



AGENDA
COMMITTEE OF THE WHOLE MEETING
Wednesday, January 15, 2025 @ 6:00 PM
Council Chambers, 1 Parklane Drive, Strathmore AB

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1. CALL TO ORDER	
2. CONFIRMATION OF AGENDA	
3. DELEGATIONS	
<p>Members of the public and community organizations are welcome to attend a Committee of the Whole Meeting as a delegation to present an item to Town Council for consideration. If you are interested in attending as a delegation please fill out the Delegation Request form that can be located on the Town's website and submit it to: lsadmin@strathmore.ca by noon, seven (7) days before a Committee of the Whole Meeting.</p>	
4. CONFIRMATION OF MINUTES	
4.1. Committee of the Whole Meeting Minutes – November 13, 2024	2 - 9
<p style="padding-left: 20px;">Agenda Item - AIR-24-244 - Pdf</p>	
5. BUSINESS	
5.1. Financial Reserves Policy No. 1817	10 - 21
<p style="padding-left: 20px;">Agenda Item - AIR-24-256 - Pdf</p>	
6. CLOSED MEETING	
6.1. Council CAO Dialogue – Advice from officials – FOIP S.24 1(b)(i)	
6.2. Town of Strathmore Strategic Plan – Advice from officials – FOIP S.24 1(b)(i)	
7. QUESTION AND ANSWER PERIOD	
8. ADJOURNMENT	



Request for Decision

To: Council

Staff Contact: Claudette Thorhaug, Legislative Services Officer

Date Prepared: November 13, 2024

Meeting Date: January 15, 2025

SUBJECT: Committee of the Whole Meeting Minutes - November 13, 2024

RECOMMENDATION: THAT Council adopt the November 13, 2024 Committee of the Whole Meeting Minutes as presented in Attachment I.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the November 13, 2024 Committee of the Whole Meeting are given to Council for adoption.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

Once signed, the November 13, 2024 Committee of the Whole Meeting Minutes will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.
2. Council may provide further direction regarding the Committee of the Whole Meeting Minutes.

ATTACHMENTS:

[Attachment I: COMMITTEE OF THE WHOLE - 13 Nov 2024 - Minutes](#)

Veronica Anderson, Legislative Services Officer

Approved
- 18 Nov
2024

Claudette Thorhaug, Legislative Services Officer

Approved
- 19 Nov
2024

Johnathan Strathdee, Manager of Legislative Services

Approved
- 26 Nov
2024



MINUTES COMMITTEE OF THE WHOLE MEETING

6:00 PM - Wednesday, November 13, 2024

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT: Mayor Pat Fule, Councillor Melissa Langmaid, Councillor Debbie Mitzner, Councillor Jason Montgomery (virtual), Councillor Denise Peterson, and Deputy Mayor Brent Wiley

COUNCIL ABSENT: Councillor Richard Wegener

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

1. **CALL TO ORDER**

Mayor Fule called the November 13, 2024 Committee of the Whole Meeting to order at 6:02 p.m.

2. **CONFIRMATION OF AGENDA**

Resolution No. 049.11.24A

Moved by Councillor Langmaid

THAT Council adopt the November 13, 2024 Committee of the Whole Meeting Agenda as presented.

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

AGAINST: None.

CARRIED

3. **CLOSED MEETING**

Resolution No. 050.11.24A

Moved by Councillor Peterson

THAT Council move In Camera to discuss items related to section 24(1)(a) of the

Freedom of Information and Protection of Privacy Act at 6:03 p.m.

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

AGAINST: None.

CARRIED

3.1. **Strathmore Handi-Bus Association Funding – Advice from officials – FOIP S. 24(1)(a)**

3.2. **Council Procedure Bylaw Legal Opinion – Advice from officials – FOIP S. 24(1)(a)**

Resolution No. 051.11.24A

Moved by Councillor Mitzner

THAT Council move out of Camera at 7:14 p.m.

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

AGAINST: None.

CARRIED

4. **PUBLIC COMMENTS**

None.

5. **DELEGATIONS**

5.1. **Delegation – Strathmore Handi-Bus**

5.2. **Delegation – Strathmore & District Agricultural Society – Sponsorship Agreement / RCMP Musical Ride**

Resolution No. 052.11.24A

Moved by Councillor Peterson

THAT Council amend the November 13, 2024 Committee of the Whole agenda to add a second close meeting session following the Question and Answer Period to discuss the following item:

9.1 Strathmore Handi-Bus Agreement – Advice from officials – FOIP S. 24(1)(a)

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

AGAINST: None.

CARRIED

6. CONFIRMATION OF MINUTES

6.1. Committee of the Whole Meeting Minutes – October 9, 2024

Resolution No. 053.11.24A

Moved by Councillor Langmaid

THAT Council adopt the October 9, 2024 Committee of the Whole Meeting Minutes as presented in Attachment I.

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

AGAINST: None.

CARRIED

6.2. Committee of the Whole Meeting Minutes – October 23, 2024

Resolution No. 054.11.24A

Moved by Councillor Wiley

THAT Council adopt the October 23, 2024 Committee of the Whole Meeting Minutes as presented in Attachment I.

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

AGAINST: None.

CARRIED

7. BUSINESS

7.1. Recreation & Culture Cost Recovery Policy

Resolution No. 055.11.24A

Moved by Councillor Wiley

THAT Council recess the November 13, 2024 Committee of the Whole Meeting.

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

AGAINST: None.

CARRIED

Mayor Fule reconvened the meeting at 8:55 p.m.

7.2. 2025 Fees Bylaw No. 24-25

Resolution No. 056.11.24A

Moved by Councillor Peterson

THAT Council extend the November 13, 2024 Committee of the Whole Meeting to 10:45 p.m.

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

AGAINST: None.

CARRIED

8. QUESTION AND ANSWER PERIOD

8.1. Letter of Support Request – Horseshoe Pit Expansion – Grant Application

8.2. Letter of Support Request – U11AA Wheatland Hawks – Provincials Bid

8.3. Letter of Thanks Request – Alberta Municipalities

9. CLOSED MEETING

Resolution No. 057.11.24A

Moved by Councillor Langmaid

That Council move In Camera to discuss items related to section 24(1)(a) of the *Freedom of Information and Protection of Privacy Act* at 9:58 p.m.

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

AGAINST: None.

CARRIED

9.1 Strathmore Handi-Bus Association Funding – Advice from officials – FOIP S.24(1)(a)

Resolution No. 058.11.24A

Moved by Councillor Langmaid

THAT Council move out of camera at 10:29 p.m.

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

AGAINST: None.

CARRIED

10. ADJOURNMENT

Mayor Fule adjourned the November 13, 2024 Committee of the Whole Meeting at 10:29 p.m.

Mayor

Director of Strategic, Administrative,
and Financial Services



Request for Further Direction

To: Council

Staff Contact: Leana Ashbacher, Senior Manager of Financial Services

Date Prepared: November 28, 2024

Meeting Date: January 15, 2025

SUBJECT: Financial Reserves Policy No. 1817

RECOMMENDATION: This report is being provided to obtain feedback from Council on the proposed changes to the financial reserve policy.

STRATEGIC PRIORITIES:



Affordable Housing



Climate Resiliency



Community Development



Community Wellness



Economic Development



Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

This Financial Reserve Policy helps to build solid financial reserves balances and establishes financial targets for each reserve fund. The reserve policy provides Council is providing stable and predictable tax rates, manage debt limits, and plan for sustainable growth. These additional reserves assist on ensuring that the Town being clear and transparent with the Council and the community on how specific reserve funds will be leveraged in the future.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:**GENERAL:**

The amendment to the financial reserve policy supports the continuation of our Asset Management Strategy by clearly identifying reserves to purchase new land to invest within the community for strategic opportunities.

Administration is recommending that we update our Financial Reserves Policy 1817, to enable Council to transfer from this reserve to offset years where there are extraordinary snow events that do not have funding within the operating budget. To support the development of this reserve in years where there is a surplus from snow removal those funds would be transferred to this reserve.

ORGANIZATIONAL:

The updated financial reserve policy will not place any added workload on staff, but supports more long-range financial planning by administration and council.

OPERATIONAL:

The updated financial reserve policy is developed to support the operational challenges that the Town might be facing. By having two new reserves added to the financial reserve policy, it will assist on being clear and transparent with the Council and the community.

The proposed amendment will allow proactive planning for our snow clearing delivery to the community.

FINANCIAL:

There are no additional financial implications from the updated financial reserve policy, it will only assist on being clear and transparent with the community.

Ensuring that the Town has adequate financial reserves funding levels will be critical to meet the infrastructure, servicing, and program needs of the future.

Building the financial reserves to sustainable funding levels will take patience, commitment, and ongoing financial discussions.

POLICY:

The financial reserve policy has significant implications on policies, bylaws, and future budgets. Taxation and budget policies, debt management policies, and financial plans works in collaboration with the financial reserve policy.

Annual operating and capital budgets are impacted by the financial reserve policy.

IMPLEMENTATION:

With support of Council, this policy will be brought back to the February 5, 2025 Regular Council meeting for adoption. The next steps after the implementation of the updated financial reserve policy will be building a 10-year forecasts for each financial reserve as part of the 2026 budget process.

BACKGROUND:

In 2023, Council approved Operating and Capital Reserve Policy 1817 which provided financial targets or optimum funding levels.

During the 2025 budget process, Council approved an Annual Repair, Maintenance and Replacement (RMR) (1%) funding. *(This transfer goes into Asset Replacement / Rehabilitation Capital Reserve).*

Administration is recommending that we update our Financial Reserves Policy 1817, to enable Council to transfer from this reserve to offset years where there are extraordinary snow events that do not have funding within the operating budget. To support the development of this reserve in years where there is a surplus from snow removal those funds would be transferred to this reserve.

Administration also recommends that Council creates a new reserve for Land Capital to ensure that we are clear and transparent on how any surplus funds or transfers from the sales of any current land are earmarked for strategic land purchases.

Council has identified that the Town needs to develop a more robust land strategy. This reserve would be for funding of any of these strategic land purchases.

KEY ISSUE(S)/CONCEPT(S):

Key Issue for Council's consideration whether it wishes to establish two new reserves, an operating snow clearing reserve and a capital Land Capital reserve.

DESIRED OUTCOMES:

To get feedback from Council on the proposed amendments.

COMMUNICATIONS:

N/A

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

[Attachment I: 1817 - Financial Reserves Policy](#)

[Attachment II: Financial Reserves Policy Chart - Amendment Dec 2024](#)

Leana Ashbacher, Senior Manager of Financial Services

Approved
- 10 Jan
2025

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

Approved
- 10 Jan
2025

Kevin Scoble, Chief Administrative Officer

Approved
- 10 Jan
2025



TOWN POLICY

POLICY NUMBER: 1817

REFERENCE:

Resolution No.
182.07.23

ADOPTED BY:

Town Council

PREPARED BY: Strategic, Administrative and
Financial Services

DATE: July 19, 2023

TITLE: FINANCIAL RESERVES

POLICY STATEMENT

The Town of Strathmore is sustainable only if both its capital infrastructure and financial assets can be maintained over the long term. It is the policy of the Town to establish financial reserves to safeguard the long-term financial stability and flexibility of the Town, to position it to respond to varying economic conditions and changes affecting the Town's financial position, and to ensure the organization can continuously fulfill its responsibilities to the community.

1.0 PURPOSE

- 1.1 The Town recognizes that a critical component of fiscal stewardship is the establishment of financial reserves. These financial reserves provide for property tax stabilization and maintain a prudent level of available financial resources to protect against the need to reduce service levels or raise taxes and fees due to temporary revenue shortfalls or unpredicted one-time expenditures.
- 1.2 Financial reserves also provide resources for the repair and replacement of existing capital assets and infrastructure, construction of new capital assets and infrastructure, and balancing the use of long-term debt with pay-as-you-go financing. Financial reserves enhance the Town's financial strength, flexibility, sustainability, and cash flow management.

- 1.3 This policy is to establish guidelines, limits, and conditions applicable to the segregation of the Town's restricted surplus in its audited financial statements, into financial reserves. The financial reserves will ensure a favourable and sustainable financial position while supporting the ability to meet current and future operating and infrastructure requirements by maintaining reserves funds sufficient to achieve the following:
- (a) To set aside funds for the establishment of specific reserves to provide for emergent financial needs and stabilize tax rates.
 - (b) To set aside sufficient funding for the replacement and rehabilitation of existing capital assets to minimize the debt financing needs of the Town.
 - (c) To set aside funds to acquire or construction of new capital assets as required and as identified in the Town's strategic plan and capital budgets.
 - (d) To set aside funds so that the organization has sufficient working capital so that it can sustain operations through delays in receipt of tax revenue, user fees, and grants or from volatile expenditures and unanticipated opportunities/challenges.
 - (e) Public confidence in the long-term sustainability of the organization by preventing cash flow crises that can diminish its reputation and force its leaders to make expensive short-term, crisis-based decisions.
 - (f) Support municipal asset management planning, as financial reserves allow for funds to be set aside to manage assets throughout their lifecycle.

2.0 DEFINITIONS

- 2.1 **"Capital Reserves"** means the portion of the accumulated surplus that the Town has restricted for use in maintaining an adequate financial reserve to replace and rehabilitate existing capital assets and acquire or construct new capital assets as required, and as identified in the Town's strategic plan and capital budget.
- 2.2 **"Dedicated Reserves"** means the portion of the accumulated surplus that the Town has collected from developers to fund specific initiatives and/or projects. The funds may not be used for any other purpose than that for which they were collected.
- 2.3 **"Operating Reserves"** means the portion of the accumulated surplus that the Town has restricted so that the organization has sufficient working capital to:
- (a) stabilize annual tax rate increases,

- (b) sustain operations through delays in receipt of revenue, from unanticipated expenditures, unbudgeted increases in operating expenses and/or losses in operating revenue, and unanticipated opportunities/challenges.

2.4 **"Program Specific Reserves"** means the portion of the accumulated surplus that the Town restricts for use in specific initiatives or programs for which the funds are collected.

3.0 RESPONSIBILITIES

3.1 Only Council can approve the drawing down of a financial reserve for operating or capital purposes.

3.2 Financial reserve reporting will form a part of the Town's quarterly financial reporting.

3.3 Administration will annually provide Council with:

- (a) Actual year-end financial reserve balances.
- (b) Ten-year reserve balance projections, including financial reserve receipts/contributions, distributions/withdrawals, and ending balances.
- (c) Reserve statistics as follows:
 - (i) capital reserve contributions as a ratio to capital asset value,
 - (ii) capital reserve contributions as a percentage of annual amortization,
 - (iii) the ratio of financial reserves to outstanding debt,
 - (iv) the unamortized balance of capital assets relative to historical cost (the asset consumption ratio).

3.4 This policy will be reviewed by Council at least once each term of office.

4.0 GENERAL GUIDELINES

4.1 All financial reserve transfers, re-allocation of funds, and new financial reserves must be approved by Council. Approvals may be in the form of:

- (a) The approved annual operating or capital budget;
- (b) A carryover project that was contained in an approved operating or capital budget; or
- (c) A Council resolution.

- 4.2 Draws from financial reserves must not exceed the fund balance unless it can be demonstrated to Council that future sources of revenue will provide adequate funding to return the reserve to a positive balance.
- 4.3 All financial reserves must be fully described and include a purpose, source of funding, minimum level, optimum or target level, and the rationale used to establish the levels.
- 4.4 Before creating a new financial reserve, the option of adding an incremental contribution to an existing fund of a like nature will be considered.
- 4.5 The prescribed financial reserve limits will be reviewed by Council at least once each term of office.
- 4.6 Where appropriate, each financial reserve will be supported by a 10-year projection for receipt/contributions and disbursement/withdrawal of funds. These projections will be updated annually as part of the annual budget process.
- 4.7 Interest will be paid to Capital Reserves and Dedicated Reserves based on the average balance, calculated as the opening plus closing balances divided by two, at the annual average rate of return on long and short-term investments minus one-half percent.
- 4.8 The Town will maintain financial reserves in accordance with Schedule A.

5.0 MANAGEMENT OF THE FINANCIAL RESERVE FUNDS

- 5.1 Under the direction of Council, the Chief Administrative Officer, or their designate will ensure funds are invested according to the guidelines set out in the Town's Investment Policy and in accordance with provincial legislation.
- 5.2 Financial reserves will be drawn down only under the circumstances detailed within this policy.
- 5.3 For reporting purposes, the financial reserves will be listed separately in the notes section of the Town's annual financial statements.

6.0 RELATED POLICIES

- 6.1 Municipal Government Act, as amended
- ~~6.2 Town of Strathmore Budget & Taxation Guiding Principles Policy 1819, as amended~~
- 6.3 Budget Policy (1809)
- 6.4 Town of Strathmore Strategic Plan, as amended

7.0 ATTACHMENTS

- 7.1 Financial Reserve Policy - Schedule A

REPEALS POLICY: ~~Operating and Capital Reserves Policy 1807~~

OPERATING RESERVES

Fund	Purpose	Funding Source(s)	Minimum \$ Level	Target/Optimum \$ Level	Rationale Used to Establish Levels
Financial Stabilization	To provide funds to stabilize tax rates for non-recurring, emergent, one-time expenditures or losses of revenue that will not be built into the base operating budget in future years. Examples include, but are not limited to, abnormal snow removal, fluctuating interest rates, declines in revenues, increased utility costs, by-election, plebiscites, special projects or other items that would result in an overall deficit to the municipal operation.	One-time transfers and one-time unbudgeted sources of revenue.	5% of annual operating expenditures	10% of annual operating expenditures	GFOA best practices are a minimum of 1 month and an optimum of 2 months of annual operating expenditures
Snow Reserve	To provide funds to stability tax rates for emergent, one-time expenditures from abnormal snow removal.	Annual operating surpluses from annual snow clearing.	None	10% of annual snow removal operating expenditures	GFOA best practices are a minimum of 1 month and an optimum of 2 months of annual operating expenditures
Non-Annual Recurring Expenses	To fund expected recurring expenses that do not occur on an annual basis in the Town's multi-year operating budget. Examples would be the municipal election every four years, new MDP every ten years, municipal census, citizen satisfaction survey every second year.	Original fund established by a transfer from the Financial Stabilization Reserve and then from municipal property taxes as required.	None	To be established every year as part of the Annual Operating Budget.	Comparison to amounts set by other municipalities and historical experience with actual amounts
Development Application	To provide funding for scalable resourcing levels required to accommodate fluctuations in planning and development applications without requiring tax-funded support. The reserve is used to stabilize the operating budget.	Annual operating surpluses from fee supported operations in the Planning & Development and Engineering departments.	None	The target balance for the reserve is 50% of annual budgeted fee-based expenditures in Planning & Development and Engineering	The optimum level is intended to provide sufficient rate-supported stabilization to the fee-supported operations to scale up and scale down to meet higher and lower than anticipated permit volumes.

CAPITAL RESERVE

Asset Replacement/ Rehabilitation	To fund asset rehabilitation and replacement capital projects. Examples include, but are not limited to, mobile vehicles, emergency services equipment, cemetery care, municipal buildings, recreational and play structures, office and technology equipment, technology systems.	Transfers from annual operating surpluses, budgeted transfers from municipal property tax revenue, sales of vehicles and equipment, donations, and other one-time transfers to boost reserve levels.	Adequate to fund rehabilitation and replacement capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation and replacement capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 10 years.	Best practices call for fund balances based upon an analysis of the needs of the municipality, taking into consideration long term financial strategies, asset management plans, and future capital asset replacement values. Best practice suggests total budgeted transfers from the operating budget in each calendar year will be between two (2) and two and one-half (2.5) percent of the prior year's replacement value of capital assets.
Land Capital	To fund new land purchases for investments with our community.	Transfers from annual operating surpluses, budgeted transfers from municipal property tax revenue, sales of land, donations, and other one-time transfers to boost reserve levels.	None	None	None

General Municipal Capital	To fund new capital projects or for capital expenditures necessary in cases of emergency.	Transfers from property tax revenue, unspent annual contributions to capital from operations, and one time transfers to boost reserve levels.	Adequate to fund new capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 5 years.	Adequate to fund new capital projects identified as reserve funded in the long term financial strategy and capital planning summary and unanticipated capital expenditures within the next 10 years.	Best practices call for fund balances based upon an analysis of the needs of the municipality, taking into consideration long term financial strategies, capital project plans, and asset management plans.
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PROGRAM SPECIFIC RESERVES

Fund	Purpose	Funding Source(s)	Minimum \$ Level	Target/Optimum \$ Level	Rationale Used to Establish Levels
Roads	To fund capital projects related to the Road System.	Transfers from property tax revenue, unspent annual contributions to capital from operations, grant funding, and one time transfers to boost reserve levels.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 10 years.	Best practices call for fund balances based upon an analysis of the needs of the municipality, taking into consideration long term financial strategies, asset management plans, and annual depreciation amounts.
Storm Water	To fund capital projects related to the Wastewater System.	(1) financing initiatives & surcharges (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 10 years.	Rate model projections of reserve requirements to fund anticipated storm water capital projects over the next 10 years.
Water	To fund capital projects related to the Water and Utility metering Systems.	(1) financing initiatives & surcharges (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 10 years.	Rate model projections of reserve requirements to fund anticipated water capital projects over the next 10 years.
Wastewater	To fund capital projects related to the Wastewater System.	(1) financing initiatives & surcharges (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 10 years.	Rate model projections of reserve requirements to fund anticipated wastewater capital projects over the next 10 years.

Solid Waste and Recycling	To fund the lifecycle replacement of capital Infrastructure or future capital acquisitions relating to solid waste collection services.	(1) financing initiatives & surcharges (2) special requisitions (3) grant funding specific to utility programs (4) net surplus from annual operations of the Utility department.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 5 years.	Adequate to fund rehabilitation, replacement, construction, and acquisition of capital projects identified as reserve funded in the 10-year capital budget and unanticipated capital expenditures within the next 10 years.	Rate model projections of reserve requirements to fund anticipated solid waste collection capital projects over the next 10 years.
Affordable Housing	To fund capital projects related to the Affordable Housing.	Transfers from property tax revenue, grant funding, and repayment of second mortgages from the Bayside Housing Project.	None	None	None

DEDICATED RESERVES - Funded By Development

Fund	Purpose	Funding Source(s)	Minimum \$ Level	Target/Optimum \$ Level	Rationale Used to Establish Levels
Water Offsite Levy	To fund the future costs to provide new or expanded infrastructure required for development.	Levies assessed to development in accordance with the Municipal Government Act	None	None	None
Wastewater Offsite Levy	To fund the future costs to provide new or expanded infrastructure required for development.	Levies assessed to development in accordance with the Municipal Government Act	None	None	None
Storm Water Offsite Levy	To fund the future costs to provide new or expanded infrastructure required for development.	Levies assessed to development in accordance with the Municipal Government Act	None	None	None
Roads Offsite Levy	To fund the future costs to provide new or expanded infrastructure required for development.	Levies assessed to development in accordance with the Municipal Government Act	None	None	None
Cash in-lieu of Municipal Reserve	To fund public parks, public recreation areas or school authority developments as are allowed by Section 671(2) of the MGA	Funds are collected as part of the Subdivision approval process, and payments are outlined in a Subdivision Servicing Agreement.	None	None	None