

# Corporate Quarterly Report

Quarter One – 2024

# About This Report

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The Corporate Quarterly report is produced four times a year to communicate progress made on Council's Strategic Plan presented in the Corporate Business Plan and to present the Town's financial position for the quarter.

There are two parts within this report:

**Strategic Plan Reporting** - includes progress update on projects that support Council's Strategic Priorities.

**Financial Summary** - provides a quarterly update on the Town's financial position. Included in this section of the report are two reports for the municipal operation and capital projects, showing: budget vs. forecast, capital project progress and project forecast.

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# Strategic Plan Q1 Reporting

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## Council's Strategic Priorities

The Town of Strathmore's Council has identified six areas which will be focused on during this Council's term. These priorities were selected based on community feedback provided to Council as well as current service opportunities and challenges presented by Administration.

For each Strategic Priority, Council outlined the outcome that it desires to achieve during the balance of its term.

### Affordable Living

Strathmore is an affordable community for residents and businesses enabling access to housing, services, and supports.

### Financial Sustainability

Strathmore provides predictable and prudent tax rates and user fees that reduce overall Town debt, build financial reserves, maintain existing assets, and plan for sustainable growth.

### Intentional Community Development

Strathmore creates communities for its residents and with its residents and with its neighbors and institutional partners, which promote sustainable and inter-dependent communities.

### Climate Resiliency Including Environmental Stewardship

Strathmore protects, manages, and enhances its local environment while preparing for future challenges due to climate change.

### Economic Development

Strathmore is well-positioned to encourage commercial and industrial economic development with a focus on sustainable growth.

### Community Wellness

Strathmore values Community Wellness focused on the maintenance, protection, and improvement of services that support optimum lifestyles.

## Business Plan

Once Council has identified its strategic direction and determined its Strategic Priorities, it is the role of Administration to plan and implement activities which will ensure that the priorities are achieved. The Corporate Business Plan outlines the activities planned by Administration to meet Council's expectations.

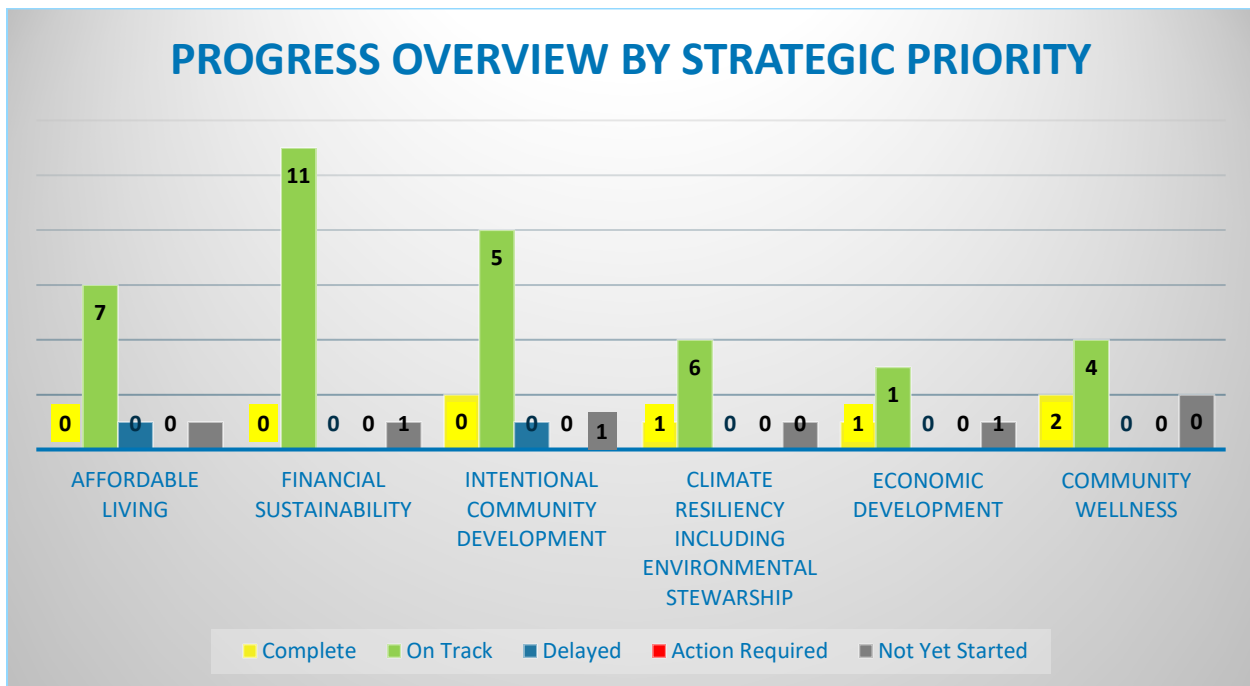
## Q1 Progress Summary

Each of the administrative actions have been categorized based on timelines and progress made toward completing the task. The definitions of each of the status categories are outlined below.

Status	Definition	# of Supporting Tasks
✓ Completed	Work has been completed on this initiative.	4
↑ On Track	This initiative is on schedule and progress is being made.	34
▲ Delayed	This initiative is experiencing some setbacks, but progress is still being made.	0
⬮ Action Required	Challenges are limiting or blocking progress of this initiative. Action must be taken to get the project back on track.	0
● Not Yet Started	Work has not begun on this initiative.	3
<b>Total Administrative Tasks Identified</b>		<b>41</b>

Administration has identified 41 administrative actions to support Council's strategic priorities. The timelines for these initiatives have timelines from January 2022 and December 2026 inclusive.

Progress on these administrative actions as of May 1<sup>st</sup>, 2024 can be seen below.




# Q1 Progress Report Details

## Strategic Priority #1: Affordable Living

Strathmore is an affordable community for residents and businesses enabling access to housing, services and supports.

Supporting Administrative Actions	Proposed Timeline	Q1 Progress Update
<b>1.1 Synergistic Housing Product and Business Growth/ Sustainability Opportunities</b>		
↑ 1.1.a Establishing a target (60:40 tentative) residential to non-residential tax ratio in the MDP growth areas to strive for an overall 70:30 residential to non-residential tax ratio in the community resulting in organic business growth to provide more value to residential taxpayers without transferring tax burden to existing businesses	Mar 2023 - Dec 2024	To be incorporated into the updated Municipal Development Plan (MPD).
↑ 1.1.b Increasing Housing Product Forms - LUB Amendments	Jun 2023 - Dec 2024	Ongoing review of current LUBs.
↑ 1.1.c Progressive and best land use practices	Jan 2025 - Dec 2026	There have been a number of amendments that have come forward recently to the Land Use Bylaw to ensure best use of land regarding the community's needs.
↑ 1.1.d Annexation Exploration	Jan 2024 – Jun 2025	Exploring opportunities with landowners and Wheatland County, while developing the IDP
<b>1.2 Increased Availability of Attainable Housing</b>		
↑ 1.2.a Identify affordable housing opportunities	April 2022 – Jun 2024	Process is underway. Administration is engaging community partners to ensure that local resources are maximized, and all parties are on the same page. The Town has also established an Affordable Housing Society.
↑ 1.2.b Identify candidate projects/ sites/ partners	Dec 2022 – Dec 2024	MDP will guide projects, initiatives, and stakeholders for broader strategy development. True North is building upon the Social Needs Assessment with the development of a Housing Needs Assessment.
<b>1.3 Community Wellbeing Investment</b>		

	1.3.a Enable Social Procurement Inclusive of Town policies and facilitate direct & indirect Business/social profit opportunities	Jan 2026 - Dec 2026	Administration is currently reviewing the draft policy.
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Items to Track	Responsibility	Progress Notes
<b>Housing Starts</b>	Planning	As of March 2024 – 1 new build
<b>Ratio of Strathmore's housing stock comparing owned to rental units</b>	Planning	According to the Social Needs Assessment, the Town's home ownership rate is 77% with the rental rate being 23%.
<b>Percentage of citizens reporting Strathmore is an affordable community</b>	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.




## Strategic Priority #2: Financial Sustainability

Strathmore provides predictable and prudent tax rates and user fees that reduce overall Town debt, build financial reserves, maintain existing assets, and plan for sustainable growth.

Supporting Administrative Actions	Proposed End Date	Q1 Progress Update
<b>2.1 Predictable and Prudent Tax Increases</b>		
↑ 2.1.a.i Develop the long-term fiscal sustainability plan	Jan 2022 - Ongoing	The Town's finance department will be working on developing a long-term financial plan as part of 2024.
↑ 2.1.a.ii Development of a debt strategy and policy	Sept 2022 - Dec 2024	Administration prepared an overview of the Town's debt to Council and is working on policy recommendations for Council around managing debt.
↑ 2.1.a.iii Development of debt model	April 2024 - Dec 2024	Administration is exploring as part of a longer-term plan regarding the Town's financial software.
↑ 2.1.a.iv Investment Strategy	April 2025 - Dec 2025	Administration has worked to ensure that the Town's investments align with the existing policy.
↑ 2.1.a.v Asset management program development and implementation	April 2022 - Jun 2025	The quarter focused on educational opportunities for staff and Council. The Asset Management Policy was presented for adoption by Council. Administration recently provided an updated to Council on the work done in relation to Asset Management.
↑ 2.1.a.vi New Investment Opportunities	April 2022 - Ongoing	This is ongoing as opportunities arise. The Phyto project has been announced. Other opportunities are being explored and researched.
↑ 2.1.a.vii Consider alternative offsite levy strategies	Jan 2023 - Ongoing	Updates to the OSL Rates are currently being undertaken by Infrastructure and will be presented to Council in the second half of 2024.
↑ 2.1.viii Consider offsite levy implementation for vertical infrastructure	Jan 2023 - Jun 2024	This is ongoing, an Off-site Levy report was provided to Council in November of 2023.
↑ 2.1.ix Develop a categorized capital plan (RMR, growth, strategic)	April 2022 - Jun 2025	Administration worked to consolidate all of this information as part of the 2024 budget and will continue refining as things move forward.
↑ 2.2.a Explore and inventory operational efficiencies opportunities (systems, technology, and synergies with local and regional partners)	April 2022 - Ongoing	This is ongoing. As the budget process continued to be refined there may be more opportunities to recognize operational efficiencies.
↑ 2.2.b Develop a service and service-levels inventory	Sept 2022 - Dec 2024	The Service Level Inventory document has been populated and is currently being reviewed to ensure it









			contains all of the prudent information for Council prior to sharing it with Council.
	2.2.c Develop a sustainable Utility Model	Jan 2025 – Dec 2026	

Items to Track	Responsibility	Progress Notes
<b>Citizen perception regarding value from tax dollar</b>	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
<b>Debt service to revenue ratio</b>	Finance	At the end of 2023, our debt service to revenue ratio was 6.9%, and our 2024 forecast debt service to revenue ratio is 5.8%.
<b>Tax supported debt ratio</b>	Finance	7.0% Tax supported debt ratio based on 2024 forecast. Calculated as Annual Debt Charges (Principal + Interest) as a percentage of Operating Revenue - \$2.64 / \$37.91M, down from an 8.5% Tax supported debt ratio in 2023.
<b>Percentage of infrastructure replacement costs in reserves</b>	Finance/Asset Management	Currently, we have 2% of total assets in reserves. We are currently reviewing our replacement costs and our annual transfer to reserves.

## Strategic Priority #3: Intentional Community Development

Strathmore creates communities for its residents and with its neighbors and institutional partners, which promote sustainable and inter-dependent communities.

Supporting Administrative Actions		Proposed End Date	Q1 Progress Update
<b>3.1 Connective Community</b>			
	3.1.a Trail Connectivity Plan	Jan 2023 - Jun 2025	The 2024 Capital Prioritization has been undertaken. This is an annual exercise with pathways upgrades & development occurring. 2024 will see 4 RRFs installed, and a new staircase designed and constructed in Strathmore Lakes for safe/easy access in the winter months
<b>3.2 Synergistic Partnerships</b>			
	3.2.a Development of an Intermunicipal Development Plan (IDP) and ICF with Wheatland County	April 2022 - Jun 2024	The Provincial Deadline is June 1, 2024. The Town and County were recently awarded \$200,000 through the Alberta Communities Partnership Grant to support the IDP. A draft TOR for the ICC has been created. Request for Proposal (RFP) for planning services for the preparation and writing of the IDP & ICF was awarded. While the two municipalities continue to work on the plans, an extension request was submitted to the province.
	3.2.b Call-to-Action Plan	Sept 2022 - Dec 2025	Administration supported the Lead by Example Powwow as a key means of focusing on reconciliation with our neighbouring partners. A Society has been established to continue this work going forward.
	3.2.c Models for innovative public-private partnerships and joint ventures for development	Sept 2022 – On-going	
	3.2.d Complete required site planning and joint-use and partnerships agreements (JUPA) with the school boards as required by the MGA, inclusive of value added non-mandatory components such as efficiency synergies	Sept 2022 – Jun 2025	Process has started with stakeholder engagement. Agreement deadline extended by AB government Ministerial Order to June 10, 2025.
<b>3.3 Diversity, Equity &amp; Inclusion</b>			
	3.3.a Prepare DEI declaration	Sept 2022 - Jun 2024	Training was provided to all staff and Council. DEI declaration was approved.

Items to track	Responsibility	Progress Notes
<b>Citizens report increased community connectedness</b>	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
<b>Percentage of major initiatives with partners on the project team</b>	Infrastructure	Engaged in ongoing discussions with developers around Legacy Farms to support strategic initiatives.
<b>Percentage of municipal investment leveraged through delivery partnerships</b>	Economic Development	The Town secured Phyto Organix to contribute to FCSS.
<b>Percentage of citizens who feel Strathmore is a safe town</b>	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
<b>Number of new regional post-secondary opportunities</b>	Economic Development	Opportunities are currently being explored and discussed.

## Strategic Priority #4: Climate Resiliency Including Environmental Stewardship

Strathmore protects, manages, and enhances its local environment while preparing for future challenges due to climate change.




Supporting Administrative Actions	Proposed End Date	Q1 Progress Update
<b>4.1 Climate Adaptation Preparation</b>		
✓ 4.1.a Applying sustainability lens to decision making. Incorporate Sustainability Platform (Economic, social, environmental) Into:	April 2022 - Jun 2025	This was incorporated into Council's meeting documents.
↑ 4.1.b Develop drought management plan for inclusion in the Sustainability Plan	Sept 2023 - Dec 2024	Working with regional partners (IE. City of Calgary) and stakeholders (IE. WID) on plan. Council was updated with the Town's Drought Plan on May 1, 2024 and a dedicated webpage created. <a href="https://strathmore.ca/water">Strathmore.ca/water</a>

↑	4.1.c Hazard Reduction Burning Plan	April 2024	Completed.
↑	4.1.d CSMI – Updated share of costs	Mar 2023 – Dec 2024	Ongoing. Changing the CSMI structure is a continuous discussion, but no changes are imminent.
<b>4.2 Local Environment</b>			
↑	4.2.a Evaluation of Waste diversion enhancement opportunities	Jan 2023 – Jun 2024	Working with ARMA on Extended Producer Responsibility (EPR) and the transition date of April 1, 2025.
↑	4.2.b Identify and Evaluate Achievable and Savable Green Power / Net - Zero Development Opportunities	Jan 2023 - Ongoing	Ongoing. Exploring energy recovery for the reservoir and engaging stakeholders on other opportunities.
↑	4.2.c Sustainable water use strategies	Jan 2023 – Jun 2024	Wetland Policy being updated along with reviewing stormwater and effluent re-use options.

Items to track	Responsibility	Progress Notes
<b>Measure ecological footprint</b>	Infrastructure	Internal review has started, categorizing all items and ensuring complete coverage.
<b>Percentage of residential waste diversion</b>	Infrastructure	21% of Solid Waste is diverted from the landfill. (720 MT of waste collected, 154 MT diverted from landfill).
<b>Declining water intensity (consumption of water per capita) while maintaining adequate water supply for growth</b>	Infrastructure	An additional water license has been purchased and approved by the province, along with regular monitoring of annual consumption trends
<b>Greenhouse gas emission intensity from town operations</b>	Infrastructure/Operations	N/A
<b>Reduction in Town's energy consumption</b>	Infrastructure/Finance	Replacing equipment with modern and more energy efficient options continues annually. (IE. Vehicles and facility lights) Solar at the SMB has created 210 MWh over its lifetime.
<b>Percentage growth in green businesses</b>	Economic Development	In 2022, the Town secured Phyto Organix and continues to work with potential developers and businesses on increasing green businesses within Town.

## Strategic Priority #5: Economic Development



Strathmore is well-positioned to encourage commercial, and industrial economic development with a focus on sustainable growth.

Supporting Administrative Actions		Proposed End Date	Q1 Progress Update
<b>5.1 Revitalized, resilient, and intentional and planned growth community</b>			
	5.1.a Community revitalization strategy	June 2025 - Dec 2026	To start after MDP adopted.
<b>5.2 Best and Highest Use of Municipal Lands</b>			
	5.2.a Land acquisition, disposition, and utilization strategy	Dec 2022 - Dec 2024	Completed base level inventory. Land Transaction Policy expected Q3 2024
	5.2.b Implement the Economic Development Action Plan	Apr 2024 – Dec 2026	Raise awareness, support and retain existing businesses, help expand businesses and provide a baseline of business challenges and opportunities.

Items to Track	Responsibility	Progress
<b>Active Business licenses</b>	Planning	1350 business licences have been issued for 2024.
<b>Construction values</b>	Planning	2024 Year to end of March 2024 - \$4,405,988.
<b>Permit applications</b>	Planning	2024 Year to end of March - 42 permits have been issued.
<b>Non-residential permits</b>	Planning	Of the 42 permits that have been issued, 8 are non-residential.

## Strategic Priority #6: Community Wellness

Strathmore values Community Wellness focused on the maintenance, protection and improvement of services that support optimum lifestyles.

Supporting Administrative Actions		Proposed End Date	Q1 Progress Update
<b>6.1 Volunteer Support</b>			
	6.1.a Engaging & supporting all Volunteers (including Fire Department Volunteers) for a vibrant, connected community	Jan 2023 - Dec 2024	Volunteer connector launched. Recent review and additional communications sent to social agencies to educate groups on the use of the site. Volunteer appreciation luncheon held on May 10, 2024.
<b>6.2 Efficient and Effective Intra- and Inter- Community Service Provision</b>			
	6.2.a Evaluate options for services provision inclusive of Town,	Jan 2025 - Ongoing	Preliminary work has started but this will evolve as relationships with local partners are developed.

	NGOs, private, institutional and partnerships		
<b>6.3 Successful Advocacy Outcomes</b>			
✓	6.3.a Annual update to advocacy plan supporting Council's Strategic Plan	May 2023 - Ongoing	The Town's advocacy plan has been developed.
<b>6.4 Maintain and Increase Institutional and NGO Supports in the Community and Businesses</b>			
↑	6.4.a Evaluate enhancement to existing granting policies	Sept 2023 - Dec 2024	Administration facilitated a workshop with Council regarding grant policies and procedures. Administration continues to review and prepare recommendations regarding other potential policy changes to support this initiative.
<b>6.5 Medical Services Provision</b>			
↑	6.5.a International doctor sponsorship program	April 2022- June 2024	Council approved a pilot program for a Physician Sponsorship Grant.
<b>6.6 Post Secondary Opportunities</b>			
↑	6.6.a Support external initiatives	April 2022- Dec 2026	Opportunities are currently being explored on an ongoing basis.

Tracking Items	Responsibility	Progress
<b>Citizens report increased health and wellness</b>	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
<b>Per capita usage of civic amenities</b>	Recreation, Operations & Finance	<p>As of March 2024, the Aquatic Centre has seen a total of 8,085 public swim (drop-in) admissions. This number excludes program, swim lesson, and rental participant usage. In 2023, we saw 33,710 public swim (drop-in) admissions annually. Current Q1 projections are on track to hit a similar number this year.</p> <p>As of March 2024, Operations has scheduled over 45 events in Kinsmen Park and other Town facilities. This number is expected to increase as we get closer to the summer months.</p>
<b>Percentage of citizens volunteering increases</b>	FCSS	For 2023, 454 volunteer applications are active in the Strathmore area, according to the Volunteer Connector. 41% of the

		<p>organizations associated with FCSS utilize the program to assist with volunteer recruitment.</p> <p>February 2023 was one of the most successful campaigns, Lead By Example Powwow, with 32 individuals applying to this position and 860 views.</p>
<b>Percentage of residents who recommend Strathmore as a good place to live</b>	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
<b>Percentage of citizens who feel that Strathmore has the appropriate emergency services in place</b>	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
<b>Crime prevention/reduction statistics</b>	Municipal Enforcement	In 2023, Strathmore is experiencing a 8% decrease in criminal code offenses against people as well as fewer instances of theft (under \$5k), compared to 2022.



## Financial Summary

At the end of Quarter 1 for 2024, the overall budget is on target. All cost centers are close to budget, with very few large variances (greater than \$5 thousand) being identified. The largest variance is the receipt of Lakewood Offsite Levies, which increased both Other Revenues and Transfers to Capital (expense) of \$178 thousand. The net impact of the Offsite Levy is nil.

## Municipal

Operating:

- \$37.7 million is the budgeted revenue for 2024. Current forecast for the year is \$37.9 million; \$206 thousand above budget.
- \$37.7 million is the budgeted expenses for 2024. Current forecast for the year is \$37.9 million; \$209 thousand above budget.

## Capital:

- There are 66 municipal capital projects for 2024.
- The capital forecast spend is \$8.64 million vs the budget of \$8.68 million.

## Investments

- Investment book values total \$11.99Mil at March 31<sup>st</sup>. No transactions have been noted year to date.

## Reserves

- Operating transfers into reserve to date of \$210k (Financial Stabilization fund; Elections, RCMP).

## Debt

- Outstanding debt of \$15.63Mil at March 31<sup>st</sup>. Only repayments noted to date, no extension of debt.

# Municipal Operating Variance Analysis

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## Council

- Council is currently on budget.

## General Revenue & Taxation

- All and Taxation categories are currently on budget.
- Quarter 2 report will include annual billed property taxes.

## Administration - General

- Administration is currently on budget.

## Strategic, Administrative and Financial Services

- Strategic, Administrative and Financial Services is currently on budget.

## Community & Protective Services

- Community & Protective Services is currently on budget.

## Infrastructure, Operations and Development Services

- Other Revenues and Transfers to Reserves - Capital (Expense) are \$178k over budget due to Lakewood Offsite Levies received.

## General Variances Over All Divisions

- No large variances (excess of \$5K) have been identified by individual departments.

## Quarter One 2024 - Operating Budget Forecast

### Net Surplus (Deficit) Summary

January To March 2024

	2024 Budget	2024 Actuals	2024 Forecast	2024 Forecast Variance	Comments
<b>Revenues</b>					
Total Property Taxes	16,013,600	(3,215)	16,013,600	-	
User fees and sales of goods	17,910,200	4,195,137	17,927,122	16,922	
Penalties and Cost of Taxes	210,000	41,402	210,000	-	
Government Grants - Operating	1,376,600	512,389	1,372,055	(4,545)	
Investment & Interest Income	405,300	53,812	405,300	-	
Licences and Permits	513,100	222,137	513,100	-	
Other Revenues	544,400	318,952	738,314	193,914	Lakewood Offsite Levies \$178K
Transfer from Reserves - Operating	32,500	-	32,500	-	
Internal Transfers Revenue	544,000	61,274	544,000	-	
Transfer from Reserves - Capital	155,000	-	155,000	-	
<b>Total Revenues</b>	<b>37,704,700</b>	<b>5,401,888</b>	<b>37,910,991</b>	<b>206,291</b>	
<b>Expenses</b>					
Salaries, Wages, and Benefits	13,958,000	3,025,233	13,992,535	34,535	
Contracted and General Services	12,158,200	2,515,404	12,159,082	882	
Materials, Goods, Supplies & Utilities	4,686,200	762,206	4,680,787	(5,413)	
Bank and Short Term Interest Charges	66,000	23,551	66,000	-	
Transfers to Individuals and Organisations	519,500	280,758	519,500	-	
Transfers to Local Boards and Agencies	478,200	77,160	478,200	-	
Interest on Long-term Debt	444,700	6,005	444,700	-	
Long-term Debt Principal Payments	2,195,000	509,010	2,195,000	-	
Transfers to Reserves - Operating	210,000	210,000	210,000	-	
Transfers to Reserves - Capital	2,444,900	1,125,452	2,623,611	178,711	Lakewood Offsite Levies \$178K
Internal Transfers Expenses	544,000	104,006	544,000	-	
<b>Total Expenses</b>	<b>37,704,700</b>	<b>8,638,783</b>	<b>37,913,415</b>	<b>208,715</b>	
<b>Net Surplus (Deficit)</b>	<b>-</b>	<b>(3,236,895)</b>	<b>(2,424)</b>	<b>(2,424)</b>	
<b>Amortization</b>					
Amortization	6,025,200	-	6,024,800	-	
<b>Net Surplus (Deficit)</b>	<b>(6,025,200)</b>	<b>(3,236,895)</b>	<b>(6,027,224)</b>	<b>(2,424)</b>	

# Municipal Capital Summary

## Budget vs. Forecast Comparison

\$8.64 million is forecasted to be spent out of the \$8.68 million cumulative capital budget. Year-to-date spend is \$921 thousand.

The original approved capital budget was \$7.01 million. Council approved a carry forward budget amount of \$1.46 million. Council approved 4 additional projects totalling \$530 thousand, offset by the cancellation of 1 project for \$350 thousand.

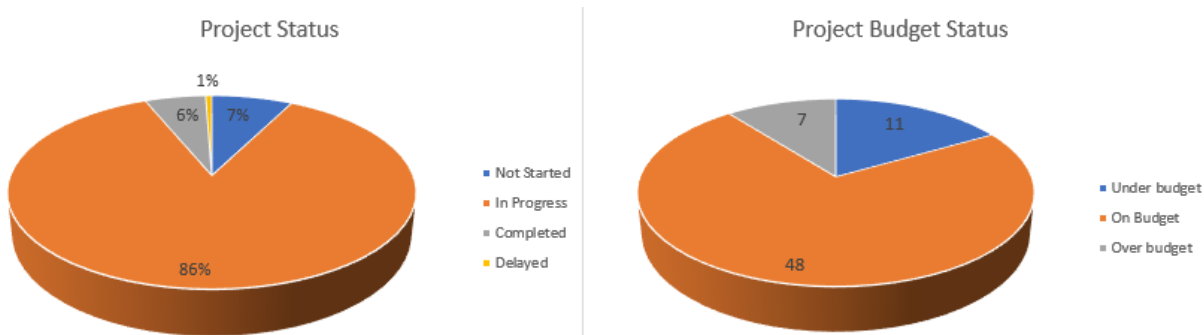
## Project Status

- 66 total projects
- 13 projects have not started
- 42 projects are in progress
- 10 projects are complete
- 1 project is delayed
- 1 project is cancelled

## Project Completion

Town administration has had another early start on the 2024 Capital Projects. Based on current forecasts, most projects are likely to be fully completed by year end.

1 project has been identified as requiring supplemental funding and will be presented to council in due course.



Capital Project Name	Project Code	Manager	2024 Revised Budget	2024 Actual Spent	Forecast Spend	Budget Variance	Project Status	Comments
<b>Administration</b>								
Rebranding Rollout	COM_MA0001	Johnathan Strathdee	6,000		6,000	-	In Progress	Working with a third party regarding brand expansion and development of templates.
Event Tools and Equipment	COM_MA0002	Johnathan Strathdee	5,000		5,000	-	In Progress	
Wayfinding	COM_MA2401	Johnathan Strathdee	75,000		75,000	-	Not Started	
Digital Highway Sign (Removal)	COM_MA2402	Johnathan Strathdee	10,000		10,000	-	Not Started	
GP Upgrades	FNC_MA0002	Ray Chan	30,000		30,000	-	In Progress	Developing quality assurance (testing) environment related to the Microsoft GP annual tax table upgrade. ETA Q4 2024. Additional Diamond software bug patching in Q2/3.
Offsite Backups	INF_MA0001	Ray Chan	13,700	4,620	9,080	-	In Progress	Offsite Backup implemented between SMB and Family Centre. Carry over to complete remaining backup storage lifecycle maintenance upgrade. ETA Q3 2024.
Continuity of Connectivity between Buildings	INF_MA0003	Ray Chan	2,000		2,000	-	Not Started	Technical resources constraint - on-hold until Q3 2024
Disaster Recovery - IT Infrastructure/Network	INF_MA0007	Ray Chan	15,000		15,000	-	Not Started	Technical resources constraint - on-hold until Q3 2024
Replace Phone System	INF_MA0008	Ray Chan	10,900	4,875	10,900	-	In Progress	Firehall's system replaced Q4 2022. FCSS, Sport Centre, Arena, and Aquatic Centre Completed. Operation and Public Works Completed. SMB ETA Q2 2024.
Evergreen client compute equipment	INF_MA0009	Ray Chan	36,250	1,695	34,555	-	In Progress	Phase 2 RFP in 2024 Q2 (Qty 20). Preparing RFP - IQDS and CPS division laptop replacement. Gathering requirements for next replacement phase RFP.
Cybersecurity Improvements, Risk Remediation, Network Security	INF_MA0010	Ray Chan	8,000		8,000	-	In Progress	Cybersecurity ISO27001 assessment activity in Q1-2 2023 and IT Department Functional report. Rescheduled to Q2-3, 2024
IT Backup Systems Project	INF_MA0012	Ray Chan	130,000		130,000	-	In Progress	RFP going out Q2 2024 for downsized/common solution. Work in progress.
IT - Municipal Surveillance Assessment & Initial Cameras	INF_MA2301	Ray Chan	15,000	4,806	15,000	-	In Progress	Proof of concept (POC) testing in progress. 2024 Q3-4 for camera installation adjustment related to new surveillance policy.
IT - Building Cable Plant - Aquatic Center	INF_MA2401	Ray Chan	57,000		57,000	-	In Progress	Gathering design requirements for implementation. ETA Q3-4 2024.
IT - SMB Alarm System Conversion	INF_MA2402	Ray Chan	25,000	15,000	15,000	10,000	In Progress	New alarm system has been commissioned and in use. Additional scope changes for additional panic buttons and sensors being installed in Q2 2024.
<b>Fire Services</b>								
AFRCS Radio Conversion	FIR_MA2401	David Sturgeon	275,000	250,626	271,000	4,000	In Progress	Ordered ETA July 2024
Fire Hose & Nozzle Replacement	FIR_MA2402	David Sturgeon	50,000		50,500	(500)	In Progress	Ordered ETA August 2024
Thermal Imaging Camera & GX2 Ammonia Detector	FIR_MA2403	David Sturgeon	15,000	15,073	15,073	(73)	Completed	
SCBA Bottles Replacement	FIR_MA2404	David Sturgeon	15,000		13,600	1,400	Completed	Order received April 23
Replace Gas with Battery Powered Positive Pressure Ventilation Fan	FIR_MA2405	David Sturgeon	12,000	10,100	10,100	1,900	Completed	
Type 2 Sprinkler Protection System	FIR_VE2401	David Sturgeon	250,000	109,348	230,000	20,000	In Progress	New project added. Resolution #016.01.24. \$100k Fire Reserve, balance up to \$150k from Financial Stabilization Reserve
<b>Common Services</b>								
Operations Shop - Emergency Exit Stairwell	CSE_BU2301	Donna McCallum	25,000		45,000	(20,000)	In Progress	current quotes are too low, will require additional funds to construct a proper safety exit
Capital Building Improvements - Mechanic Shop	CSE_BU2401	Donna McCallum	250,000		250,000	-	In Progress	Ongoing maintenance and repairs to building. Purchase orders issued.
LED upgrades	CSE_BU2402	Donna McCallum	121,000		121,000	-	In Progress	Purchase orders issued. Ongoing installs at all facilities
Bucket Truck	CSE_MA0010	Donna McCallum	202,300	205,027	205,027	(2,727)	Completed	
Fleet - GPS units	CSE_MA2401	Donna McCallum	25,000		25,000	-	In Progress	
Cargo Van - Facilities	CSE_VE2301	Donna McCallum	40,000		40,000	-	In Progress	receiving quotes
<b>Roads</b>								
Roads - New Sand/Salt Storage Facility	ROA_BU2401	Donna McCallum	285,000	51,952	285,000	-	In Progress	facility procured, asphalt base to be install prior to erecting building
Sidewalk improvements Annual Program	ROA_EN0011	Donna McCallum	200,000		200,000	-	Not Started	
Capital Projects Engineering Annual Program	ROA_EN2301	Ethan Wilson	105,000	1,079	105,000	-	In Progress	
Road Asset Management Plan (RAMP) Annual Program	ROA_EN2304	Ethan Wilson	315,000		315,000	-	In Progress	
Roads - New Ice Breaker Loader Attachment	ROA_MA2401	Donna McCallum	40,000	38,989	38,989	1,011	Completed	
Roads - New Calcium Tank	ROA_MA2402	Donna McCallum	20,000	21,727	21,727	(1,727)	Completed	
Roads - EPW 39 John Deere 770 Motor Grader Replace	ROA_VE2401	Donna McCallum	680,000		666,075	13,925	In Progress	PO issued, waiting on delivery
Roads - PW 70 Chevrolet Silverado 1500 Replacement	ROA_VE2402	Donna McCallum	68,000		68,000	-	Not Started	
Roads - EPW 58 & PW 27 Consolidation and Replacement	ROA_VE2403	Donna McCallum	40,000	38,552	38,552	1,448	Completed	

Capital Project Name	Project Code	Manager	2024 Revised Budget	2024 Actual Spent	Forecast Spend	Budget Variance	Project Status	Comments
<b>Water</b>								
Water Reservoir Upgrades	WAT_BU2401	Ethan Wilson	2,265,000		2,265,000	-	In Progress	
Central Irrigation System	WAT_EN0003	Ethan Wilson	10,000		10,000	-	In Progress	
Water Licence	WAT_EN2301	Ethan Wilson	608,950		608,950	-	In Progress	
Environmental Monitoring - Ag Society Grounds	WAT_EN2401	Ethan Wilson	45,000		45,000	-	In Progress	New project added. Resolution # 020.20.24. Financial Stabilization Reserve
<b>Wastewater</b>								
Lift Station Upgrades	SAN_EN2301	Ethan Wilson	50,000		50,000	-	In Progress	
WwTP Arc Flash Study	SAN_EN2401	Ethan Wilson	18,000		18,000	-	In Progress	
WwTP PLC/SCADA Upgrades (year 2 of 3)	SAN_MA2301	Ethan Wilson	479,000		479,000	-	In Progress	Grant funding of \$32,076.42 received Jan 30, 2024.
WwTP Lab Equipment	SAN_MA2302	Ethan Wilson	20,000		20,000	-	In Progress	
WwTP General Plant Upgrades	SAN_MA2303	Ethan Wilson	85,000		85,000	-	In Progress	
WwTP Polymer Make-Up System	SAN_MA2401	Ethan Wilson	-		-	-	Not Started	Project Cancelled. Resolution # 075.04.24 CCBF Grant
WwTP Primary Clarifier Repair	SAN_MA2402	Ethan Wilson	175,000		175,000	-	In Progress	New project added. Resolution # 075.04.24 CCBF Grant
<b>Recreation</b>								
Aquatic Centre - Roof Replacement	REC_BU2302	Mark Pretzlaff	-	1,488	1,488	(1,488)	Completed	Late trailing costs
Aquatic Center - Chemical Room Repairs	REC_BU2401	Natasha Barron	8,000		8,000	-	In Progress	Parts ordered, installation to occur during shutdown (late Aug./early Sept.)
Aquatic Center - Guardrail/Fall Protection	REC_MA2401	Natasha Barron	10,000		10,000	-	Not Started	
Aquatic Center - Lane Ropes	REC_MA2402	Natasha Barron	5,000		5,000	-	In Progress	Ordered and awaiting arrival.
Aquatic Center - Pool Pumps	REC_MA2403	Natasha Barron	28,000		28,000	-	Not Started	
Curling Rink - Roof Replacement	REC_BU2402	Marcie Brinton	537,000		537,000	-	In Progress	Currently in tender process.
Family Centre - Ice Plant Compressor Overhaul	REC_MA2404	Craig Dilts	15,000		30,000	(15,000)	In Progress	Contractor selected, scheduled to start May 6, 2024.
Family Centre - Wall & Siding Replacement	REC_BU2403	Craig Dilts	100,000		100,000	-	Not Started	
Sports Centre - Magnum Gym new floor	REC_BU2404	Lisa Montgomery	96,000		96,000	-	In Progress	PO issued, contract awarded, projected start date of May 6, 2024.
Sports Centre Electrical Panel	REC_MA0001	Marcie Brinton	50,000		50,000	-	Delayed	
Recreation Needs Assessment		Marcie Brinton	60,000		60,000	-	In Progress	New Project Added. Resolution #046.03.24. Financial Stabilization Reserve
<b>Parks</b>								
Parks - Pathway Lifecycle Annual Program	PAR_LI2301	Ethan Wilson	75,000		75,000	-	In Progress	
Parks - Site Furniture (Benches, picnic tables, garbage bins)	PAR_LI0006	Donna McCallum	25,000		25,000	-	Not Started	
Lifecycle Playground Equipment Replacement	PAR_MA0001	Donna McCallum	84,550		84,550	-	In Progress	PO issued and equipment procured. Install to begin May 2024
Parks - Kinsmen Park Christmas Lights Annual Program	PAR_MA2301	Donna McCallum	20,000		20,000	-	Not Started	
Parks - EPK 62 - Mower Replacement	PAR_VE2401	Donna McCallum	77,000	73,104	73,104	3,896	Completed	
Parks - EPK61 - Mower Replacement	PAR_VE2402	Donna McCallum	77,000	73,316	73,316	3,684	Completed	
Parks - PK 10 - Replacement	PAR_VE2403	Donna McCallum	100,000		100,000	-	Not Started	
Parks - PK 60 - Dodge Ram 1500 - Replacement	PAR_VE2404	Donna McCallum	85,000		71,000	14,000	In Progress	
<b>Capital Budget Total</b>			<b>8,680,650</b>	<b>921,377</b>	<b>8,640,586</b>	<b>33,749</b>		