term Debt Payments	2,195,000	2,194,938	2,221,800	2,077,973	1,567,300	(654,500)	-29.46%	3,655,100	1,098,000	5,291,400
Total 12) Transfers to reserves - operating	210,000	2,657,975	812,800	812,800	638,200	(174,600)	-21.48%	721,800	361,700	349,000
Total 13) Transfer to reserves - capital	2,444,900	3,077,341	2,534,100	2,151,247	3,077,600	543,500	21.45%	356,400	2,883,400	(1,278,500)
Total 14) Utility Administration Fee Expense	-	-	-	-	2,275,000	2,275,000	100.00%	2,275,000	2,275,000	2,275,000
Total 15) Internal Transfers Expenses	544,000	441,056	545,000	342,373	433,700	(111,300)	-20.42%	433,700	433,700	433,700
Total 16) Loss on disposal of assets	-	-	-	-	-	-	0.00%	-	-	-
Total 17) Accretion Expense - Asset Retirement Obligation	-	3,293	-	-	-	-	0.00%	-	-	-
Total 20) Requisitions	202,100	-	-	-	-	-	0.00%	-	-	-
<b>Total Expense Before Amortization</b>	<b>38,660,200</b>	<b>40,339,438</b>	<b>41,330,900</b>	<b>30,245,698</b>	<b>44,246,100</b>	<b>2,915,200</b>	<b>-207.05%</b>	<b>44,357,000</b>	<b>45,460,500</b>	<b>46,418,900</b>
<b>Surplus(Deficit)</b>	<b>-</b>	<b>5,228,130</b>	<b>-</b>	<b>6,232,584</b>	<b>-</b>	<b>-</b>	<b>0.00%</b>	<b>-</b>	<b>-</b>	<b>-</b>
Less Amortization	(6,025,200)	(6,658,223)	(6,205,800)	-	(6,708,000)	(502,200)		(6,708,000)	(6,708,000)	(6,708,000)
<b>NET CONSOLIDATED</b>	<b>(6,025,200)</b>	<b>(1,430,093)</b>	<b>(6,205,800)</b>	<b>6,232,584</b>	<b>(6,708,000)</b>	<b>(502,200)</b>	<b>8.09%</b>	<b>(6,708,000)</b>	<b>(6,708,000)</b>	<b>(6,708,000)</b>



# 2026 Proposed Budget

## Council Budget Requests





## Proposed Budget – Council Budget Requests

Council Budget Requests	Requested By	Operating/ Capital
Sound Wall – Glenwood Feasibility Assessment	Cr. Brown	Operating
Playground Equipment – Hillvale Crescent	M. Fule	Capital

# 2026 Proposed Budget

## Operating Business Cases





## Executive Proposed Budget – Operating Business Cases

Business Case Initiative	Budget Impact	Tax Impact
<b>Service Levels:</b> <b>Maintain Current Internal Service Level</b>		
Staffing position change	\$ 6,500	0.01%

## SAFS – Operating Business Cases

Business Case Initiative	Budget Impact	Tax Impact
<b>Business Continuity:</b>		
Staffing position change	\$ 0	0.0%
Cityworks Canada Online Cloud Migration	\$ 16,000	0.1%
<b>Long-Term Planning:</b>		
Utility Administration Fee	\$ 0	0.0%
Priority Based Budgeting Consultant	\$ 72,000	0.4%
<b>Preventative Risk Mitigation:</b>		
Business Continuity Consulting/HRVA	\$ 25,000	0.1%
<b>Efficiency/Cost Savings/ Self-Sustaining:</b>		
AGIS –360 Video Data Capture	\$ 8,000	0.1%
<b>Service Levels: Maintain Current External Service Levels:</b>		
Questica Cloud Migration	\$ 16,000	0.1%
Comms/Mktg Recommendations & StratComm Support	\$ 45,000	0.2%

## COMMUNITY & PROTECTIVE SERVICES – Operating Business Cases

<b>Fire &amp; Policing Business Case Initiative</b>	<b>Budget Impact</b>	<b>Tax Impact</b>
<b>Business Continuity:</b>		
Staffing	\$ 21,000	0.1%

<b>FCSS, Recreation &amp; Culture Business Case Initiative</b>	<b>Budget Impact</b>	<b>Tax Impact</b>
<b>Efficiency/Cost Savings/ Self-Sustaining:</b>		
Staffing	\$ (46,900)	(0.3%)
<b>Preventative Risk Mitigation:</b>		
FCSS Operational Review	\$ 50,000	0.3%

## IODS– Operating Business Cases

Business Case Initiative	Budget Impact	Tax Impact
<b>Service Levels:</b> <b>Maintain Current External Service Level</b>		
Public Works Staffing Request – Operator	\$ 95,000	0.5%





## 2026 Proposed Budget Capital Business Cases

## SAFS – Capital Business Cases

Business Case Initiative	Budget Impact
IT Evergreening	\$ 179,000
Network Switch Replacement	\$ 100,000
PCI-DSS Reconfiguration	\$ 40,000
Public Works Operations and Sport Centre Internet	\$ 10,000
<b>SAFS Total</b>	<b>\$ 329,000</b>

## CPS – Capital Business Cases

Business Case Initiative	Budget Impact
Engine 2 Replacement Fire Truck	\$ 1,120,000
New Fire Hall – Front End Engineering Design	\$ 100,000
Bush Buggy Replacement – Fire	\$ 220,000
Modular Fire Training Centre	\$ 195,000
Family Centre Roofing Project Phase 3	\$ 850,000
Power Meter Replacement and Breaker	\$ 31,000
Aquatic Centre Sprinkler Head Replacement	\$ 80,000
<b>CPS Total</b>	<b>\$ 2,596,000</b>



## IODS – Capital Business Cases

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

...cont.



## IODS – Capital Business Cases

Business Case Initiative	Budget Impact
Central Trunk Sewer Upgrades	\$ 3,965,000
WWTP PLC/SCADA Upgrades	\$ 100,000
Site Furniture	\$ 25,000
Kinsmen Park Christmas Lights	\$ 20,000
Snow Dump Expansion	\$ 160,000
Stand on Plow	\$ 20,000
Mechanic Shop CO Detectors	\$ 12,000
PW 25 Chevrolet Silverado 1500 Replacement	\$ 84,000
EPW 57 John Deere 60 Series Excavator Replacement	\$ 200,000
<b>IODS Total</b>	<b>\$ 5,796,000</b>

## SUMMARY – Capital Business Cases

Business Case Initiative	Budget Impact
SAFS Capital Business Cases	\$ 329,000
CPS Capital Business Cases	\$ 2,596,000
IODS Capital Business Cases	\$ 5,796,000
<b>Grand Total</b>	<b>\$ 8,721,000</b>







## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
<b>HUMAN RESOURCES PROGRAMS</b>						
<b>Human Resources - Administration</b>						
Employee Handbook	A comprehensive guide for employees that outlines the policies, procedures and expectations for an employee of the Town				Employee Handbook (currently under review)	Internal
	Human Resources administrative records		Ensuring confidentiality and security of sensitive employee data.	Maintaining accurate and up-to-date employee records, including personal information, employment history, performance evaluation and training records.	New hire information, termination records, updates on employee information shall be uploaded to the employee file within 48-hours of document completion.	Internal
<b>Human Resources - Talent Acquisition</b>						
Recruitment of Talent	Hiring of Town Staff, inclusive of permanent, part-time, term and seasonal hires.			Ensuring that the recruitment process adheres to legal and regulatory requirements (eg: equal opportunity, privacy, data integrity)	Time to Hire: Ensure all vacancies are filled within 90 days of the initial requisition for hire to the candidate's first day.	Internal

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
HUMAN RESOURCES PROGRAMS						
				following our retention of records schedule, listed on each posting and following the Town of Strathmore's 2025 Handbook.		
					Candidate Experience: measure how candidates perceive the recruitment and onboarding process through 30-day check-ins.	Internal
					Cost per Hire: Maintain an accurate budget to best attract talent (sourcing, interviewing, and hiring) defined through the annual budgeting process.	Internal
Human Resources - Talent Management						
Talent Retention	Retention of Town Talent		Ensuring the Town's Talent is retained.	Talent retention strategies, including employee engagement initiatives (social engagement, quarterly Town halls, Employee Appreciation Day, long-service recognition program, safety recognition program.	1-2 Leadership Training sessions offered per year; 1-2 all Staff training sessions per year under the HR Umbrella as corporate Training - Inclusive of DEIA.	Internal

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<b>HUMAN RESOURCES PROGRAMS</b>						
					Annual Long-Service Award Recognition, and Safety Recognition at Year-End Celebration event.	Internal
					Development of Annual Performance Review program and support.	Internal
					Creation of the annual Workforce Planning Strategy.	Internal
					Hosting of quarterly Town Hall / Coffee and SLT events.	Internal
					Hosting of an Annual Employee Appreciation Day.	Internal
<b>Human Resources - Payroll and Benefits</b>						
Payroll	Administering Pay and Benefits to all Staff	Pay Directive	Standard for acknowledgment	Maintaining timely administration of pay and benefits to all staff	Process payroll accurately and efficiently, including salary calculations, deductions, and tax withholdings, on a bi-weekly schedule.	Internal
			Standard for acknowledgment		Resolution of payroll inquiries and any discrepancies within 48 hours.	Internal
Benefits		Benefits Directive	Standard for acknowledgment		Administer employee benefits programs, LAPP, EFAP within the first week of employment with the Town, and any changes within 48 hours.	Internal
		Benefits Directive	Standard for acknowledgment		Assist employees with benefit enrollment, changes and claim processing within 48 hours of the request.	Internal

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2025 Service and Service Level Inventory

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HUMAN RESOURCES PROGRAMS						
Human Resources - Health, Wellness & Safety						
	Providing a Safe and Healthy Work Environment for all Town Employees.	Health & Safety Directive	Ensuring the Town has an up-to-date safety program in place.	Safety Procedures and Protocols: Safety Policy and program: creating and implementing Town Directives and procedures to mitigate risks to ensure a safe working environment (emergency response plans, workplace safety training, orientations, regular equipment and building inspections, and adherence to OH&S, Strathmore policy and procedure).	Healthcare Access: Provide access to local healthcare resources, such as occupational health clinics, insurance coverage, wellness programs through orientation or within 24 hours of request.	Internal
		Health & Safety Directive			Health and Safety Training: Providing training programs to educate employees on health and safety best practices, including first aid/CPR training, fire safety drills, and hazardous material handling procedures, general safety orientation within the first month of employment. Regular legislative training every 3 years following new-hire on	Internal

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<b>HUMAN RESOURCES PROGRAMS</b>						
					Respect in the Workplace, WHMIS and other role specific training required.	
		Health & Safety Directive			Annually reviewing and updating Town Directives to ensure compliance with local, provincial, and federal regulations related to health, wellness, and safety in the workplace. Updating Directives every 3 years.	Internal
		Health & Safety Directive			Maintaining COR certification with a Certified Partner - perform an External Audit every 3 years.	Internal
<b>Human Resources - Administrative Directives and Procedures</b>						
	Providing the Town with adequate Administrative Directives and Procedures to uphold legislation and guidance for Town Employees.		Compliance: Ensure adherence to labour laws and regulations, mitigating the risk of legal liabilities		Response time: an employee can expect a 48-hour response time to inquiries, such as company policies, benefits, or procedures. Response times can vary depending on the nature and urgency of the request.	Internal
					Compliance Monitoring: Annually reviewing and updating Directives every 3 years to ensure compliance with local, provincial, and federal regulations related to HR best practices.	Internal

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
<b>ECONOMIC DEVELOPMENT PROGRAMS</b>						
<b>Economic Development - Business Retention and Expansion</b>						
	Conduct a structured and action-oriented means of engaging with existing businesses within the community to identify their priorities, anticipate challenges, and encourage their growth.			Annually collect and analyze information from existing businesses to understand and identify priority needs based on common challenges at least annually.	Complete and present annually a Business Needs Assessment report for Council and local business Stakeholders.	External
	Support and participate on local business stakeholder committees and organizations		Community Futures Wild Rose	Partner on regional business needs projects	Funding partner in annual Business Walk	External
			Strathmore Business Association	Informal business working group consisting of the top ten industries in Strathmore;	In year 1, the Town will support the Association's foundation, facilitate its organization, and provide its funding.  In year 2, the Town will provide a town liaison representative to provide updates	External

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ECONOMIC DEVELOPMENT PROGRAMS						
Economic Development - Business Retention and Expansion						
					and learn the needs of the business community.  Ongoing, the Town liaison will attend Quarterly Meetings; work on business needs projects on an ad hoc basis.	
			Grand Openings, expansions, relocations and special events in the Town.	Local businesses, not for profits and developers will request the Town's Economic Development presence at certain events. At times the Town is asked to speak on the business climate of Strathmore and also share information to promote events through the Town's social media.	Create and provide a Business Welcome Wagon package; Creation of an Economic Development website for investment attraction, data analytics dashboard and to promote local business directory through GIS. Extend community invitations to Council and support their attendance, when able. Ongoing activities, as requested.	External
	Attend Economic Development Government partner meetings, events, and		Jobs and Economy, PrairiesCan West, Alberta Innovates, Invest Alberta, Invest	Research and share resources / connections / grants from our provincial and federal funded	Participate in monthly Government Partnership meetings; investment attraction Plan utilizing the NRED Grant.	External

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ECONOMIC DEVELOPMENT PROGRAMS						
Economic Development - Business Retention and Expansion						
	regional associations meetings.		Canada, and Export Canada	Economic Development support departments with various Town departments and when applicable local community partners.		
			Calgary Region Rural Economic Developers informal committee	Provide local community updates, connections, and resources. Consider and formulate regional collaboration initiatives.	Participate in monthly meetings onsite in community and host meetings, as needed.	External
	Economic Development Associations		Economic Developers of Alberta, Economic Developers of Canada, International Economic Developers Corporation, Business Retention and Expansion International Association, and ICSC association.	Become members, annually, to each association to keep up on Economic Development trends, new tools and education. Facilitates connections with other municipalities and colleagues and provides information on best practices.	Attend annual conferences, webinars and various training opportunities.	External

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ECONOMIC DEVELOPMENT PROGRAMS						
Economic Development - Business Retention and Expansion						
	Local or regional economic impact events, committees, and initiatives.		Not for Profits, regional initiatives, and private entity events that provide large economic impact.	Fund or support by volunteer on committee. Monthly meetings, committee member role volunteer hours, e.g. fundraising, sponsor connection, marketing and attendance during the time of the event.	Respond to inquiries and requests for support within 2 days.	External
	Activities that attract new industrial and commercial business to Strathmore		Response to emergent, time sensitive investment opportunities. This requires shifting resources as required. This may come from provincial, federal, and other private entity partners.		Respond immediately to any Provincial and Federal investment leads and prioritize until not qualified. Connect and partner with pre-qualified potential commercial property owner. All leads are responded to with 2 business days and Town direction and or updates are provided within 5 business days. Leverage grant opportunities.	External
			Additional support and resources to meet timelines may be required from other departments.	Update administration at weekly meeting on cross department functions. Coordinate with applicable	Sponsor cross department project charters and lead weekly meetings.	Internal

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ECONOMIC DEVELOPMENT PROGRAMS						
Economic Development - Business Retention and Expansion						
				departments as required.		
	Actions taken to promote business and investment opportunities within the Town to domestic and international markets, including identifying opportunities, targeting prospects, providing site tours, developing Town marketing campaigns, attending industry specific events, and relationship development.		Work in collaboration with Invest Alberta, Invest Canada and outsource to specific industry targeted site selects.	Cross function departments as required. Outsource additional expertise, as needed, to execute projects.	Engage with local commercial developers to participate in Investment initiatives. Foster P3 model where applicable.	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Administrative</b>						
Strategic Planning	A process where Administration works with Council to define the vision for the future, set goals, and develop action plans to achieve those goals.	Municipal Government Act, RSA 2000 (MGA)	Strategic Plan Document	Assessing the current state of the Town, identifying priorities, and approving budget to achieve desired outcome.	On an annual basis, Administration would work with Council to develop a Strategic Plan or update a current Strategic Plan to define future municipal objectives.	Internal
			Corporate Business Plan	This Plan informs decisions, allocation of resources, and ensures alignment of long-term goals.	Administration provides the Corporate Business Plan on an annual basis.	Internal
			Quarterly Corporate Reporting		Council receives a report on a quarterly basis outlining the progress of the strategic initiatives outlined in the Strategic Plan	Internal
			Town State of the Union	Provide a public presentation on the Town's strategic achievements.	Complete annually a State of the Union address to the community and administration	External

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Communications and Marketing</b>						
External Communications and Marketing	Dissemination of information externally with the intent to inform and educate the public or to promote and encourage the public to take a certain action. This includes Crisis Communications when Required. External communications will be conducted through the following: website; social media; publications; advertising and promotion; video, photography, and multimedia; podcasts; customer inquiries.		Marketing	Dissemination of marketing material with the intent to promote and encourage the public: <ul style="list-style-type: none"> <li>• to purchase memberships.</li> <li>• sign up for programs.</li> <li>• use Town amenities.</li> <li>• attend events.</li> <li>• Promote the Town as a place to invest, shop, live, and visit.</li> </ul>	Communications and Marketing asks departments to complete a quarterly brief with their requests. If the department receives adequate notice, the team can support the departments by printing campaign materials, creation of online forms, E-blasts, new webpages, video content, promoted adds, custom creative content, media notifications, press release, social media, newspaper/utility insert advertising, radio advertising.  For short notice requests (at least 48hrs notice) the team will try to support depending on capacity.	Internal

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SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Communications and Marketing						
			Media Relations	Manage all media relations activities, including managing media contacts, arranging interviews, preparing key messages, monitoring the Town's media coverage, preparation and distribution of media releases, and coordinate necessary media training.	Communications requests three days to answer media inquiries. This allows the team to draft messaging and obtain SLT approval for messaging. Response is within 72 hours.	External
			Public Information	Dissemination of information externally with the intent to inform and educate the public on various matters related to the Town's and Council's business, programs, services, amenities and events.	The department works with internal stakeholders to ensure information is disseminated to the public in a timely matter. The department responds to social media inquiries during business days within 48 hours or as per a negotiated timeline. Department will also support the Town in responding to Citizen Communications Forms, phone calls, emails, etc., with the goal of identifying trends and proactively communicating to the public.	External

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<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Communications and Marketing</b>						
Community Events	The management and delivery of events to the community.		Support of Community Led Events	The Communications team will support large community led events.	The Town manages the following annual events: Canada Day, Spirit of Christmas, Pitch-in Week, and Alberta Day. The Town will support community led events when capacity allows and if the events align with Council's strategic plan. These annual events include Remembrance Day, Strathmore Stampede Parade, Santa Clause Parade, pop-up events, and Block Parties.	External
Public Participation & Engagement	Planning, development of methods, coordination and guidance based on the Town's Public Participation Policy		Community Satisfaction Survey	Opportunity for residents to provide their opinion, perceptions and levels of satisfaction with services, quality of life and governance tax strategies.	Community Satisfaction Survey is conducted every 2 years. Survey results are shared with Council and published on the Town's website.	External
			Public Participation Stewardship	Disseminate information to members of the public regarding opportunities to participate in the Town's decision making.	The Town allows members of the public to present to Council as a delegation (requests must be received two weeks before the meeting), speak to an item on a Council agenda through public comments, and can send correspondence to Council or administration. Furthermore, the Town routinely holds "Coffee with Council" which allows the public to ask questions of Council.	External

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<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legislative Services</b>						
Administrative Tribunals	The department gives legislative and procedural advice, coordinates meetings, gathers required information for Subdivision and Development Appeal Board and Assessment Review Board.		Assessment Review Board	Statutory mandated board to hear Assessment Review Board appeals.	Appeals to the ARB must be received within 60 days from the Notice of Assessment date. The volume is dependent on the number of appeals received. Some complaints may be resolved prior to a hearing date; however, those that are not resolved will proceed to an ARB hearing. In accordance with applicable legislation, an ARB hearing must be held before December 31st of the year during which the complaint is filed. Legislative Services processes complaints immediately upon receipt. It is a requirement of the ARB to follow legislative processes.	External
			Subdivision and Development Appeal Board	Statutory mandated board to hear Subdivision and Development Appeal Boards appeals.	When an appeal is received, the SDAB must commence a hearing within 30 days, and the resulting decision must be made and circulated within 15 days. The demand for SDAB hearings is based on the number of decisions rendered by the development or subdivision authorities which may be subject to an appeal. It is a requirement of the SDAB to follow legislative processes for the timing and scheduling of hearings.	External

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<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legislative Services</b>						
Inter-governmental Relations & Advocacy	Administrative liaison with other orders of government, municipalities, and municipal partners to promote and progress the Town’s advocacy strategy and priorities.		Government Relations (“GR”)	Manage contract with external government advocacy consultant	<p>Liaise through biweekly meetings with the advocacy consultant on behalf of Council to ensure key priorities are known and that advocacy efforts are prioritized.</p> <p>Council meets with the Town’s GR Consultant annually to review Council’s advocacy plan. There will also be a quarterly update from the Town’s GR Consultant, including new developments in the province and how Council’s advocacy priorities have been actioned.</p> <p>Working in concert with the Town’s GR strategist, key messages are prepared and circulated to Council two days prior to any meeting with provincial or federal government officials.</p> <p>The town's advocacy consultant provides information on relevant grants and supports grant applications.</p>	Internal
			Government Relations	Federal Government / MP	Support the relationship between the Town and the local federal Member of Parliament, including scheduling meetings with the MP, drafting correspondence on Council’s behalf, drafting key messages for Council of federal	External

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SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Legislative Services						
					level events and provide speaking notes for the mayor’s attendance at events, as required.	
			Government Relations	Province of Alberta / MLA	Support the relationship between the Town and the local provincial Member of the Legislative Assembly, including scheduling of quarterly meetings between the MLA and Council, drafting correspondence to the MLA on Council’s behalf, drafting key messages for Council of provincial level events, and provide speaking notes for the mayor’s attendance at events, as required.	External
			Government Relations	AUMA Membership	The Town is a member of Alberta Municipalities. Administration supports Council in their attendance by preparing travel arrangements, scheduling meetings with provincial officials, as necessary, crafting speaking notes, if needed, and preparing any ancillary supporting information such as background information for resolutions.  A member of Administration attends these meetings to support Council, if available.	External
			Government Relations	MCMC Membership	The Town is a member of Mid-sized Cities Mayor’s Caucus. Administration supports the Mayor (or Deputy Mayor as the case may be)	External

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SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Legislative Services						
					<p>in their attendance by preparing travel arrangements to various meetings, scheduling meetings with provincial officials, as necessary, crafting speaking notes, if needed, and preparing any ancillary supporting information such as background information for agenda meeting discussion items.</p> <p>A member of Administration attends these meetings to support the Mayor, if available.</p>	
			Government Relations	Other Municipalities: Support regional collaboration	Administration supports Council with efforts to foster collaboration with local municipalities with the intent to create Voluntary Intermunicipal Collaboration Frameworks (ICFs) with neighbouring municipalities	External
Boards and Committees	Providing legislative and procedural guidance to the Town's boards and committees.	Municipal Government Act, RSA 2000, C M-26 (MGA), Part 5	Board and Committee Management	Provide procedural and legislative advice to boards and committees.	Legislative Services provides procedural and legislative advice to the Town's various boards and committees.	Internal

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<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legislative Services</b>						
		<ul style="list-style-type: none"> <li>• MGA, Part 5, Division 1</li> <li>• Bylaw #22-26 and #23-12: Boards &amp; Committees Bylaw, and amendments</li> </ul>	Board and Committee Appointments	Advertising vacancies, reviewing applications, and presenting applications to Council for consideration.	The department is responsible for board and committee membership, including recruitment, appointments, and resignations. Typically, the department presents applications to Council to consider at the annual organizational meeting. However, vacancies are advertised throughout the year, on an as needed basis.	Internal
		<ul style="list-style-type: none"> <li>• MGA, Part 11</li> <li>• Bylaw #22-26: Boards and Committees Bylaw</li> </ul>	Assessment Review Board (ARB)	The ARB carries out the duties as described in the MGA	<p>The ARB consists of 3 public at large members, and the Composite Assessment Review Board consists of 2 public at large members and one member appointed by the province.</p> <p>ARB Hearings are scheduled pursuant to the MGA on an as needed basis. The department provides clerical and administrative support for the board, as well as acting as the clerk.</p>	Internal
		<ul style="list-style-type: none"> <li>• MGA, Part 5, Division 1</li> <li>• Bylaw #22-26: Boards and Committees</li> <li>• Policy #7204</li> <li>• Community Improvement</li> </ul>	Community Improvement Program Committee	Establishes grant funding to not-for-profit organizations supporting a myriad of recreation, culture, and social based programs, activities and capital related projects.	<p>The department is responsible for board and committee membership, including recruitment, appointments, and resignations.</p> <p>Council will receive recommendations from Administration on funding under the Program and thereby included in the Town's annual budget process.</p>	Internal

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<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legislative Services</b>						
		Program Policy #7204 <ul style="list-style-type: none"> <li>Community Improvement Program Procedure #7204-1</li> </ul>				
		<ul style="list-style-type: none"> <li>MGA, Part 5, Division 1</li> <li>Bylaw #22-26: Boards and Committees.</li> <li>Council Resolution adopted TOR on April 2, 2025</li> </ul>	Culture and Wellbeing Task Force	TOR adopted to identify and coordinate opportunities to provide community input on items related to community identity and civic pride.	The department is responsible for board and committee membership, including recruitment, appointments, and resignations. The Taskforce consists of 1 Council member, and up to 6 public at large  Meetings were held monthly and as agreed upon by the Task Force.	Internal
		<ul style="list-style-type: none"> <li>MGA, Part 5, Division 1</li> <li>Family and Community Services Act and Regulations</li> <li>Bylaw #23-12: Boards and Committees Bylaw</li> </ul>	Family & Community Support Services Advisory Board	The Board receives, reviews and makes recommendations on applications for funding under the Community Investment Program.	The department is responsible for board and committee membership, including recruitment, appointments, and resignations. Members of the FCSS Board consist of 1 Council member, 5 public at large and 1 non-voting member from the FCSS department staff member. The Board meets a minimum of 3 times per year or as agreed upon by the committee.	Internal

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SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Legislative Services						
		Amending Bylaw <ul style="list-style-type: none"><li>• Policy 5102 – Family and Community Support Services Grant Program</li><li>• United Way of Calgary and Area Agreement.</li></ul>				
		<ul style="list-style-type: none"><li>• MGA, Part 5, Division 1</li><li>• Bylaw #22-14: Library Board</li><li>• Libraries Act and Regulations</li></ul>	Library Board	Formation of the governing body for the operation of a Town library.	<p>The department is responsible for board and committee membership, including recruitment, appointments, and resignations.</p> <p>Members of the Library Board, up to 10, but no less than 5, are appointed by Council, and up to 2 members of the board may be Town Councillors. The Strathmore Library Board is formed as a separate corporate entity and operates independent of Town operations. The Board meets at least every 4 months. The annual budget is prepared and submitted to the Town as a funding request on an annual basis within the Town’s budgeting processes and policies.</p>	Internal

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<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legislative Services</b>						
		<ul style="list-style-type: none"> <li>MGA, Part 5, Division 1</li> <li>MGA, Part 17, Division 10</li> <li>Bylaw #22-26: Boards and Committees</li> </ul>	Subdivision and Development Appeal Board (SDAB)	The SDAB hears and determines appeals on behalf of the Town in respect to decisions of the Subdivision Development Authority.	<p>The SDAB consists of up to 5 members appointed by Council, one of whom shall act as a Chair., one of whom shall act as a Chair. The department provides clerical and administrative support for the board, as well as acting as the clerk.</p> <p>SDAB Hearings are scheduled pursuant to the MGA on an as needed basis.</p>	External
Council Meetings	Coordination of Council Meetings	<ul style="list-style-type: none"> <li>MGA, Division 9</li> </ul>	Meeting Management	Meeting Management includes development of agendas, draft minutes, circulating agendas, posting agendas on the website.	Legislative Services will attend all Council meetings (Regular, Special, and Committee). Notification of Special Council Meetings will occur at least 24 hrs prior to the meeting, unless the meeting is called in accordance with S. 194(4) of the MGA. Regular Council Meeting agendas will be posted on the Town's website at least 3 days prior to the meeting. Legislative Services will draft agendas once agenda schedules have been reviewed by SLT and the Council Agenda Planning Committee.	Internal
			Livestreaming of Council Meeting	Livestreaming Council meetings onto YouTube.	All public Council meetings (Regular, Special, and Committee of the Whole) will be livestreamed, as per the Council Procedure Bylaw. Recordings of the meetings can be found on the Town's YouTube channel.	Internal

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legislative Services</b>						
			Parliamentary Support	Provide procedural and legislative support to Council and Administration before and during meetings.	Legislative Services provides parliamentary support during Council meetings (including drafting motions and providing legislative and procedural advice).	Internal
			Correspondence		As per Procedure Bylaw 23-17, Legislative Services is able to receive correspondence on behalf of Council. This correspondence is included in the Council Agenda package (confidential correspondence is emailed to Council).	Internal
Municipal Elections	Organization, coordination, and delivery of municipal elections. Elections are managed in accordance with the LAEA and Bylaw No. 21-18.	<ul style="list-style-type: none"> <li>• MGA, Part 5, Divisions 2, 5 &amp; 6</li> <li>• Bylaw #24-18 – Election Bylaw</li> <li>• Bylaw #24-19 Election Sign bylaw</li> </ul>	Coordination of municipal election		Voting will be kept open from 10 am to 8 pm on Election Day. Advance voting will be held in the Town on days and times established by the Returning Officer.	Internal
	Council Orientation	<ul style="list-style-type: none"> <li>• MGA, Part 6</li> </ul>		Each Councillor must attend orientation training following election.	Ensures that orientation for council is conducted in accordance with <i>Municipal Government Act</i> .	Internal

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legislative Services</b>						
Policy and Bylaw Development and Management	Manage, review and provide insight into the development of bylaws and policies for content, correct formatting, consistency of language, and to ensure legal and legislative compliance	<ul style="list-style-type: none"> <li>• MGA, Part 2, Divisions 1 &amp; 2;</li> <li>• MGA, Part 6, Section 201(1)</li> </ul>	Management of the bylaw and policy program	Legislative Services provides assistance to internal departments in the policy development of the Town.	<ul style="list-style-type: none"> <li>• Is responsible to assist with providing guidance on the development of new bylaws and policies.</li> <li>• Will liaise with the originating department on the review and drafting of documents.</li> <li>• Ensures documents meet legal and legislative requirements.</li> <li>• Provides guidance on the approval process.</li> <li>• Will track current bylaws and policies for any necessary follow-up, review, or approval.</li> <li>• Assists with or drafts bylaws, policies, procedures, or associated documents annually.</li> <li>• The process to develop bylaws and policies is as follows: <ul style="list-style-type: none"> <li>• Departments will reach out to Legislative Services to get the template and Policy/Bylaw number.</li> <li>• The draft policy/bylaw will be emailed to relevant stakeholders (ideally giving them 30 days to review)</li> <li>• The draft policy/bylaw is then sent to Legislative Services to review (ideally giving them 7 days to review)</li> <li>• The owner of the policy/bylaw will then present to SLT, and once SLT approves of</li> </ul> </li> </ul>	Internal

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Legislative Services						
					the document it will be scheduled for a Council meeting.	
Freedom of Information and Protecting of Privacy (FOIP)	Oversee the provision of the Town’s FOIP program, ensuring the Town remains compliant with legislation. Aid the public and Administration for access to information and privacy-related questions.	<ul style="list-style-type: none"><li>Freedom of Information and Protection of Privacy Act (FOIP)</li><li>Bylaw #21-22 - FOIP</li></ul>	Records Management is a critical operational program designed to provide the Town with oversight and assurances for the secure, legislatively compliant storage, maintenance, and disposition of records.	This program ensures that both physical and electronic records are preserved according to legal standards and organizational policies, facilitating efficient access and protecting the integrity of information over time. Additionally, it supports transparency and accountability by enabling accurate recordkeeping and timely access to public records to internal staff or external entities through the FOIP program.	<ul style="list-style-type: none"><li>Provides guidance to Council, Administration, and the public as needed, on privacy legislation, processes, and questions which may occur.</li><li>Is responsible to receive all FOIP request applications (information access).</li><li>Oversees and conducts the FOIP request review process, ensuring legislative compliance throughout, and only releasing records which are permitted by legislation.</li><li>Assists with training members of Administration, as needed.</li><li>Ensures the Town is compliant with the <i>Freedom of Information and Protection of Privacy Act</i>.</li></ul>	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service *
SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Legislative Services						
Records Management	Management program for the Town’s records	<ul style="list-style-type: none"><li>• Bylaw #17-13: Records Management</li><li>• Policy #1701 – Records Management Policy</li></ul>		The program ensures that processes align with the Records Management Bylaw, and associated procedures for both physical and electronic records	<ul style="list-style-type: none"><li>• Oversees the Town’s Records Management Program and works to ensure the effective and efficient use of the Town’s records management tools.</li><li>• Provides internal assistance with the retrieval of Town records.</li><li>• Oversees the use of and assists with the training of the records management software, which is used for the retention and disposition of electronic records.</li><li>• Assists to promote departmental practices align with the Town’s long-term Records Management goals.</li><li>• Participates in the implementation of organizational software, to ensure compatibility with Records Management software systems.</li></ul>	Internal

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>IT and GIS Service Desk</b>						
IT Service	The IT department provides support or services related to information technology (IT).			Services include software, hardware, network, and photocopiers, and ensures timely resolution of technical services for the Town.	<p>Services will be provided based on their criticality and impact to the user, using the Service Prioritization Matrix as follows:</p> <ul style="list-style-type: none"> <li>• Mission Critical: Issues affecting town-wide services. Response: Immediate.</li> <li>• Core Business Impact (No workaround): First response: 30 minutes to 2 hours.</li> <li>• Core Business Impact (With workaround): First response: 24 hours to 3 business days.</li> <li>• External Service Provider Involved: First response: 24 hours to 5 business days.</li> <li>• Non-urgent IT Work Orders: Up to 10-20 business days.</li> </ul>	Internal
Geographic Information Systems (GIS)	GIS enables the collection, analysis, and visualization of spatial and geographic data to support decision-making and improve service delivery.			Used for mapping infrastructure, planning urban development, managing land use, managing asset, monitoring environmental changes, and optimizing the Town's services using data analysis.	<ul style="list-style-type: none"> <li>• Services are provided to internal departments, on an as-needed basis, and external users through the Town's website.</li> <li>• Support to Emergency Management events, on an as needed basis.</li> </ul>	Internal and External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Business Solutions Project Management</b>						
Business Solutions and Project Delivery	Overseeing the successful delivery of technology driven change initiatives.		Development or support of a Business Case to justify the project's value and investment.	Project Management and Delivery ensures the project is executed on time, within scope, on budget, and aligned with the Town's strategic investment goal. Additionally, Organizational Change Management (OCM) supports a smooth transition when implementing new business systems technology, focusing on project stakeholder engagement, training, and adapting to new ways of working.	<ul style="list-style-type: none"> <li>The proposed new business initiative will progress through the initial Project Intake request in collaboration with the internal department owner and reviewed by the SLT, on an ad hoc basis.</li> <li>The Business Case for the project will form part of the Operating and Capital Budget process.</li> </ul>	Internal

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Information Governance, Security and Compliance</b>						
Information Security	Focus on protecting the Town's digital assets.		Development of security awareness training to empower employees and enhance business support. Development and execution of a Cyber Incident Response Plan, execution, and tabletop exercises to prepare for potential threats.	Regular vulnerability assessments and security patching ensure the Town's IT systems remain secure. Supports the overall corporate Risk Management strategy to proactively manage and mitigate risks.	The development and implementation of the Information Security Policy. Response to Cyber incidents are Mission Critical: Issues affecting town-wide services. Response: Immediate.- Core Business Impact (No workaround): First response: 30 minutes to 2 hours.- Core Business Impact (With workaround): First response: 24 hours to 3 business days.  Security Awareness training is provided to all Town employees on a quarterly basis annually.	Internal
IT Governance and Compliance	Ensures that the Town's technology operations align with business goals and industry best practices.		It includes the IT assessment, development of an IT Strategy Plan and Emerging Technology Roadmap to guide future technology investments.	Assessments and audits are conducted to ensure compliance and security standards. The service also recommends continuous improvement and remediation projects to address gaps and optimize IT processes, while advising on the creation of necessary policies and directives	Create and update annually the Strategy Plan and Emerging Technology Roadmap. Refresh the Plan every five year	Internal

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Information Governance, Security and Compliance						
				to maintain effective governance and control.		

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Financial Services						
Financial Reporting, Compliance, and Controls	Management of the corporate accounting and financial reporting including assuring compliance with municipal financial regulations and overseeing the corporate system of internal controls.	<ul style="list-style-type: none"><li>• MGA, Parts 8 and 15.1, Division 3</li><li>• Bylaw #25-03 – 2025 Capital Borrowing Bylaw</li><li>• Bylaw #25-01 – 2025 Operating Line of Credit Bylaw</li><li>• Bylaw #24-25 – 2025 Fees Bylaw</li><li>• Bylaw #23-35 – Fees Amending Bylaw</li><li>• Bylaw #23-34 – Fees Amending Bylaw</li><li>• Bylaw #23-13 - 2023 Fees Bylaw</li><li>• Public Sector Accounting Standards Board (PSAB)</li></ul>	<p>Completing an annual financial audit.</p> <p>Completing quarterly financial reporting (actuals, forecast compared to budget)</p>		<ul style="list-style-type: none"><li>• Staff can contact finance during work hours for support and advice on financial matters.</li><li>• The audited financial statements are completed in compliance with Public Sector Accounting Standards and legislative requirements (i.e. Municipal Government Act) and submitted to Municipal Affairs by May 1st each year.</li><li>• The audited financial statements are posted on the Town's website by May 1st each year.</li><li>• Quarterly Financial Reporting is prepared at March, June, September, and December each year.</li></ul>	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
Tangible Capital Asset (TCA) Financial Management	Coordination and reporting of tangible capital asset financial activity	<ul style="list-style-type: none"> <li>MGA, Parts 8 and 15.1, Division 3</li> <li>Public Sector Accounting Standards Board (PSAB)</li> </ul>			TCA records are updated throughout the year. A report is prepared on TCA activity on a quarterly basis (March, June, September and December) and annually through the annual and quarterly reporting requirements (Annual Financial statements.)	External
Assessment Services Administration	As part of the property taxation processes, a property assessment contractor provides annual property assessment services & supplemental property assessment services.	<ul style="list-style-type: none"> <li>MGA, Part 9, Division 1 – 6</li> <li>Bylaw #25-02 – 2025 Supplemental Assessment Bylaw</li> </ul>	Property Assessment Services	Serve as a liaison between the Town and residents on matters dealing with property assessments; including the management of assessment inquiries in regard to property taxation via phone calls or e-mail.	<ul style="list-style-type: none"> <li>Prepare assessments in accordance with the Municipal Government Act and its attendant regulations and adhere to any other policies or guidelines as issued from time to time from the Alberta Provincial Government.</li> <li>Provide assessment information as requested by the Minister of Municipal Affairs in compliance with the statutory reporting requirements prescribed in the Municipal Government Act and its attendant regulations.</li> <li>Defend any assessment that is subject to an assessment complaint that must go before and Assessment Review Board and any assessment appeals before the Municipal Government Board in compliance with the statutory timelines established in the Municipal Government Act and report any changes to the Town of Strathmore.</li> </ul>	External

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
					<ul style="list-style-type: none"> <li>• Declare the Assessment Roll by February 28 of each year.</li> <li>• Assessment Notices are sent to rate payers by the Town of Strathmore no later than February 28 of each year.</li> </ul>	
Accounts Receivable and Payable	Provision of accurate, timely processing of customer invoices including to track and collect on outstanding balances.	<ul style="list-style-type: none"> <li>• Public Sector Accounting Standards Board (PSAB)</li> </ul>	Provision of accurate, timely process of all vendor invoices and staff expense claims while ensuring policies and procedures are followed.		Invoice requisitions are processed on a weekly basis. Vendor payments are paid within 30 days of invoice date. EFT payments are made mid month and at month-end; cheque payments are printed at the end of each month.	Internal and External
Utility Billing	This involves bill generation, collection on outstanding accounts, and the collection of commercial and industrial payments.	<ul style="list-style-type: none"> <li>• MGA Part 3, Division 3</li> <li>• Policy #17-12 Land Use Bylaw Amendment – Government Services &amp; Utilities</li> </ul>		Utility Billing includes the services for water, wastewater, stormwater, garbage pick-up and recycling	<ul style="list-style-type: none"> <li>• Residential and non-residential accounts are billed monthly by the last business day of the month.</li> <li>• Utility account maintenance is verified by receiving information from the account holder on an ad hoc basis.</li> <li>• Payments are collected in person (during regular business hours), online or pre-authorized payments 30 days following the previous billing cycle.</li> <li>• utility bills which are outstanding 60 days from billing cycle are transferred to the property tax roll.</li> </ul>	Internal and External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Financial Services						
Taxation Billing	Administration of the Town's tax collection	<ul style="list-style-type: none"><li>• MGA, Part 10, Division 1-9</li><li>• Bylaw #25-10 Non-residential Municipal Tax Incentive Bylaw</li><li>• Bylaw #24-13 2024 Property Tax Bylaw</li><li>• Bylaw #23-16 – Tax Rate Bylaw</li><li>• Bylaw #23-06 – Tax Arrears Payment Plan</li><li>• Bylaw #20-25 – Non-Profit Organizations Tax Exemption Bylaw</li><li>• Bylaw #22-03 – Tax Incentive Bylaw</li><li>• Policy 1812 – Property Tax Relief Policy</li><li>• Policy 5103 – Seniors Property</li></ul>	Tax CollectionTax Arrears Payment Plan (TAPP)	The Tax Arrears Payment Plan (TAPP) is the Town's commitment to providing an economic recovery plan for property owners whose property taxes are in arrears.	The Tax Rate bylaw is presented to Council before May 1 of each year. The tax notices are sent to property owners no later than 30 days prior to due date of June 30 of each year. Current year tax payments are collected in person, online or preauthorized plans (Tax Installment Payment Plan - TIPP) by the due date of June 30. The Tax Installment Payment Plan is administered from January 1 to December 31 each year. Tax Arrears Payment Plans (TAPP) are administered from January 1 to December 31 each year and includes current and past tax arrears for payment. TAPP is a monthly plan that allows owners to make consecutive monthly payments for taxes over a term of up to 24 months.Transfer of outstanding utilities, fines against the property (snow clearing, property bylaw infraction fines, contraventions to dangerous and unsightly properties, etc.) on an ad hoc basis.	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
		Tax Rebate Program <ul style="list-style-type: none"> <li>• Procedure 5103-01 – Seniors Property Tax Rebate Program</li> </ul>				
Operational and Capital Budget Development and Reporting	Development of current and future years operating and capital budgets and financial forecasts.	<ul style="list-style-type: none"> <li>• MGA, Parts 8 and 15.1, Division 3</li> <li>• Policy 1809 – Budget Policy</li> <li>• Policy 1818 – Budget and Guiding Principles Policy</li> <li>• Policy 1802 Accounting for Capital Assets</li> <li>• Policy 1807 – Operating and Capital Reserve Fund Policy</li> <li>• Policy 1816 – Capital and Operating Carry Forward Policy</li> <li>• Policy 1817 – Financial Reserves</li> </ul>		Budget owners are required to defend market costs of all Operating and Capital Business Cases	The Budget Plan is approved by Council by May 1 of each year. Administration receives Budget Guidelines by June 1 of each year. The Operating and Capital Business Cases are due August 1 of each year. The Finance team meets with department owners to draft operating budgets and to review Business Cases in early August of each year. The Capital Budget prioritization committee concludes their review by September 10 of each year. The Department Fees and Charges review is due by August 1 of each year. Council reviews/approves/amends by mid September Internal workshops with Senior Leadership conclude by September 30 of each year. The draft budget is presented to Council the first Council meeting in November of each year. Council deliberates a proposed Budget by the end of November for a proposed	Internal and External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Financial Services</b>						
		<ul style="list-style-type: none"> <li>Public Sector Accounting Standards Board (PSAB)</li> </ul>			approval by the first Council Meeting in December.	
Long-Range Financial Planning	Provision of long-term financial planning to improve the understanding of the Town's financial situation with a focus on sustainability to favorably influence its financial future.	<ul style="list-style-type: none"> <li>MGA, Parts 8 and 15.1, Division 3</li> <li>Policy 1807 – Operating and Capital Reserve Fund Policy</li> <li>Policy 1817 – Financial Reserves</li> <li>Public Sector Accounting Standards Board (PSAB)</li> </ul>			Complete a ten-year capital budget and four-year operating budget by December 31 for Council approval.	Internal and External
Grant and Project Administration	The department supports the Town's capital investment agenda through increased grant revenues.	<ul style="list-style-type: none"> <li>Policy 1111 – Physician Sponsorship Grant Policy</li> <li>FCSS Grant Program</li> <li>FCSS Grant Program Procedure</li> </ul>		Working with internal department managers to ensure administration of government grants and the timely and necessary reporting of expenses to government funders.	<p>Ensure grant reporting to the Province of Alberta is completed on December 31 of each year.</p> <p>Grant reports for all other grant funding is provided on an ad hoc basis</p>	Internal

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2025 Service and Service Level Inventory

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SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Financial Services						
Investment Administration	Develops measures to maximize investment opportunities and ensure appropriate cash management strategies are in place.			Provide ongoing support to the Town to ensure appropriate cash flow is available for financing both operating and capital budgets, as needed.	The utility, operating and capital reserves are reviewed during the budget process and on December 31 each year.	Internal
Cemetery Management Administration	Perpetual care	<ul style="list-style-type: none"><li>• Cemeteries Act, RSA 2000, C-3</li><li>• Cemeteries Exemption Regulation</li><li>• Cemeteries Act, General Regulation</li><li>• Policy 14-16 – Cemetery Bylaw</li><li>• Policy 23-32 - Amended 2024 Cemetery Rates Bylaw</li></ul>	Cemetery Service	Provide assistance to clients with appropriate arrangements. Coordinate the record keeping and administrative and financial aspect of burial services, maintenance of graves and permitting/ booking installation of monuments.	Maintain records and services in full compliance with the provincial Cemeteries Act and Strathmore Cemetery Bylaw. Prepare invoicing to plot owners for services. Provide Town's operations with details of plot sales, interments, and land area details related to rights holdership. Provide plot rights holders with the deeds to their lots.	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Legal Administration</b>						
Legal Document Management			Template Control	Management and updating of legal document templates, to be utilized by internal stakeholders, as needed.	Develop and maintain internal templates. Templates are reviewed every 5 years by external legal counsel.	Internal
			Legal Contract Drafting and / or Review	Review of proposed agreements or contracts and providing feedback ensuring alignment with Town policies and procedures and applicable legislation. Draft legal documents in accordance with Town policies and procedures and applicable legislation.	Draft contracts/agreements are developed using internal templates and provided to the requesting department within two weeks. Any subsequent amendments are made within one week.	Internal
Legal Opinion Procurement				Liaising with internal stakeholders and external legal counsel to procure legal opinions on various subjects.	Legal opinions are requested and provided in accordance with the internal process. The response time to obtain the legal opinion may range from 1 week to 1 month, depending on the complexity of the issue. All legal opinions are saved into the Town's repository within 2 business days following receipt.	Internal

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Legal Administration						
				Maintaining a database and repository of previously acquired legal opinions for reference purposes.		
Litigation Support				Liaising with internal stakeholders and external legal counsel for the defence of and/or filing of a legal litigious matter by and on behalf of the Town. Ongoing monitoring of all litigious claims involving the Town and consistent reporting of the status of all claims to the CAO and SLT, and on some occasions, Council.	Any claims that are filled on behalf of the Town of Strathmore would need to occur within the two-year period of the statute of limitations. The Town monitors potentially litigious matters consistently. Should a litigious matter be initiated, either by the Town or by a member of the public, Legal and Risk Management abides by the timelines set out by outside counsel and/or the Courts, which can range from 18 months to 10 years, depending on the claim. Administration will provide quarterly reports to Council on any matter that has proceeded to litigation.	Internal

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES</b>						
<b>Risk Management</b>						
Insurance Administration				<p>Procuring appropriate insurance for Town-owned property including vehicles, mobile equipment and real property.</p> <p>Managing the Town's insurance portfolio, including quarterly schedule reviews and annual renewals.</p>	Legal and Risk Management conducts a review of insurance schedules quarterly. The renewal process for existing policies is conducted annually beginning in September and finalized in November of each year.	Internal
Claims Management				Initiating and/or managing claims made by or against the Town and liaising with outside counsel, internal stakeholders and insurance providers to carry out investigations respecting liability questions, cost analysis and mitigation. Regular reporting of claims.	Claims are managed on varying timelines dependent on the nature of the claim and the level of information required to be presented. The <i>Municipal Government Act</i> is the main legislation referenced for the defense of claims made against the Town. Denials shall be issued within 2 weeks from the conclusion of the investigation. Matters that are liable and under the deductible of the Town's insurance policy shall be paid out within one month from the receipt of the final invoice. Matters that are defensible are handled by the Town's insurer and the timeline for resolution can range from 1 month to 10 years, depending on the claim. Claims status,	Internal

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
SAFS PROGRAMS – STRATEGIC, ADMINISTRATIVE AND FINANCIAL SERVICES						
Risk Management						
				status to SLT and CAO.	or stewardship, is reported to SLT on a monthly basis.	
Risk Advice				Research and analysis of risk levels associated with contracts and agreements as well as certain activities led by the Town and providing advice to internal stakeholders.	Once request has been received, research is undertaken, which may include consultation with Alberta Municipalities, legal counsel, etc. The response time can range from 1 day to 30 days.	Internal
Policy Support				Providing legislation-based support and advice to internal stakeholders in relation to policy draftingPresenting and providing and/or procuring recommendations to Council for draft policies	Administration will develop policy recommendations and Administrative Directives to ensure best practice around risk management and insurance practices. Policies will be reviewed once per Council term.	Internal

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES</b>						
<b>Municipal Enforcement: Enforcement and Licensing</b>						
Municipal Enforcement	Municipal Enforcement staff provide professional and effective service by ensuring bylaws are adhered to, educating the public, and when necessary, enforce both provincial and municipal laws.	<ul style="list-style-type: none"> <li>• MGA, Part 13, Division 4</li> <li>• Peace Officer Act</li> <li>• Peace Officer Regulation</li> <li>• Alberta Solicitor General’s Public Security Peace Officer Program Policy</li> <li>• Bylaw #18-04 - Traffic Bylaw, Section</li> <li>• Alberta Traffic Safety Act</li> <li>• Alberta Gaming and Liquor Act</li> <li>• Petty Trespass Act</li> <li>• Tobacco Reduction Act</li> <li>• Bylaw #23-27 - Community Standards Amending Bylaw</li> </ul>	Municipal Enforcement recognizes the need to provide a safe public environment for its ratepayers, residents and visitors, and to protect the Town's infrastructure.	<p>Services provided to residents relate to:</p> <ul style="list-style-type: none"> <li>• animal licensing</li> <li>• community standards</li> <li>• parking ticket processing / inquiries.</li> </ul> <p>Services provided internally to protect municipal operations and assets include:</p> <ul style="list-style-type: none"> <li>• ensure undue liability to roadways, parks, and other municipal controlled property or structures</li> <li>• Upholding the community standards Bylaw,</li> </ul>	<p>Provide and maintain Municipal Enforcement services from Monday through Friday, 6:00 am to 5:00 pm.</p> <p>Outside business hours, calls are monitored, and actioned as follows:</p> <ul style="list-style-type: none"> <li>a) responded to by telephone within 24 hours, and actioned on or before the next business day, or</li> <li>b) redirected to the non-emergency RCMP line; or</li> <li>c) c) redirected to Town of Strathmore Public Works (Operations) after hours.</li> </ul> <p>Municipal Enforcement officer-to-population ratio is approximately one officer to every five thousand residents. This contingent currently comprises of one supervisor, two officers and a Municipal Enforcement Officer (bylaw appointment only).</p>	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Municipal Enforcement: Enforcement and Licensing						
		<ul style="list-style-type: none"><li>Bylaw #22-20 Responsible Animal Control Bylaw</li><li>Bylaw #24-06 – Taxi Bylaw</li></ul>		<ul style="list-style-type: none"><li>animal control bylaw</li><li>taxi and parking enforcement</li></ul> Administrative duties provided related to statistic reporting and violation notice preparation.		

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Community Services: Delivery of Community Social Services Programming through local partnerships						
	The Family and Community Support Services (FCSS) program promotes and enhances the well-being of Albertans, families and communities.	<ul style="list-style-type: none"><li>• Family and Community Support Services Act, RSA 2000, Chapter F-3</li><li>• Family and Community Support Services Regulation; Alberta Regulation 218/1994</li><li>• Policy 5102 – FCSS Grant Program</li><li>• Policy 5103 – FCSS Senior Property Tax Rebate Policy</li><li>• Bylaw #23-12 - Family and Community Support Services Advisory Board</li></ul>			The preventative social programs offered by Family and Community Support Services (FCSS) positively shape the lives of individuals and families in Strathmore. FCSS secures programming that meets the most immediate needs of our residents of every age and ability by making it a priority to understand and respond to local social needs, issues and gaps in services. The department fosters collaboration with social agencies and plays an active role in the community, providing access to proactive services that build resiliency and lead to a strong, healthy and socially sustainable Town.	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES</b>						
<b>Community Services: Delivery of Community Social Services Programming through local partnerships</b>						
			<ul style="list-style-type: none"> <li>Frozen Meal Program</li> </ul>		<p>In partnership with Calgary Meals on Wheels, the Frozen Meal Program is offered to Strathmore residents. This program provides nutritious, frozen meals to individuals in our community who need them.</p> <p>Residents can place an order for meals every two weeks. Orders are processed and delivered directly to the resident's door (within Town limits).</p>	External
			<ul style="list-style-type: none"> <li>Good Food Box Program</li> </ul>		<p>The Good Food Box is a non-profit organization offering sustainable access to nutritious, quality produce while ensuring variety, freshness and affordability. Locally grown produce is prioritized with a focus on seasonal fruits and vegetables. Good Food Box is packed by volunteers and delivered to Strathmore to residents through Family and Community Support Services department.</p>	External
			<ul style="list-style-type: none"> <li>Income Tax Program</li> </ul>		<p>In partnership with staff and volunteers, the Income Tax Program offers free assistance with basic income tax preparation. This service is available to seniors and individuals with a modest income and simple tax situations who are unable to prepare their taxes on their own.</p>	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES</b>						
<b>Community Services: Delivery of Community Social Services Programming through local partnerships</b>						
			<ul style="list-style-type: none"> <li>Social Prescribing (Link Care 55+)</li> </ul>		Social prescribing bridges the gap between medical and social care services. When older adults present with non-medical symptoms like loneliness, healthcare professionals can refer them to community-based programs to enhance their quality of life.	External
			<ul style="list-style-type: none"> <li>Seniors Tax Rebate Program</li> </ul>		The Seniors Tax Rebate Program provides support to senior property owners with municipal property tax rebates.	External
			<ul style="list-style-type: none"> <li>Smile Cookies</li> </ul>		The Smile Cookie campaign is a charitable initiative where 100% of the local proceeds from the sale of decorated cookies go to support local services and programs such as mental health supports/initiatives, emergency basic needs (food assistance, emergency housing, shelter referrals), helping individuals obtain valid government identification, assistance to access critical prescription medications, and other FCSS supports and initiatives.	External
			<ul style="list-style-type: none"> <li>K.A.R.E. Volunteer Driver Program</li> </ul>		The KARE Volunteer Driver Program is a local service that connects volunteer drivers with residents of Strathmore to coordinate transportation needs for healthcare and/or medical appointments when a resident doesn't not have access to reliable transportation.	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Community Services: Delivery of Community Social Services Programming through local partnerships						
			<ul style="list-style-type: none"><li>Snow Angels Program</li></ul>		The Snow Angels Program connects volunteers with residents needing snow removal assistance due to health or mobility challenges. This is a non-age restricted program.	External
			<ul style="list-style-type: none"><li>Volunteer Management, Recruitment and Recognition</li></ul>		Working in partnership with organizations to build community capacity by coordinating those organizations who need volunteers with those who want to support their community.	External
			<ul style="list-style-type: none"><li>FCSS / United Way Grant Funding</li></ul>		Provide financial support (direct and indirect) to non-profit organizations that deliver a program or event that are preventive in nature and enhance the social well-being of individuals and families through prevention or intervention strategies provided at the earliest opportunity.	External
			<ul style="list-style-type: none"><li>Youth and Family Programming</li></ul>		Youth and Family programming concentrate on youth and families that are either navigating social issues or want to engage in pro-social activities. Education and awareness presentations are available on youth and family social issues, local resources to students, parents, and social agencies.	External

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2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Community Services: Delivery of Community Social Services Programming through local partnerships						
			<ul style="list-style-type: none"><li>Tools for Schools</li></ul>		The Tools for Schools program ensure students start their academic year with the necessary back to school necessities. FCSS works closely with local schools and families to provide essential resources for eligible students.	External
			<ul style="list-style-type: none"><li>Social service support and assessment</li></ul>		The FCSS Counselling Program helps residents and individuals obtain valid government identification, assistance to access critical prescription medications, and other FCSS supports and initiatives.	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	Respond to and mitigate a diverse range of fire emergencies including structural, wildland, and motor vehicle fires while prioritizing life safety, civilian life safety, incident control, property conservation, and environmental conservation.	Fire Service Bylaw <ul style="list-style-type: none"><li>Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>National Fire Protection Association (NFPA)</li><li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>	Fire Response & Suppression		<p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	Mitigate a diverse range of technical dangerous goods, related emergencies including road, residential, and commercial leaks prioritizing life safety, civilian life safety, incident control, property conservation, and environmental conservation.	Fire Service Bylaw <ul style="list-style-type: none"><li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>• National Fire Protection Association (NFPA)</li><li>• National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>	Hazardous Materials		<p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	Rescue people and mitigate a diverse range of technical emergencies including such matters as water and incidents.	<ul style="list-style-type: none"><li>• Fire Service Bylaw</li><li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>• National Fire Protection Association (NFPA)</li><li>• National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>	Water/Ice Rescue		<p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	External
	Provide lift assists, standard first aid and basic life support for ambulance assists	<ul style="list-style-type: none"><li>• Fire Service Bylaw</li><li>• Policy 23-01 - Strathmore Fire</li></ul>	EMS Assist / Medical Co-response		The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 -	External

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2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	and medical co-response for Echo codes or for significant ambulance delay.	Department, Level of Service <ul style="list-style-type: none"><li>National Fire Protection Association (NFPA)</li><li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>			<p>minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	Provide fire life safety inspections, occupancy load reviews and investigations as per the approved Quality Management Plan (QMP) signed with the Alberta Safety Codes Council.	<ul style="list-style-type: none"><li>• Fire Service Bylaw</li><li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>• Safety Codes Act,</li><li>• National Fire Protection Association (NFPA)</li><li>• National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>	Fire Code Enforcement  Quality Management Plan (QMP)	Enforce the National Fire Code – Alberta Edition within the community. Work with building code officials, building owners and occupants to inspect new and existing occupancies to ensure ongoing compliance with respective codes and regulations.	<p>The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	External
	Provide a public education program to all residents through school visits,	<ul style="list-style-type: none"><li>• Fire Service Bylaw</li><li>• Policy 23-01 - Strathmore Fire</li></ul>	Fire Code Education	Engage with the community in non-emergency settings to provide prevention,	The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 -	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	open houses, home visits, public events, fire drills, alarm inspections, requests, or complaints from the public regarding fire prevention in buildings.	Department, Level of Service <ul style="list-style-type: none"><li>• Safety Codes Act,</li><li>• National Fire Protection Association (NFPA)</li><li>• National Fire Code – Alberta Edition</li></ul>		preparedness and safety awareness and education through presentations, workshops, tours, visits and community events.	minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will expand to 24 hours a day, 7 days a week, 365 days a year.  Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.	
Mutual Aid	The level of response is as per the requesting agency and in accordance with response levels as per Council Policy 2301.	<ul style="list-style-type: none"><li>• Policy 23-01 - Strathmore Fire Department, Level of Service</li><li>• Mutual Aid Agreements with City of Chestermere and Wheatland County</li></ul>	Mutual Aid Partnerships	Coordinate with key stakeholder groups to develop, implement, train, and execute emergency response plans to ensure effectiveness and compatibility. Promote awareness of emergency	The Strathmore Fire Department (SFD) currently operates a composite service model, with full-time firefighters, providing fire/rescue, emergency response, and fire prevention services to the community, 10 - minute response - 90% of the time. Current operations are between 06:00 to 18:00 daily, 365 days a year. Effective October 1, 2025, full time fire service, staffed by a three-member engine company per shift, will	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
		<ul style="list-style-type: none"><li>National Fire Protection Association (NFPA)</li><li>National Fire Code – 2023 Alberta Edition (NFC(AE))</li></ul>		management and disaster preparedness across the region and community.	<p>expand to 24 hours a day, 7 days a week, 365 days a year.</p> <p>Currently fire service calls which occur after 18:00 are handled by paid-on-call members trained for fire/rescue operations and emergency responses. When fire services are expanded in October 2025, additional paid-on-call members may be called to support the full-time members, the number of firefighters and frequency is dependent on the nature of the call.</p>	
		<ul style="list-style-type: none"><li>Mutual Aid Agreement with the Province of Alberta</li></ul>	Mutual Aid Fire Control Plan with Ministry of Forestry and Parks	Support for manpower and equipment during emergency situations in the Province of Alberta.	A mutual aid agreement allows for support (manpower and equipment) specifically in wildfire emergency situations in the Alberta Forest Protection Areas. Requests will be evaluated by the Town based on available resources and ongoing priorities.	External
	Emergency Management and Preparation provides a framework for how the Town participates in a comprehensive emergency	<ul style="list-style-type: none"><li>Emergency Management Act, RSA 2000, Chapter E-6.8</li><li>Bylaw # 24-09 Regional Emergency Management Bylaw.</li></ul>	Emergency Management and Preparation	The emergency plans and preparation are developed to increase the capacity of the community in order to manage the impacts of an event, whether natural or human induced.	Develop and administer plans to respond to an emergency to ensure that the proper protocols and processes are in place to minimize harm to persons or property. Plan and coordinate the response to disaster events amongst service delivery providers through the Emergency Coordination Center (ECC).	Internal

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Fire Services						
	management program.				The Town is a member of the Wheatland Regional Emergency Management Partnership (WREMP) which coordinates emergency prevention, planning, mitigation, response, and recovery in the area. The partnership includes Wheatland County, the Town of Strathmore, the Villages of Hussar, Standard, and Rockyford, and the City of Chestermere.	

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES</b>						
<b>Recreation: Recreation &amp; Sport Amenities</b>						
Administration	Administration includes the Manager of Recreation and Culture who provides leadership, supervision, and direction to the department's approximately 50 employees.				Develops departmental policies and procedures, liaises with Director of Community and Protective Services for the Town. Plans and oversees department budgets and marketing, deals with accounts payable, facility bookings, customer service and capital projects.	Internal
		<ul style="list-style-type: none"> <li>Policy 7204 – Community Improvement Grant Program</li> </ul>	Community Improvement Grant	The Community Improvement Program (CIP) is designed as a grant funding program to the Strathmore and area community organizations that improve Strathmore's identity and quality of life.	<p>This program aims to ensure continuous support for local not-for-profit community organizations with a comprehensive model that addresses two streams:</p> <ul style="list-style-type: none"> <li>- To attract large scale events that bring prestige and economic impact, to support the development of new community events in their initial years, and to support unique one-time opportunities to connect and celebrate community and civic pride.</li> <li>- Minor Capital Projects – to support one-time capital investment costs to</li> </ul>	External

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2025 Service and Service Level Inventory

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
					repair, renovate, upgrade or expand programs and service delivery provided by a community association.  The total grant pool for this program is \$20,000.	
Facility Management	Recreation Services is responsible for the management and operation of the Town owned Recreation and Culture facilities.				The Town owns and operates the Aquatic Centre, Family Centre, and Sports Centre, and maintains the Lambert Centre and Curling Club.	Internal
		<ul style="list-style-type: none"><li>• Lifesaving Society Pool Safety Standards;</li><li>• Lifesaving Society Policy and Procedure Guide for delivery of Lifesaving Society programs &amp; services;</li><li>• Public Health Act</li><li>• Bylaw 24-25 – Fees Bylaw</li></ul>	Aquatic Amenities	Recreation & Culture department is responsible for the management and operation of the Strathmore Aquatic Centre including the day-to-day operation, maintenance and scheduling using prudent management practices. We provide all supervision, lifeguarding,	The Aquatic Centre which includes a 6 lane - 25 metre lap pool, hot tub, kiddie pool, and steam room and is open approximately1,400 hours per year over360 days.  Aquatic amenities are offered based on the following hours of operation: Monday - Friday from 6:00 am - 9:00 pm; Saturday's from 7:00 AM - 5:00 pm; and Sundays from 12:00 pm - 5:00 pm. Aquatic amenities are offered for spontaneous use, private bookings, or a combination based on a	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
				swim instruction and fitness programming.	balance of community and operational needs.  The Aquatic Centre has just under 29,000 user visits per year including public swimming, lane swimming, and fitness.  Private facility rentals (ie: sport organizations, birthday parties, school rentals, and public rentals etc.) are scheduled up to 650 hours per year.  Swimming lessons, in varying categories, average 3,000 per year.	
		<ul style="list-style-type: none"><li>All Family Centre admission fees, membership fees, and rental fees are in alignment with the 2025 Fees Bylaw: No. 24-25.</li></ul>	Indoor Ice Surface Amenities	Recreation & Culture department is responsible for the management and operation of the Strathmore Family Centre including the day-to-day operations, maintenance and scheduling using prudent management practices. We provide all supervision for the ice sports, with a secondary usage of dry surface	Arena amenities are offered based on the following hours of operation: Monday - Friday from 8:00 am - 11:00 pm; Saturdays from 6:00 am - 11:00 pm; and Sundays from 8:00 am - 10:00 pm.  The Arena has just under 3500 hours in facility rentals, and 1,000 hours in drop-in public access (public skating and shinny) annually.	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
				boarded sports and recreation activities. The arena facilities provide spaces for recreation community groups to rent for various leagues, practices, tournaments, and competitions. The Arena can be used to facilitate special events, such as the Strathmore Stampede cabaret when the ice is removed.		
		<ul style="list-style-type: none"><li>Indoor field rentals are allocated in alignment with the Sports Centre Allocation Procedure. All Sports Centre admission fees, membership fees, and rental fees are in alignment with</li></ul>	Sports Centre - Indoor Field Amenities	Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Indoor Field Amenities - including the day-to-day operation, maintenance and scheduling using prudent management practices. We provide all supervision, summer	<p>Indoor field amenities are available for use during the Strathmore Motor Product Sports Centre's operating hours on average: Monday - Sunday from 8:00 am to 9:00 pm.</p> <p>These amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p> <p>The Sports Centre indoor field amenity has just under 1,000 hours in rentals, 3,000 hours in public access, and 580 hours in school rentals annually.</p>	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
		the 2025 Fees Bylaw: No. 24-25.		camps, and fitness programming.	9 weeks of Summer Camps, with an average of 500 participants; 14 different professional development day camps (28 days/school holidays) with an average of 336 participants.	
		<ul style="list-style-type: none"><li>All Sports Centre admission fees, membership fees, and rental fees are in alignment with the 2025 Fees Bylaw: No. 24-25 Sports Centre Allocation Procedure.</li></ul>	Strathmore Motor Products Sports Centre - Indoor Sport Court / Magnum Cement Gymnasium Amenities.	Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Indoor Sport Court and Gymnasium - including the day-to-day operation, maintenance and scheduling using prudent management practices. We provide all supervision, summer camps, and fitness programming.	<p>Indoor court/gymnasium amenities are available for use during the Strathmore Motor Product Sports Centre's operating hours: Monday - Sunday from 8:00 am to 9:00 pm.</p> <p>These amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p> <p>The Sports Centre Indoor Sport Court and Gymnasium has just under 1,200 hours in rentals, 5,700 hours in public access and 2,200 hours in school rentals annually.</p>	External

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES</b>						
<b>Recreation: Recreation &amp; Sport Amenities</b>						
		<ul style="list-style-type: none"> <li>Admission and membership fees are in alignment with the 2025 Fees Bylaw: No. 24-25.</li> </ul>	Strathmore Motor Products Sports Centre – Sobeys Indoor Walking Track Amenities	Recreation & Culture department is responsible for the management and operation of the Strathmore Motor Products Sports Centre - Walking Track - including the day-to-day operation, maintenance and scheduling using prudent management practices.	<p>The Sobeys Indoor Walking track is a 5-lane walking track located in the Strathmore Motor Products Sports Centre. It is available for spontaneous use during the facilities hours of operation: Monday - Sunday from 8:00 am to 9:00 pm.</p> <p>These amenities are offered for spontaneous use, private bookings, or a combination based on a balance of community and operational needs.</p> <p>The Sobeys Indoor Walking Track has an average of 4,500 hours in public access annually.</p>	External
		<ul style="list-style-type: none"> <li>Rental rates for multi-purpose spaces (meeting rooms...etc.) can be found in the 2025 Fees Bylaw: No. 24-25.</li> </ul>	Strathmore Motor Products Sports Centre - Multi Purpose Spaces	Various indoor open spaces to be used for a variety of programming and spontaneous use purposes, including meeting rooms, and flex programming areas.	These spaces are available for spontaneous use, private bookings, or a combination based on a balance of community and operational needs. Multi purpose spaces are available for public use at various Town of Strathmore recreational facilities.	External
			The Strathmore Centennial Civic Centre	The Strathmore Centennial Civic Centre is a versatile building available for a wide	The large hall can be split into 3 separate spaces, the West Hall, Middle Hall and East Hall, to accommodate different sized gatherings. Additionally, the Charles Mercer	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
				variety of events and activities.	Room can also be booked as a separate meeting or event space. The Centre can support up to 4,000 hours in room rentals annually.	
			Strathmore Curling Rink		The Strathmore Curling Rink is operated by the Strathmore Curling Club and houses 4 sheets of ice, viewing area, a licensed lounge, and is home to the Strathmore Elks Club. The Town is responsible for facility maintenance as the building owner, and as per the current lease arrangement.	External
			Lambert Centre (library)		The Lambert Centre is home to the Strathmore Municipal Library and the Strathmore Happy Gang. The Town is responsible for facility maintenance as the owner of the facility.	
			Outdoor Ice Service Amenities – storm ponds	Outdoor skating	<p>The Kinsman Park pond and Strathmore Lakes pond are the two outdoor ponds that are prepared and maintained each year for outdoor skating. Outdoor ponds are maintained daily, and weather dependent have the snow removed.</p> <p>The ice thickness of the Storm Ponds are checked daily for safety.</p>	

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
					Operation of the skating surface is 24/7, unless maintenance is occurring, or safety issues require the area to be closed.	
			Lions Regional Outdoor Rink	Outdoor skating and ball hockey	<p>The rink is flooded for natural ice in the winter, and is left dry for the summer for ball hockey.</p> <p>Lights are on every evening, and the rink is open 24/7, unless maintenance is occurring or is closed due to safety concerns.</p> <p>The seasonality of the rink for skating is purely weather dependent of the winter season.</p>	
			Lions Spray Park		The spray park is opened between June 1 and September long weekend, subject to weather conditions. The hours of the spray park are 11:00 am to 8:00 pm.	
			Baseball Diamonds		The town maintains the Hillview baseball diamonds and the Kinsman Park diamonds. The local baseball clubs maintain the red shale infield, while the Town maintains turf cutting, fertilizing, weed control, the irrigation system, garbage collection and repairs to the park fencing, if needed. The dugout structures are also maintained by the Town.	

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation & Sport Amenities						
			Tennis and Pickleball Courts		Courts are open on a first come first use basis, 24/7. They are generally open from May to October, weather dependent.	
			Public Washrooms		Public washrooms at Kinsman Park and Lambert Park are open between May long weekend until October 15 (weather dependent). Operating hours are 7:30 am until 8:00 pm  Public washrooms at the main Town office are open from 7:30 am until 8:00 pm – 365 days a year	

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation Programming						
Sport, Fitness, & Leisure Programming	Ensuring the community has access to quality recreation programs at an affordable cost.		Aquatic Programming	Provide water safety education through the Lifesaving Society Canada Programs, and Lifesaving Society Canada Certification Courses. Teaching people of all ages and abilities to be safe in and around water. Also providing Pre-school Programs to introduce children to water through play. In addition to group and private swim lessons, school-board lessons are also offered as a way for students in Strathmore and the surrounding areas to gain essential swimming and lifesaving skills.	<p>Aquatic programs are offered in alignment with the Lifesaving Society Policy and Procedure Guide. Program registration can be completed online, over the phone (via credit card payment), or in-person at the Strathmore Aquatic Centre. Swim lesson registration for residents opens 48 hours before non-resident registration opens. Waiting lists are available for all programs. Program fees are established by determining a fair market rate using comparable communities. Local market conditions are considered when establishing rates.</p> <p>The following aquatic programs are offered throughout the year:</p> <ul style="list-style-type: none"><li>• Lessons (includes School Board lessons, Private lessons, Parent &amp; Tot, Preschool, Swimmer 1-6, &amp; Canadian Swim Patrol lessons).</li><li>• Certification Courses (includes Bronze Cross, Bronze Medallion, Lifesaving Instructor, National Lifeguard, Lifesaving First Aid Instructor, Lifesaving Intermediate First Aid).</li><li>• Drop-in Programming (Aquamotion &amp; Aquasize).</li></ul>	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation Programming						
					<p>The number of programs/lessons offered annually varies depending on staffing/Instructor availability. In 2024, a total of 546 swim lesson programs were offered (excluding certification courses), totalling an annual number of 2,570 swim lesson registrations.</p>	
			Fitness & Wellness Programming	<p>Provide a full assortment of instructed drop-in and registered programs to suit the interests and needs of all ages and abilities. Drop-in and registered fitness programs are offered at the Strathmore Motor Products Sports Centre and are designed to be affordable and offered year-round.</p>	<p>Registration for group fitness classes open one month prior to the start of the session. Registration can occur in-person at the Strathmore Motor Products Sports Centre, over the phone (via credit card payment), or online.</p> <p>Fitness programs are reviewed and evaluated at the conclusion of each session. Low demand programs are replaced with new programs in response to changing trends, program popularity, available space, equipment needs and costs.</p> <p>Program fees are established by determining a fair market rate using comparable programs in similar facilities, while also ensuring coverage of instructor costs. New fitness programs are given some latitude to</p>	External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES</b>						
<b>Recreation: Recreation Programming</b>						
					<p>build a following. Programs that do not meet the minimum cost recovery are cancelled.</p> <p>Fitness programs are offered at various times throughout the week, starting as early as 6:15 am until 9:00 pm.</p> <p>The following fitness programming is offered throughout the year (pending instructor availability, and program demand):</p> <ul style="list-style-type: none"> <li>• Yoga (group fitness class)</li> <li>• Seniorcize (group fitness class)</li> <li>• Flex &amp; Flow (group fitness class)</li> <li>• Cardio &amp; Strength Conditioning (group fitness class)</li> <li>• Learn to Run (group fitness class)</li> <li>• Dryland Fitness (group fitness training)</li> <li>• Personal Training Group Fitness Instructors hold either one of two certifications; Canfitpro (Fitness Instructor Specialist), or AFLCA (Group Exercise Certificate).</li> </ul>	
			Summer Camp Programming	To provide affordable and accessible day camps for children in the community and surrounding areas. Participants gain a wide range of new experiences	Summer camp programming is offered for 8-9 weeks during the summer months (dependant on school schedules). These camps are offered Monday to Friday (excluding statutory holidays) from 9:00 am - 5:00 pm. Before program care is available	External

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CPS PROGRAMS – COMMUNITY AND PROTECTIVE SERVICES						
Recreation: Recreation Programming						
				through off-site field trips. There are various themes offered throughout the summer. This program is offered at the Strathmore Motor Products Sports Centre for children ages 4-12 years old.	from 7:45 am - 9:00 am at an additional charge.  The program adheres to the recommended staff-to-child ratios set by the Government of Alberta (Early Learning and Child Care Regulation). Registration opens 4 ½ months prior to the first week of camp starting. Registration can be completed in-person at the Strathmore Motor Products Sports Centre, over the phone via credit card payment, or online. Each week, 12 spots are available for children ages 4-5 years old, and 24 spots are available for children ages 6-12 years old. Waitlists are available for all camps once a maximum capacity has been reached.	

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Infrastructure Services: Engineering Services</b>						
Design and Construction Standards	Engineering design and construction standards for Town developments, facilities and infrastructure.	<ul style="list-style-type: none"> <li>Engineering Design and Construction Standards Manual.</li> <li>Policy - 3901 Design Standards and Procedures</li> </ul>	Engineering Design and Construction Standards Manual	Manage responsible design and construction of the Town's infrastructure and development.	Work with developers, contractors and the public to ensure specifications, standards, inspections, checklists, permits and approvals are in place and the Town is prepared to meet future needs with up-to-date Master Plans, Studies and Standards.	Internal and External
		<ul style="list-style-type: none"> <li>Engineering Design and Construction Standards Manual.</li> <li>Policy - 3901 Design Standards and Procedures</li> </ul>	Flushing, Testing, and Disinfection Manual for New Water and Sanitary Sewer Mains	Manage responsible design and construction of the Town's infrastructure and development.	Work with developers, contractors and the public to ensure specifications, standards, inspections, checklists, permits and approvals are in place and the Town is prepared to meet future needs with up-to-date Master Plans, Studies and Standards.	Internal and External
Approvals and Permits	Ensure that work is completed properly, and safely, within the Town's Right of Ways	<ul style="list-style-type: none"> <li>Policy 3202 - Temporary Road and Parking Closure</li> <li>Policy 6104 - Municipal Right-of-Way Excavation Policy</li> </ul>	Municipal Right of Way Works and Excavation Permit	Application to perform work within a municipal right-of-way.	Respond to applicant within 2 business day and issue permit with 5 business days.	External
			Road, Lane and Parking Closure Approvals	Temporarily close a Town-owned Road, traffic lane, parking lane, or parking lot for construction and special events.	Respond to applicant within 2 business day and issue permit within 5 business days, depending on request.	Internal and External

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Infrastructure Services: Engineering Services</b>						
		<ul style="list-style-type: none"> <li>Policy 1210-01 - Administrative Response Protocol Procedure</li> </ul>	Shallow Utility Approvals	Guidance for natural gas, electricity, cable TV, broadband, and telephone distributors to install new services or relocate existing lines.	Respond to applicant within 2 business day and issue approvals within 5 business days.	External
Bridge Management	Inspections and maintenance to ensure the longevity of infrastructure		Maintenance of Bridge Structures	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and “need”.	<p>Major bridge structures are evaluated every 2 years. Remedial work is based on priority criteriums and agreement with the Western Irrigation District.</p> <ul style="list-style-type: none"> <li>16 bridges in town boundary               <ul style="list-style-type: none"> <li>3 pedestrian and 13 vehicles of which 3 are controlled by Alberta Transportation.</li> </ul> </li> </ul>	Internal and External
Development related requests	Responding to Citizen concerns, contractor requests, and potential development planning	<ul style="list-style-type: none"> <li>Policy 1210-01 - Administrative Response Protocol Procedure</li> </ul>	Infrastructure Information Desk	Provision of central contact point for the public’s inquiries on existing infrastructure, future developments, and capital construction projects.	Acknowledge requests within 2 business days. Response within 5 business days.	External

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Infrastructure Services: Engineering Services						
Capital & Major Project Management	Planning, budgeting, and managing capital projects from the initial concept phase, through design, construction and project closeout. This includes "replace, maintain and rehabilitate" projects and new community infrastructure. Examples of infrastructure are sidewalks/trails, roads, bridges, parks, utilities, and facilities.	<ul style="list-style-type: none"><li>Policy 1809 - Budget</li></ul>	Management of Capital Projects	Manage contractors, consultants, and third-party inspectors to ensure Capital Projects are completed within approved budgets and with minimal public impact.	Maintain services and minimize interruptions as much as is possible based on the scope of the project. Administer terms of contract.  10-Year Capital Plan	Internal and External

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Infrastructure Services: Engineering Services						
Solid Waste Collection	Collection and disposal of solid waste and organic material for residential and Town facilities	• 21-04 Waste Management Bylaw	Collection Schedules & Routes	Standardized schedules and routes for solid waste, organics, heavy item garbage (HIG) holidays, and Christmas tree collection.	Annual calendar update to inform residents are aware of collection.	Internal and External
		• 21-04 Waste Management Bylaw	Black Cart Program (solid waste)	Collection and disposal of solid waste using Town provided waste carts (black carts are available in 64 gallon size)	Contracted services for automated weekly collection and disposal.	Internal and External
		• 21-04 Waste Management Bylaw	Green Cart Program (organic waste)	Collection and disposal of organic material using Town provided waste carts (green carts are available in two sizes 64 and 32 gallon)	Contracted services for automated collection and disposal Weekly collection - May 1 to October 31 Biweekly collection - November 1 to April 30	Internal and External

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<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Infrastructure Services: Engineering Services</b>						
		<ul style="list-style-type: none"> <li>21-04 Waste Management Bylaw</li> </ul>	Recycling / Composting Facility	A centralized site where residents can bring recycling, hazardous waste and electronics for proper disposal. The depot accepts yard waste, recyclables (paper, cardboard, aluminum, glass and Styrofoam.) as well as hazardous chemicals, paint, oil, tires, electronics, batteries and scrap metal.	Contracted services to operate the recycling facility is currently. Open to the Strathmore residents Tuesday to Saturday 9am to 5pm, excluding stat holidays.	Internal and External
			Town Facility Waste & Recycling Material Collection	Collection and disposal of solid and organic waste and recycling material.	Contracted services for collection and disposal. Size of dumpsters and carts and collection occurrence is facility specific.	Internal
Waste Programs	Targeted annual or season community events designed to encourage appropriate disposal of solid	<ul style="list-style-type: none"> <li>21-04 Waste Management Bylaw</li> </ul>	Heavy Item Garbage (HIG) Collection Program	Pick up large items from residential areas	A service that is offered to rate payers, twice a year and occurs the 3rd week of April and September	External
			Trash to Treasure Program	Encourages residents to put any usable items out prior to the Heavy Item Garbage collection, so	Occurs at the end of the 2nd week of April and September, right before HIG week.	External

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<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Infrastructure Services: Engineering Services</b>						
	and organic waste.			others can pick it up and give it a new home.		
			Free Compost Program	Compost available for residents for household use	Through the recycling facility, the Town offers up to 10 gallons of finished compost per resident, for free, from May 1 to October 31.	External
			Curbside Christmas Tree Collection	Pick up undecorated Christmas trees from residential areas.	Annual event that typically occurs the 3rd week January, with notice going out to resident in early January.	External
Water Supply and Distribution Management	Supply, operation and maintenance of the distribution of drinking water and other water systems within the Town of Strathmore.	<ul style="list-style-type: none"> <li>• 18-06 Water Utility Bylaw</li> <li>• 19-19 Water Utility Amendment Bylaw</li> <li>• 21-03 Water Utility Amendment Bylaw</li> </ul>	Conveyance from Regional Treatment and Supply	Town treated water supply (transmission) from the City of Calgary to Town water reservoirs.	Continuous Service to maintain demands of the community. Compliance with the standards prescribed in the Master Servicing Agreement with the City of Calgary, the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements.	Internal and External

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Infrastructure Services: Engineering Services						
		<ul style="list-style-type: none"><li>18-06 Water Utility Bylaw</li><li>19-19 Water Utility Amendment Bylaw</li><li>21-03 Water Utility Amendment Bylaw</li><li>20-26 Water Administration Bylaw</li></ul>	Residential Water Services	Operation and maintenance of Town utility water service valves and meters.	Measurement and Payment of monthly water use. Compliance with the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements.	External
		<ul style="list-style-type: none"><li>18-06 Water Utility Bylaw</li><li>21-03 Water Utility Amendment Bylaw</li><li>20-06 Water Administration Bylaw</li></ul>	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 the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements.	External

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Infrastructure Services: Engineering Services						
		<ul style="list-style-type: none"><li>• 18-06 Water Utility Bylaw</li><li>• 21-03 Water Utility Amendment Bylaw</li></ul>	Water Distribution Maintenance	Operation and maintenance of Town utility and identified water distribution networks.	Distribution of treated water to all customers throughout the community. Compliance with the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements.	External
		<ul style="list-style-type: none"><li>• 18-06 Water Utility Bylaw</li><li>• 21-03 Water Utility Amendment Bylaw</li></ul>	Water Reservoirs and Pump Stations	Operation and maintenance of Town utility reservoirs and pump stations that convey water to the Town utility water distribution system.	Storage of treated water to maintain demands of the community. Compliance with the standards prescribed within the Water Utility Bylaw and compliance with provincial and federal regulatory/legislative requirements.	External

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Infrastructure Services: Engineering Services						
Wastewater Management	Operation, maintenance and management of the infrastructure and facilities that collect wastewater from all properties within the Town of Strathmore that are connected to the municipal wastewater system.	<ul style="list-style-type: none"><li>• 18-10 Wastewater Bylaw</li><li>• 22-13 Wastewater Amendment Bylaw</li><li>• Policy 4201 Sanitary Sewer FOG Management</li><li>• Policy 4202 Private Wastewater Treatment Facility Prohibition</li><li>• Policy 4203 Backflow Prevention and Cross-Connection Control</li></ul>	Wastewater Conveyance for Treatment	Utility conveyance of wastewater from the wastewater collection system via trunk sewers to the local Wastewater Treatment Plant for further conveyance and treatment.	Conveyance of raw sewage from all customers to the Wastewater treatment plant for treatment. Compliance with the standards prescribed within the agreement with EPCOR, the Sanitary Sewer Bylaw compliance with provincial and federal regulatory/legislative requirements.	Internal and External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Infrastructure Services: Engineering Services						
		<ul style="list-style-type: none"><li>18-10 Wastewater Bylaw</li><li>22-13 Wastewater Amendment Bylaw</li><li>Policy 4202 Private Wastewater Treatment Facility Prohibition</li></ul>	Residential Wastewater Service Maintenance	Public property services consisting of inspection and maintenance of sanitary sewer services from residential properties to Town utility sewer mains.	Ensuring proper flow of wastewater from private property to the public utility. Compliance with the standards prescribed within the agreement with EPCOR, the Sanitary Sewer Bylaw compliance with provincial and federal regulatory/legislative requirements.	External Service

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Infrastructure Services: Engineering Services						
		<ul style="list-style-type: none"><li>• 18-10 Wastewater Bylaw</li><li>• 22-13 Wastewater Amendment Bylaw</li><li>• Policy 4201 Sanitary Sewer FOG Management</li><li>• Policy 4202 Private Wastewater Treatment Facility Prohibition</li><li>• Policy 4203 Backflow Prevention and Cross-Connection Control</li></ul>	Wastewater Collection Maintenance	Operation and maintenance of all Town utility wastewater collection systems from all properties connected to the municipal wastewater collection system for conveyance to the interceptor trunk sewers.	Maintain services for all users to limit interruptions. Compliance with the standards prescribed within the agreement with EPCOR, the Sanitary Sewer Bylaw compliance with provincial and federal regulatory/legislative requirements.	External Service

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Infrastructure Services: Engineering Services						
		<ul style="list-style-type: none"><li>18-10 Wastewater Bylaw</li><li>22-13 Wastewater Amendment Bylaw</li><li>Policy 4201 Sanitary Sewer FOG Management</li><li>Policy 4202 Private Wastewater Treatment Facility Prohibition</li></ul>	Wastewater Management Facilities (lift stations)	Operation and maintenance of Town utility and identified developer/private owned lift stations.	Maintain services for all users to limit interruptions. Compliance with the standards prescribed within the agreement with EPCOR, the Sanitary Sewer Bylaw compliance with provincial and federal regulatory/legislative requirements.	External Service
		<ul style="list-style-type: none"><li>Water Act Approval 119-03-00</li></ul>	Wastewater Treatment	Treatment of raw sewage as delivered to the Wastewater Treatment Plant	Treat wastewater to a quality which is acceptable to provincial regulations and approvals which allows for discharge of treated effluent.	External Service

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# 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Infrastructure Services: Engineering Services</b>						
Stormwater Drainage Management	Operation and maintenance of the storm water collection systems, management facilities and outfalls that support the flow of rainfall and snowmelt through the Town to the Bow River.	• Policy 3701, Stormwater Management	Stormwater Collection Maintenance	Operation and maintenance of all Town utility stormwater collection systems from all properties connected to the municipal stormwater collection system, including but not limited to catch basins, grass and concrete swales and ditches and culverts	Compliance with the standards prescribed within the agreement with EPCOR, the Stormwater Management Policy, and compliance with provincial and federal regulatory/legislative requirements.	Internal and External
		• Policy 3701, Stormwater Management	Stormwater Lift Stations	Operation and maintenance of Town utility and identified developer/private owned stormwater lift stations.	Compliance with the standards prescribed within the agreement with EPCOR, the Stormwater Management Policy, and compliance with provincial and federal regulatory/legislative requirements.	Internal and External
		• Policy 3701, Stormwater Management	Stormwater Management Facilities and Outfalls	Operation and maintenance of Town utility and identified developer/private owned stormwater management facilities and outfalls.	Compliance with the standards prescribed within the agreement with EPCOR, the Stormwater Management Policy, and compliance with provincial and federal regulatory/legislative requirements.	Internal and External

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Operations Services</b>						
Emergency Call Out	After Hours emergency response			Responding and attending to after hours calls from residents and facility operators.	Routine on call staff respond as needed	Internal and External
Transportation Network Management and Maintenance	Maintenance of the Town's transportation infrastructure including roads, sidewalks, pathways and bridges.		Boulevard, Median and Roadway Maintenance	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and "need".	Annual repair and maintenance as required by inspection and completion of condition assessment index. Repairs per customer concerns within industry standards. Road Condition Assessment	Internal and External
			Maintenance of gravel roads and alleys		Gravel roads include monthly grading, when weather permits and as required, and calcium applied annually.  Alleys are graded with a skidsteer attachment, on a monthly rotation, using existing material in the lane way.  -	Internal and External
			Road Repairs	Annual and routine pothole repairs, crack sealing and road patching	All main, arterial and collector roads are repaired annually or as required. Standards under development.	Internal and External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
		<ul style="list-style-type: none"><li>Policy 3203 - Winter Road, Pathway and Sidewalk Maintenance</li></ul>	Snow Clearing and Ice Control	Snow clearing and ice control of all Town roads, sidewalks, pathways, parking lots, hard surface infrastructure and parks.	Seasonal daily checks on ice prone areas, Town facilities and parks.	Internal and External
			Street Cleaning	Annual spring sweeping and ongoing cleaning of Town road network to remove debris and road hazards.	All main, arterial and collector boulevards cleaned and swept in spring as required thereafter.	Internal and External
			Roadway Line Painting	Annual and routine line painting of roadway lines, intersections and crosswalks	All main, arterial and collector roads are painted annually or as required.	Internal and External
			Traffic Control Signs and Signals	Annual and routine maintenance and inspections of traffic control signals and lights	All traffic control signs and signals are maintained and inspected annually	Internal and External
			Sidewalk Repair and Maintenance	Repairs to provide safe surfaces for pedestrian travel. Includes sidewalk replacement, mud jacking and crack sealing.	Annual repair and maintenance as required by inspection and completion of condition assessment index. Repairs per customer concerns within industry standards.	Internal and External
			Pathway Repair and Maintenance	Repairs to provide safe surfaces for pedestrian travel. Includes pathway	Annual repair and maintenance as required by inspection and completion of condition assessment index. Repairs per customer	

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
				replacement, mud jacking and crack sealing.	concerns within industry standards. Sidewalk Condition Assessments Sidewalk Condition Assessment	Internal
			Maintenance of Town Parking Lots	Planning, budgeting and scheduling of appropriate preservation, restoration and rehabilitation activities to meet service levels and standards. Actual materials and processes are dependent on asset type, and most up-to-date condition level assessments and “need”.	Remedial work is based on priority criteria. Repairs are conducted as needed dependent on priority.	
			Traffic Accommodation Setup/Takedown	Providing, setting up and taking down barricades and signs for traffic accommodations	As needed - for Town projects, events and assist non-Town projects and events, in accordance with accepted safety standards and regulations.	
Facility Management and Maintenance	Maintenance of the Town's building assets including indoor and outdoor facilities and amenities.	<ul style="list-style-type: none"><li>Asset Management Policy</li></ul>		Maintenance and upgrade of facilities and amenities to ensure safe, well-maintained, well-functioning facilities for the public's use.	Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.	Internal

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## 2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Operations Services</b>						
	Sign and Post Maintenance/Replacements			Maintenance and replacement of all town signs and posts	Yearly inspections and respond to assessment requests	Internal
	Cart repairs / replacements			Maintenance and replacement of all town black and green carts	Repairs/Replacements of garbage carts and recycle carts are done weekly	Internal
	Picnic table and bench repairs			Maintenance and replacement of all town picnic tables and benches	Repairs/Replacements of picnic tables and benches are completed as needed. Annual Inspection / Safety	Internal
	Overland Storm System Maintenance			Maintenance of Culverts, Swales, Gutters	Routine inspections and maintenance to ensure the safe use. Seasonal debris clearing as needed.	Internal
	Catch Basin Maintenance			Maintenance of catch basins	Routine inspections and maintenance to ensure the safe use of catch basin. Seasonal ice/snow clearing as needed.	Internal
	Flag raising/lowering			Raising and lowering flags at the municipal building and Kinsmen Park to honor special events	As needed	Internal
Fleet Management and Maintenance	Maintenance of the Town's fleet assets including vehicles, equipment and tools.	<ul style="list-style-type: none"> <li>Asset Management Policy</li> </ul>		Maintenance and upgrade of fleet to ensure safe, well-maintained, well-functioning fleet for Town employees use.	Legislated, corrective, preventative, and emergent maintenance repairs and replacement based on best practices, operational needs and approved lifecycle programs.	Internal

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2025 Service and Service Level Inventory

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
Maintenance of Sport Fields, Dog Park, Parks, Docks, and Natural Areas	Grass cutting, fertilizing, aerating, sweeping, graffiti control, litter and illegal dumping collection and disposal	<ul style="list-style-type: none"><li>• Policy 7605 - Parks Classification and Maintenance Policy</li><li>• 14-07 Parks and Pathways Bylaw</li><li>• 15-12 Parks and Pathways Amending Bylaw</li><li>• 21-06 Parks and Pathways Amending Bylaw</li></ul>	Parks and Open Spaces	Dedicated park or open space that may include a collection of recreation amenities and natural features that provides opportunities for scheduled and spontaneous use. Included but not limited to playgrounds, splash park, skate park, sports fields, green spaces and pathways. Working with external partners, such as Communities in Bloom.	Park sites are offered for spontaneous use, booked use or a combination based on a balance of community and operational need. Park sites are offered based on the Hours of Operations in the appendix of the Parks and Pathways Bylaw.	External

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2025 Service and Service Level Inventory

Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
		<ul style="list-style-type: none"><li>• Policy 7605 - Parks Classification and Maintenance Policy</li><li>• 14-07 Parks and Pathways Bylaw</li><li>• 15-12 Parks and Pathways Amending Bylaw</li><li>• 21-06 Parks and Pathways Amending Bylaw</li></ul>	Sports Fields	Maintenance of green infrastructure	Routine inspections and maintenance according to Bylaw and agreements with user groups.Park sites are offered based on the Hours of Operations in the appendix of the Parks and Pathways Bylaw.	External
			Irrigation System	Turning on and off non automated systems	Monthly inspections of irrigation heads, lines and valve boxes during the operation season.	External
		<ul style="list-style-type: none"><li>• Policy 7601 - Play Space and Playground Equipment</li></ul>	Playgrounds	Routine inspections and repairs	Playgrounds are inspected monthly as per the Canadian Playground Safety Standards	External
			Garbage control	Collection, disposal and replacement of garbage bags in Town garbage receptacles	There are 165 garbage receptables throughout Strathmore. Each receptable is collected once per week with the higher	External

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
					volume locations (ie: downtown and Kinsmen Park) being picked up twice.	
Perennial / Annual Planting and Maintenance	Maintenance of perennial and annual plants in Town parks, boulevards, natural spaces and downtown hanging baskets, including, maintenance and inspections. Removal and rehabilitation		Plant Care and Maintenance	Routine seasonal maintenance to ensure the health of the perennial and annual plants.	Spring planning and plant and flower purchasing. Planting and routine seasonal maintenance, spring/summer/fall	External
Tree Planting and Maintenance	Maintenance of urban tree canopy, including tree planting, maintenance and inspections.	<ul style="list-style-type: none"><li>Bylaw #19-18 - Tree Protection Bylaw</li></ul>	Tree Care and Maintenance	Routine maintenance to ensure the health of the urban forest.	Structural pruning on all ornamental trees on a 5-year rotating cycle (young trees are pruned twice in 5-year cycle). All trees inspected at time of pruning, defects noted, re- inspection within cycle based on severity of defect. Pest control treatments are done immediately upon identification and chemicals may be used depending on type of treatment needed.	Internal

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
Vegetation and Pest Control		<ul style="list-style-type: none"><li>14-07 Parks and Pathways Bylaw</li><li>15-12 Parks and Pathways Amending Bylaw</li><li>21-06 Parks and Pathways Amending Bylaw</li></ul>	Pest Control	Management of vertebrate pests impacting infrastructure. Includes, but not limited to beavers, gophers, insects, etc.	Remove or control pests as governed by the Parks Bylaw - Break out (Gophers)	Internal
		<ul style="list-style-type: none"><li>14-07 Parks and Pathways Bylaw</li><li>15-12 Parks and Pathways Amending Bylaw</li><li>21-06 Parks and Pathways Amending Bylaw</li></ul>	Weed Control	Management of noxious and invasive vegetation.	Remove or control weeds as governed by the Parks Bylaw and provincial legislation	Internal

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Services	Description	Legal / Governance	Sub-Services	Description	Level of Service and Policy / Agreement	Internal / External Service
<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Operations Services</b>						
Cemetery Management	Perpetual care	<ul style="list-style-type: none"> <li>14-16 Cemetery Bylaw</li> </ul>	Cemetery Service	Provide assistance to visitors and clients. Manage burial services and maintenance of graves, landscaping, monuments, trees, benches and driveways.	Maintain records and services in full compliance with the National Cemetery of Canada Act and Strathmore Cemetery Bylaw.	Internal
Recreation and Sport Amenities	Ensure the provision of scheduled and spontaneous use of recreation amenities for community users in a safe and comfortable environment.	<ul style="list-style-type: none"> <li>Policy 7605 - Parks Classification and Maintenance Policy</li> <li>Policy 7205 - Recreational Use of Strathmore and Kinsmen Lakes</li> <li>14-07 Parks and Pathways Bylaw</li> <li>15-12 Parks and Pathways Amending Bylaw</li> </ul>	Outdoor Facilities	<p>Dedicated park or open space that may include a collection of recreation amenities and natural features that provides opportunities for scheduled and spontaneous use.</p> <p>Included but not limited to: playgrounds, splash park, skate park, outdoor ice rink, sports fields, green spaces and pathways.</p>	Regular inspection and maintenance of facilities and are operated in alignment with the Canadian Standards Association playground standards. Park sites are offered based on the Hours of Operations in the appendix of the Parks and Pathways Bylaw.	Internal

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Operations Services						
		<ul style="list-style-type: none"><li>21-06 Parks and Pathways Amending Bylaw</li></ul>				
		<ul style="list-style-type: none"><li>09-01 Concerts and Other Special Events Bylaw</li></ul>	The support of Town sponsored events at Town facilities.	Support for delivery of events - Canada Day, Stampede Parade, AB Cultural Days, Truth and Reconciliation Day, Christmas Festivities, Powwows, etc.	Annual events hosted by the Town for community engagement to provide diverse, quality, professional and emerging live entertainment for all ages, cultures and backgrounds.  Holiday decorations set up and take down.	External
		<ul style="list-style-type: none"><li>09-01 Concerts and Other Special Events Bylaw</li></ul>	The coordination and delivery of public sponsored events at town facilities.	Support for delivery of events - varies year to year.	Events hosted by the public for private and community engagement to provide diverse, quality, professional and emerging live entertainment for all ages, cultures and backgrounds.2023 - over 100 non-Town events were supported	External

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<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Planning and Development</b>						
Planning Applications	Processing and coordination of the approval of statutory plans and amendments - Redesignations and Subdivision Applications	<ul style="list-style-type: none"> <li>14-11 Consolidated Land Use Bylaw</li> <li>Policy 6607 - Subdivision, Development Agreement and Subdivision Servicing Agreement</li> </ul>	<ul style="list-style-type: none"> <li>Textual Amendments</li> <li>Land Use Changes</li> <li>Project Proposals</li> </ul>	The review and processing of applications for changes to the Land Use Bylaw.	Compliance with the standards prescribed within provincial, regional and municipal plans, studies and bylaws. Processing time varies from 1 month to 6 months from the preapplication to completion of the amendments and depends on the application, meeting Land Use Bylaw requirements, Council priorities and submitting a complete package. Applications are processed in accordance with the Subdivision and Development Regulation and the MGA.	Internal and External
Development Permit Process	Review and issuance of residential, commercial, industrial development & improvement applications	<ul style="list-style-type: none"> <li>10-01 Safety Codes Bylaw</li> <li>22-02 Lot Grading Bylaw</li> <li>20-02 Telecommunications Facilities and Antenna Structures Bylaw</li> <li>Policy 6103 - Naming Development Areas, Roads, Parks and</li> </ul>	<ul style="list-style-type: none"> <li>Basement Developments</li> <li>Certificate of Compliance</li> <li>Decks</li> <li>Fences</li> <li>Low Density and Multi-Residential Development Application</li> <li>Renovations</li> <li>Secondary Suites</li> <li>Sheds and Garages</li> </ul>	The review and processing of development applications. Includes Land Use Bylaw enforcement and compliance certificate applications.	Compliance with the standards prescribed within provincial, regional and municipal plans, studies and bylaws. Review and approval timelines depend on meeting Land Use Bylaw requirements and submitting a complete package. Typically responds to applications with 2 business days to verify the completeness of the application. Applications processing time is 2 to 40 days following the formal acceptance of the application. Processed in accordance with the Subdivision and Development Regulation.	Internal and External

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IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES						
Planning and Development						
		<div>Municipal Facilities<ul style="list-style-type: none"><li>• Policy 6104 - Municipal Right-of-Way Excavation Policy</li></ul></div>	<div><ul style="list-style-type: none"><li>• Swimming Pools and Hot Tubs</li><li>• Certificate of Compliance</li><li>• Change of Use</li><li>• Commercial, Industrial and Institutional Developments</li><li>• Signage</li></ul></div>			
		<div><ul style="list-style-type: none"><li>• Bylaw #21-20 Business License Bylaw</li><li>• Bylaw #21-15 Prohibited Business Bylaw</li></ul></div>	<div>Business Licensing Issuance</div>	<div>Assist business owners in obtaining the required municipal approvals for a Business License to legally operate. This includes informing and assisting businesses in applying for required</div>	<div>Respond to inquiries with 2 business days with licenses issued with 2 business days when all requirements are met.</div>	<div>External</div>

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<b>IODS PROGRAMS – INFRASTRUCTURE, OPERATIONS AND DEVELOPMENT SERVICES</b>						
<b>Planning and Development</b>						
Building and Safety Codes Permits	Building and utility inspections and permits review and issuance	<ul style="list-style-type: none"> <li>10-01 Safety Codes Bylaw</li> </ul>	<ul style="list-style-type: none"> <li>Building and Utility Permit Applications</li> <li>Utility Permits</li> <li>Water, Sanitary Sewer and Storm Sewer Connection Permits</li> <li>Demolition Permits</li> <li>Permit Inspections</li> <li>Inspection Requests</li> </ul>	Issuance of Building, Electrical, Plumbing, HVAC, Gas and Fire permits in accordance with the Alberta Safety Codes Act. This includes the review of drawings and documents before every building permit application is made to ensure compliance. Inspection of buildings to ensure compliance with the Alberta Safety Codes Act. Reinspection's may be required based on outcomes.	Processing time is 1-2 weeks when all information is submitted. Time required for review will be based on the scope, detail of the work required and Safety Codes Contractor availability. Alberta Safety Codes Act	Internal and External
Long Range Land Use Planning	Management of long-range land use plans statutory and regulatory plans and future growth policies	<ul style="list-style-type: none"> <li>Bylaw #14-03 Municipal Development Plan Bylaw</li> </ul>	<ul style="list-style-type: none"> <li>Area Structure Plans</li> <li>Municipal Development Plan</li> <li>Intermunicipal Development Plan</li> </ul>	Creation and management of guidelines, procedures and policies for long range planning, statutory and regulatory planning.	Plans and policies are reviewed at least every 5 years or set out in the plan or policy, and in accordance with the MGA where applicable.	Internal and External

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## 2026 BUDGET INFORMATION REQUEST

Requested by:	Brent Wiley
Origin of Request:	Fire Services – Budget Request Procedure
Date of Request:	Nov 8, 2025
<p>Question:</p> <p>Fire Services plays a vital role in protecting our community, and I recognize the importance of ensuring they have the resources necessary to respond effectively and safely. That said, I've noticed that the budget requests for Fire Services are significantly higher than for other departments. Help me to understand how Fire Services identifies budget requests and whether their budget undergoes the same level of scrutiny and cost-saving review as other municipal departments?</p>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 001 - 2026
Author:	Chief Sturgeon
Department:	Fire Department
Date Response Due:	November 13, 2025

	Date	Initials
Director Approval (if not author)	November 13, 2025	MP
Director of SAFS Approval:		
CAO Approval:	November 14, 2025	KS

**Confidential** ☐ Yes ☒ No

Response (*one page maximum*):

In May 2022, Council approved a level of service policy (#2301) for the Fire Department, which defines the response level for the Town of Strathmore.

This policy relates to operational and capital budget requests, which follow standards recommended by the National Fire Protection Association (NFPA). Budget and capital requests support continued growth and development and would allow the department to meet the 10-minute response time, 90% of the time, as per the National Building Code. This response time reflects the department's transition to 24 coverage, 7 days a

week, based on the minimum staff level (3 staff), with a fourth staff member responding based on the nature of the call.

Operational and capital budget requests follow NFPA standards for the lifecycle of apparatus (i.e., vehicles), Personal Protective Equipment (Self-Contained Breathing Apparatus (SCBAs), and all other equipment necessary to meet the level of service policy. The majority of the apparatus and equipment that have defined service lives are set by manufacturers, Occupational Health and Safety (OHS), or the Fire Underwriters Survey (FUS). Adhering to the manufacturer's specifications or other standards reduces the risk of equipment failure, ensures firefighter safety, and the Town's insurance grading and classifications remain in place as these ratings have an impact on residential and commercial insurance for the community.

Administration has developed a 20-year capital replacement schedule, reviewed annually and shared with Council.

The Fire Department budget is developed in accordance with the [Service & Service Level Inventory Policy](#), with revenues based on wildfire deployments, responses to motor vehicle collisions on provincial highways, and fire inspection fees. Where feasible, the Department also attempts to reduce costs by completing repairs and maintenance in-house and completing capital projects internally, such as the construction of the Sprinkler Protection Unit (SPU).

Ultimately, the Fire Department and Administration continuously evaluate the service level policy to ensure it reflects the needs of residents and businesses, while at the same time actively pursuing revenue opportunities and cost-saving measures.

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Brent Wiley
Origin of Request:	Community Group – Service Agreement – Affordable Housing Society
Date of Request:	Nov 8
<p>Question:</p> <p>Please remind me: who is the Strathmore Affordable Housing Society. I see they received zero last year but are proposed to receive \$8000 this year?</p>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 003 - 2026
Author:	Kara Rusk
Department:	SAFS
Date Response Due:	November 12, 2025

	Date	Initials
Director Approval (if not author)	November 10, 2025	KR
Director of SAFS Approval:	November 10, 2025	KR
CAO Approval:	November 14, 2025	KS
<p><b>Confidential</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No</p>		

Response (*one page maximum*):

On March 6, 2024, Council passed the following resolution:

THAT Council approve the Strathmore Affordable Housing Society Bylaws as presented during the closed meeting discussion under Section 24 (1)(a) of the *Freedom of Information and Protection of Privacy Act*.

The Strathmore Affordable Housing Society was established by the Town for the purpose of ensuring that the second mortgages that were previously established by the Town were done in compliance with the *Municipal Government Act*.

The \$8,000 that is being itemized are not new funds. Those funds were previously in the Director of SAFS budget for the purpose of establishing the Society. Now that the Society has been established and is a separate entity from the Town, Administration is recommending that the

funds be awarded in a similar fashion to other user groups and be itemized in a transparent manner. The funds will be used to cover legal costs for transfers (as necessary), annual corporate maintenance (corporate annual return, member resolutions, etc.) and for the Society's annual financial audit.

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Brent Wiley
Origin of Request:	Christmas Lights
Date of Request:	Nov 8
<p>Question:</p> <p>I appreciate the value of having beautiful Christmas lights adorn Kinsmen Park and our downtown. However, one year the entire \$20,000 was spent on a single Christmas tree and I had several complaints from people asking to know why I approved such as expense. For this year, help me to understand, generally, what this \$20,000 will be spent on.</p>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 004 - 2026
Author:	Jamie Dugdale
Department:	IODS
Date Response Due:	November 13, 2025

	Date	Initials
Director Approval (if not author)	November 13, 2025	JD
Director of SAFS Approval:		
CAO Approval:	November 14, 2025	KS

**Confidential** ☐ Yes ☒ No

Response (one page maximum):

The capital funds requested annually is used to cover essential costs for, fasteners, bulbs, extension cords, replacement decorations, light strands, timers, power splitter blocks, zip ties, electrical tape, power cables, power cable male and female, the cable holders, carabiners, cable clamps, the rental of the aerial lift and a few new decorations if funds allow.

In late 2022, we purchased the Town's Christmas tree and a topper at a discounted price of just under \$20,000. The same model was increasing in price at the beginning of 2023 to approximately \$42,000.00. With proper care and maintenance, the tree is expected to provide up to 100,000 hours of use.

Typically, the tree is illuminated following the Santa Clause Parade at the end of November and remains illuminated until the New Year – approximately 45 days of operation. Assuming

continuous operation during this period (24 hours per day), this equates to roughly 1,080 hours per season, or a potential lifespan of 92 seasons. Realistically, we anticipate the tree will last 20-25 years, depending on care and maintenance of the tree. Environmental conditions may require replacement parts as time goes on.

The original purchase was made in response to community feedback regarding the Town's need for a suitable Christmas tree for the annual lighting ceremony that takes place immediately following the Santa Clause parade. The acquisition of the tree was coordinated with the Town's event team at the time.

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Jim Chisholm
Origin of Request:	Budget
Date of Request:	Nov 7/2025
<p>Question:</p> <p>Consolidated statement:</p> <ol style="list-style-type: none"> <li>1. Contracted and general services: review historically we have not used our budget amount. We have increased the budget at 1.09 % over 2025 budget amount. Is there room here to adjust and support reduce tax impact/ additional reserves/maybe business cases or combination.</li> </ol> <p>- would there be an opportunity to share projected year end results?</p>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 005 - 2026
Author:	Leana Aschbacher
Department:	SAFS – Financial Services
Date Response Due:	November 12, 2025

	Date	Initials
Director Approval (if not author)	November 8, 2025	LA
Director of SAFS Approval:		
CAO Approval:	November 14, 2025	KS
<b>Confidential</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		

Response (one page maximum):

Included within Contract Services, conference and meeting expenses, training (including election costs), mileage, legal, telephone & radio charges, printing & binding, subscriptions, memberships, legal fees, audit services, professional fees (electrical, gas, plumbing permits), equipment maintenance and repairs, building maintenance & repairs, janitorial contracts, RCMP contract, equipment and furnishings.

The highest expenditure within this grouping is the RCMP contract. Historically, when a surplus occurs due to vacant member positions or staff leaves, the surplus funds have been transferred to reserves.



Administration does realize/acknowledge that, historically, Contracted Services tend to be underspent compared to budget. Note too though, that underspends are often carried forward to a future budget year if the underspend is due to projects/initiatives in progress/incomplete at December 31<sup>st</sup>.

For the 2026 Budget, Administration also utilizes “Global Reductions” that allow for the above knowledge of historical underspend on Contracted Services as a whole, to minimize the tax impact of these historical underspending trends. For 2026, these Global Reductions in Contracted Service include:

- Conference and Meetings \$30k – 24% of the budgeted spend for the expense type
- Training/Professional Development \$110k – 37% of the budgeted spend for the expense type
- Mileage/Meals/Subsistence: \$10k – 28% of the budgeted spend for the expense type

The 2025 Q3 financial report is currently being finalized and will be shared with Council shortly.

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Jim Chisholm
Origin of Request:	Budget
Date of Request:	Nov 7/2025
Question:	
<p>1. In our analytics strategy is there any data that support return on investment calculation/analysis for the requests both business cases and community group fundings.</p>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 006 - 2026
Author:	Leana Ashbacher
Department:	SAFS – Financial Services
Date Response Due:	November 12, 2025

	Date	Initials
Director Approval (if not author)		
Director of SAFS Approval:		
CAO Approval:	November 14, 2025	KS

**Confidential** ☐ Yes ☒ No

Response *(one page maximum)*:

In terms of Return on Investment for amounts to Community Groups: Community Groups that receive funding from the Town of Strathmore are required to fill out a Funding Accountability Report each year that they receive funding – it is the Community Group’s responsibility to substantiate a ROI for the taxpayers of the Town for the funding they receive (i.e. what the money was used for, etc.)

In terms of ROI data for business cases:

The Business Case Template used by Administration presents both quantitative (i.e. dollar amount) and qualitative (i.e. impact of implementation, risks, etc) for each Capital and Operating Business Case presented to Council. Business Case authors (Managers, Senior Leaders), will incorporate ROI, or potential ROI, in justifying the benefit of the proposed business

case if applicable. Each Business Case presented to Council is formally reviewed and scrutinized by the relevant Senior Leader before giving a presentation to Council.

Potential to earn a positive ROI (or, a net positive cost reduction) is an up to 10% contributing factor in the Capital Prioritization Matrix that Council had approved for Administration to score/recommend Capital Projects to Council as part of the budget package: described as “10%: The ability to measure a positive ROI with payback period of less than five years, 5%: a period of five to ten years, or 0%: ROI is difficult to measure).

Examples of Business Cases that have potential to create a ROI (or, alternatively, a net positive decrease to costs elsewhere), for 2026 include:

- Capital - Fire – #5319 Bush Buggy
- Operating – Sports Centre - #5506 Casual Staffing Sports Centre
- Operating – GIS - #5588 360 Video Capture

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Jim Chisholm
Origin of Request:	Budget
Date of Request:	Nov 7/2025
Question:	
Consolidated statement:	
1. When will we be taking on the additional debt? Interest expense clarity for the year. Wondering if there is room here to support additional business cases.	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 007 - 2026
Author:	Leana Ashbacher
Department:	SAFS – Financial Services
Date Response Due:	November 12, 2025

	Date	Initials
Director Approval (if not author)		
Director of SAFS Approval:		
CAO Approval:	November 14, 2025	KS
<b>Confidential</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		

Response (*one page maximum*):

An estimated \$2.322 M in new debt is projected to be issued to finance the upcoming phase of the Central Trunk Sewer, tentatively scheduled for September 2026. Please note, that in the 2026-2035 Proposed Capital Budget, the Central Trunk Sewer has large 2027 (\$1.86 M) and 2028 (\$1.82 M) components, which will likely need to be debt financed in those years.

However, there is potentially room to increase the debt load in 2026, if Council wishes:

- Based on the proposed budget, the debt balance is approximately \$17.9 M outstanding at Dec 31, 2026.
- The provincially mandated debt limit is approximately \$61.5 M in 2026, based on current budget calculations
- The Town of Strathmore's self-imposed debt limit via our Debt Management Policy is 60% of the provincial limit – therefore approximately \$36.9 M for 2026.

- i.e. at Dec 31, 2026, projections indicate utilization of 48.5% of the self-imposed debt limit (\$17.9 M out of \$36.9 M)

Administration had brought forward several large infrastructure projects in the 2026-2035 Proposed Capital Budget which did not receive recommended funding for 2026; deferral to a future fiscal year is likely to be recommended, with anticipated debt financing components at that time.

These projects may be proposed for earlier implementation at Council's discretion; however, assuming additional debt within a short timeframe could limit future financial flexibility.

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Jim Chisholm
Origin of Request:	Budget
Date of Request:	Nov 7/2025
Question:	
<p>1. Where we stand on our operating reserve policy minimum level at 5% operating expenditures.</p>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 008 - 2026
Author:	Riley Brolly
Department:	SAFS – Financial Services
Date Response Due:	November 12, 2025

	Date	Initials
Director Approval (if not author)		
Director of SAFS Approval:		
CAO Approval:	November 14, 2025	KS
<p><b>Confidential</b>      <input type="checkbox"/> Yes      <input checked="" type="checkbox"/> No</p>		
<p>Response <i>(one page maximum)</i>:</p> <p>At September 30, 2025, there is \$6.1 M in Operating Reserves. Of that, \$2.9 M has been committed to use/spend previously by Council, \$3.2 M is available/uncommitted in Reserves.</p> <p>In the 2026 Budget, currently proposed:</p> <ul style="list-style-type: none"> <li>• Add \$0.638 M to Operating Reserves (i.e. Transfers to Reserve – Operating)</li> <li>• Use \$0.417 M from Operating Reserves (i.e. Transfers from Reserve – Operating).</li> </ul> <p>The expected net at December 31, 2026, before any 2025 Surplus is accounted for, is \$3.2 M + \$0.638 M - \$0.417 M = \$3.421 M in Uncommitted Operating Reserves.</p>		

5% of our Operating Budget is:

- 2025:  $5\% \times \$41.33 \text{ M} = \$2.067 \text{ M}$
- 2026:  $5\% \times \$44.25 \text{ M} = \$2.212 \text{ M}$

Based on the above, the 2026 Budget as presented is onside of the 5% Operating Expenditures threshold.

Administration's primary concern with the Reserves balances is focused on Capital Reserves. For Budget years 2023-2026, the following table illustrates the infrastructure deficit (i.e. lack of available Reserve and Grant Funds), to fund Capital Projects for the Town:

	Total Capital Requests	Current Year Capital Requests - Funded	Current Capital Requests - Unfunded
2026	27,648,000	8,721,000	18,927,000
2025	14,252,500	9,313,000	4,939,500
2024	16,734,000	7,404,000	9,330,000
2023	15,243,722	2,905,000	12,338,722

The above table shows the proposed spend in an ideal state – i.e. one where grant monies from the province, and our existing Reserve balances, were sufficient to fund all requested capital projects for the Town. i.e. in 2026, Administration has recommended to defer \$18.9 M in Capital Projects to future years, as resources fall short to what's required for 2026.



## 2026 BUDGET INFORMATION REQUEST

Requested by:	Jim Chisholm
Origin of Request:	Budget
Date of Request:	Nov 7/2024
Question:	
1. Methodology on our 2027 to 2029 forecasts?	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 009 - 2026
Author:	Leana Ashbacher
Department:	SAFS – Financial Services
Date Response Due:	November 12, 2025

	Date	Initials
Director Approval (if not author)		
Director of SAFS Approval:		
CAO Approval:	November 14, 2025	KS
<b>Confidential</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		
Response (one page maximum):  Our methodology for the 2027 to 2029 forecasts is inflationary (based on CPI) and contractual increases for our revenues and our expenditures.		

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Brent Wiley
Origin of Request:	Reserves
Date of Request:	Nov 11, 2025
<p>Question:</p> <p>What is the total amount planned to go into reserves for this budget. Also, please provide an breakdown of how much is going to contributed to each reserve. If this is already in our budget package, my apologies, just provide the page number.</p>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 010 - 2026
Author:	Riley Brolly
Department:	SAFS – Financial Services
Date Response Due:	November 12, 2025

	Date	Initials
Sr. Manager	November 14, 2025	LA
Director of SAFS Approval:		
CAO Approval:	November 14, 2025	KS
<p><b>Confidential</b>      <input type="checkbox"/> Yes      <input checked="" type="checkbox"/> No</p>		

Response (one page maximum):

For the 2026-2029 Budget, the Transfers to Reserve are summarized as:

<b>Transfers to Reserve - Capital:</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Dedicated 1% Repairs Maintenance and Replacement	160,000	160,000	160,000	160,000
Debt Reduction, Infrastructure Specific, Future Year Balancing	625,400	(2,370,500)	(59,900)	(4,893,200)
Cost Sharing - Recreation Facilities	79,000	79,000	79,000	79,000
Storm Infrastructure	160,500	162,900	167,000	165,100
Water Infrastructure	1,140,800	1,324,600	1,508,500	1,707,300
Wastewater Infrastructure	873,800	921,000	968,300	1,440,100
Solid Waste Infrastructure	38,100	38,800	39,200	40,800
<b>Total Transfers to Reserve - Capital:</b>	<b>3,077,600</b>	<b>315,800</b>	<b>2,862,100</b>	<b>(1,300,900)</b>
<b>Transfers to Reserve - Operating:</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Annual Contribution to Financial Stabilization Reserve	100,000	100,000	100,000	100,000
RCMP 90% Funding Requirement	300,000	400,000	-	-
Non-Annual Recurring Expenditures	238,200	221,800	261,700	249,000
<b>Total Transfers to Reserve - Operating:</b>	<b>638,200</b>	<b>721,800</b>	<b>361,700</b>	<b>349,000</b>

Please note, the amounts above are not summarized in this detail in the budget package, just total amounts (i.e. \$3,077,600; \$638,200 etc.) and are listed on Page 1 of the "2026-2029 Operating Budget – Proposed" document provided to Council as "Transfers to Reserve – Capital" and "Transfers to Reserve – Operating".

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Councillor Melissa Langmaid
Origin of Request:	Utility Administration Fee
Date of Request:	November 14 2025
<p>Question:</p> <p>Utility fees have historically subsidized the operating expenses of the town. The new “Utility Administration Fee” intends to better capture that transfer of funds and capture the expenses the organization incurs by administering utilities.</p> <ul style="list-style-type: none"> <li>• How is the “Utility Administration Fee” calculated?</li> <li>• How are we capturing real costs of utility administration by the municipality? Are these costs budgeted?</li> <li>• Is it capturing real costs to the organization for administering our utilities, or is it capturing the overall transfer of funding from utilities to operations?</li> <li>• If a difference exists between these two values (real costs vs. overall transfer) how will that difference be communicated to Council?</li> <li>• What is the long-term outlook for this “fee”? Is it intended to be reduced as new revenue streams are identified and we reduce our reliance on utility fees to subsidize operations?</li> </ul>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 011 – 2026
Author:	Leana Ashbacher
Department:	SAFS – Financial Services
Date Response Due:	November 18, 2025

	Date	Initials
Director Approval (if not author)		
Director of SAFS Approval:	November 17, 2025	KR
CAO Approval:	November 17, 2026	KS

**Confidential** ☐ Yes ☒ No

Response (*one page maximum*):

- The Utility Administration fee is calculated as 20% of budgeted operational costs in our Utility Cost Centers (Storm, Water, Wastewater, and Solid Waste), excluding Transfers to Reserve and Amortization of Tangible Capital Assets.
- Currently – these costs of providing Utility Administration are budgeted and paid for by municipal (i.e property tax) dollars. The biggest contributors to Utility Administration that are not otherwise captured as direct Utility Costs are

Salary/Wages of Leadership and Senior Leadership personnel who contribute to our Utility function, as well as overhead at the Strathmore Municipal Building (i.e. building maintenance, janitorial, computer equipment and technology, etc).

- The proposed Utility Administration Fee is to capture the real costs of Administering the Utility function of the Town, beyond amounts that are directly recorded as expenses in those functions. This is a commonly used practice with other Alberta municipalities.
- We do not anticipate major changes in the calculated costs of this Utility Admin Fee – however, the financial operating results of the Municipal and Utility functions, as well as the Consolidated results, will be communicated to Council on a quarterly basis

For the long-term outlook: Administration plans to use this fee in perpetuity for full transparency on the holistic cost of providing Utility services to residents and businesses of the Town. Any additional revenue streams in the Municipal function will be independent of this fee (i.e. revenue streams on the Municipal side will impact municipal taxation and service levels, as the Administration Fee revenue will still be present in the Municipal entity).

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Councilor Matt Hyde
Origin of Request:	RMR – Pathway Lifecycle
Date of Request:	November 14, 2026
<p>Question:</p> <ul style="list-style-type: none"> <li>- There is a stretch of sidewalk missing that would link the existing sidewalk on the south side of Parklane Drive with the pathway along the canal which often results in jaywalking of residents. Is this stretch of sidewalk in consideration to be added in the coming fiscal year or how would one put forward that request as part of this budget item? The same question for a stoplight at the George Freeman/Parklane Drive intersection?</li> </ul>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 014 2026
Author:	Ethan Wilson
Department:	IODS
Date Response Due:	November 18, 2025

	Date	Initials
Director Approval (if not author)	November 17, 2025	JD
Director of SAFS Approval:	November 17, 2025	KR
CAO Approval:	November 17, 2025	KS

**Confidential** ☐ Yes ☒ No

Response (*one page maximum*):

The portion of pathway in question was impeded by a power pole, and this was relocated in 2025 to allow for a pathway to be constructed. The relocation of Fortis infrastructure occurred later in the year, causing the pathway work to be delayed until 2026. This work is currently in the 2026 program and is intended to be completed as part of the “Pathway Lifecycle” Capital Budget item.

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Councilor Matt Hyde
Origin of Request:	RMR – PW25 – Capital Replacement
Date of Request:	November 14, 2026
<b>Question:</b> <ul style="list-style-type: none"> <li>- Is there an opportunity to look for a less expensive unit that would meet the needs of the workers?</li> <li>- How many kilometers does a truck typically get over the course of a calendar year? Would leasing be an option?</li> </ul>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 015 2026
Author:	Jamie Dugdale
Department:	IODS
Date Response Due:	November 18, 2025

	Date	Initials
Director Approval (if not author)	November 17, 2025	JD
Director of SAFS Approval:	November 18, 2025	KR
CAO Approval:	November 18, 2025	KS

**Confidential** ☐ Yes ☒ No

**Response** (*one page maximum*):

This truck can be replaced with a 1-ton model, which would cost approximately \$75,000.00. PW-025 stopped working this year and the safety (sign truck) components were all removed and put onto an existing truck. Therefore, a 1-ton truck will allow for more versatility for our operations as they allow for greater hauling capacity, towing power, and longer beds.

Our vehicles typically accumulate between 5,000 to 12,000 km annually, depending on usage.

Administration recommends purchasing vehicles outright for the following reasons:

- Lower long-term ownership costs: While leasing may be more affordable short term, it ultimately becomes more expensive due to the need for repeated leases



or an outright purchase at the end of the lease term to provide the same service level – which becomes more expensive than purchasing initially.

- Extended fleet life: Our fleet often outlasts typical lease terms, providing more value over time.
- Financing flexibility: Purchasing outright allows us to utilize grants or reserves for financing whereas lease payments are operational costs funded by tax dollars.

## 2026 BUDGET INFORMATION REQUEST

Requested by:	Councilor Matt Hyde
Origin of Request:	BIR - Recreational Fees
Date of Request:	November 14, 2026
<p>Question:</p> <ul style="list-style-type: none"> <li>- How would our budget be affected by raising rental and daily fees for non-resident (outside Strathmore and Wheatland County) residents for our recreational facilities by 10% and lowering daily use fees of local residents by 10%? Is there a mix there that would maintain or perhaps increase revenue for these facilities while adding a benefit to locals?</li> </ul>	

Please email request to [kara.rusk@strathmore.ca](mailto:kara.rusk@strathmore.ca) and [karoline.power@strathmore.ca](mailto:karoline.power@strathmore.ca)

*For completion by Town of Strathmore Administration*

Number:	BIR 016 2026
Author:	Mark Pretzlaff
Department:	CPS
Date Response Due:	November 18, 2025

	Date	Initials
Director Approval (if not author)	November 17, 2025	MP
Director of SAFS Approval:	November 18, 2025	KR
CAO Approval:	November 18, 2025	KS

**Confidential** ☐ Yes ☒ No

Response (one page maximum):

Assuming there are no changes with the non-resident membership (i.e. someone chooses to cancel their membership following a 10% increase, the overall financial impact would be a reduction of membership revenue of approximately \$25k (\$25,167.86) for 2024.

As for facility rentals, the Aquatic Centre revenue is almost exclusively based on residents with only a few (birthday party rentals). Accordingly, Administration has analyzed facility rentals for only the Family Centre (arena) and Sports Centre.

Family Centre (arena) facility rental revenue is as follows:

2024 - \$556,579.77

2025 (YTD) - \$609,072.76

Non-Resident Family Centre (arena) facility rental revenue is:

2024 - \$14,457.20

2025 (YTD) - \$10,939.20

Sports Centre facility rental revenue is as follows:

2024 - \$92,353.84

2025 (YTD) - \$97,424.38

Non-Resident Sports Centre facility rental revenue is:

2024 - \$44,373.26

2025 (YTD) - \$36,995.53

Assuming none of the Non-Resident organizations change their historic usage or find another alternative venue, the overall financial impact would be a reduction of facility rental revenue of approximately \$60k (\$59,010.00) for 2024 for both the Family and Sports Centres.

In addition, local Strathmore residents and user groups could face increased costs from other municipalities should individuals or user groups use a recreational amenity that has implemented a resident/non-resident fee.