

# Corporate Quarterly Report

Quarter Four - 2023

# 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 Q4 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.

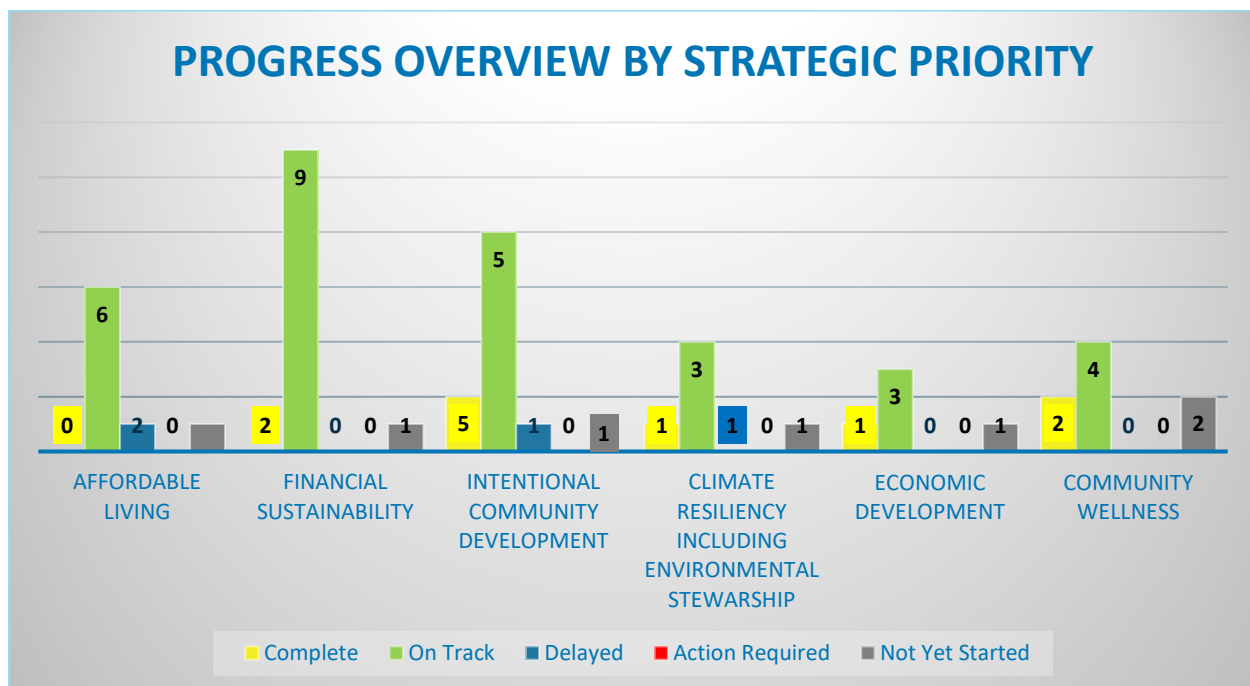
## Q4 Progress Summary

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.	11
↑ On Track	This initiative is on schedule and progress is being made.	30
▲ Delayed	This initiative is experiencing some setbacks, but progress is still being made.	4
⬮ 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.	6
<b>Total Administrative Tasks Identified</b>		<b>51</b>

Administration has identified 51 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 December 31<sup>st</sup>, 2023 can be seen below.



# Q4 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	Q4 Progress Update
<b>1.1 Synergistic Housing Product and Business Growth/ Sustainability Opportunities</b>			
↑	1.1.a Residential to Non-Residential Tax Ratio	Mar 2023 - Feb 2024	This has been incorporated into the updated Municipal Development Plan.
↑	1.1.b Increasing Housing Product Forms - LUB Amendments	June 2023 - Dec 2024	Ongoing review of current LUBs.
↑	1.1.c Progressive and best land use practices	Ongoing	Ongoing review of current LUBs.
<b>1.2 Increased Availability of Affordable Housing</b>			
↑	1.2.a Develop value-added affordable housing strategies	April 2022 - Dec 2023	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 moved forward with the establishment of an Affordable Housing Society.
▲	1.2.b Identify candidate projects/ sites/ partners	Dec 2022 - Sep 2023	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.
↑	1.2.c Evaluate requests for support from the Housing Board regarding seniors' lodge	Oct 2022 - June 2023	This is an ongoing initiative that will also be addressed in the new MDP. Administration has been working with the Housing Board to offer support where possible regarding the seniors' lodge, including working with the consultant, undertaking an environmental assessment on the land and hosting meetings at the Town's offices. Council approved funding for design contingent on approvals from other partners.
↑	1.2d Support WHMB advocacy strategy	June 2023 – Sept 2023	Meeting with the Town's advocacy consultant have been ongoing to support WHMB with advice around next steps.
<b>1.3 Community Wellbeing Investment</b>			
▲	1.3.a Enable Social Procurement	Jan 2022 - Dec 2023	Administration is currently reviewing the draft policy. This item has been reprioritized due to other emergent items.






Items to Track	Responsibility	Progress Notes
<b>Housing Starts</b>	Planning	As of March 2024 – 3 new builds
<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	Q4 Progress Update
2.1 Predictable and Prudent Tax Increases		
 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 2023 and 2024.
 2.1.a.ii Development of a debt strategy and policy	Sept 2022 - Dec 2023	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 Update the reserve policy	April 2022 - Dec 2023	The reserve policy has been presented to Council and has been approved.
 2.1.a.iv Investment Strategy	April 2022 - Dec 2023	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. Training for budget owners expected in Q2 2024
 2.1.a.vi New revenue 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 – Dec 2023	This is ongoing, an Off-site Levy report was provided to Council in November of 2023.
 2.1.ix Develop a categorized capital	April 2022 – Jun 2025	All department capital plans were consolidated into one document for the 2024 budget.










	plan (RMR, growth, strategic)		
	2.2.a Operational efficiencies opportunities	April 2022 - Ongoing	This is ongoing. As the budget process is refined there is more opportunity to recognize operational efficiencies.
	2.2.b Develop a service and service-levels inventory	Sept 2022 - Dec 2023	The Service Level Inventory has been populated and will be shared with Council this year.
	2.2.c Develop a sustainable Utility Model	Jan 2024 – Dec 2025	

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>Credit rating</b>	Finance	Administration has contacted our major financial lender that manages our investments to obtain this information as a baseline going forward. We have been informed that only large cities have a formal credit rating and this has been removed in the 2024 update.
<b>Tax supported debt ratio</b>	Finance	8.5% Tax supported debt ratio based on 2023 year-end. Calculated as Annual Debt Charges (Principal + Interest) as a percentage of Operating Revenue - \$3.01M / \$36.28M, down from an 11.10% Tax supported debt ratio in 2022.
<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	Q4 Progress Update
<b>3.1 Connective Community</b>		
 3.1.a Active transportation plan considering intra- and inter-community opportunities	Jan 2023 - Dec 2024	2024 Capital prioritization has been undertaken. This is an annual exercise with pathways upgrades & development occurring.
<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	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. Work is underway on this project and a request for an extension has been submitted.
 3.2.b Develop additional reconciliation and economic development strategies with Siksika First Nation	Sept 2022 - Dec 2023	Administration supported the Lead by Example Powwow as a key means of focusing on reconciliation with our neighbouring partners. A Society was established to continue this work going forward.
 3.2.b.i Call to Action Plan	Sept 2022 - Dec 2023	The draft document is completed. Waiting for SLT approval and then it will be presented to Council.
 3.2.b.ii Economic Development Strategies	Sept 2022 - Dec 2023	A very experienced economic development employee was recruited and has been focused on developing strategies.
 3.2.b.iii Lead by Example Powwow	Nov 2022 – Mar 2023	The Town led a very successful powwow this year.
 3.2.b.iv Powwow Funding	Jan 2023 – Mar 2023	Administration was successful in obtaining significant sponsorship for this event.
 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	Sept 2022 – Jun 2023	Process has started with stakeholder engagement. Agreement deadline extended, by AB government Ministerial Order, to June 10, 2025.

	agreements (JUPA) with school boards		
<b>3.3 Diversity and Inclusivity</b>			
✓	3.3.a Expand diversity and inclusion with new initiatives and incorporation into decision making and policy setting	Sept 2022 - Jun 2023	Training was provided to all staff and Council.
<b>3.4 Municipal Development Plan</b>			
✓	3.4.a Municipal Development Plan	Jan 2022 – Feb 2024	Internal & Council engagement ongoing, scope and internal engagement under review. Draft MDP expected in Q4 2024.
<b>3.5 Neighbourhood Network</b>			
✓	3.5.a Provide recommendation for the expansion of block parties, community networking events (discussion with FCSS and incorporation with Community Wellness	April 2022 - Sep 2023	Administration hosted a number of block parties that were awarded to various areas of the community prior to COVID and rolled out a block party program.

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 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.

## 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	Q4 Progress Update
<b>4.1 Climate Adaptation Preparation</b>		
 4.1.a CEIP Bylaw-LEED/equipment standard	Sept 2022 - Oct 2023	FCM is the program that provides funding for this. Based on Administration's research, there is not currently any funding available and, therefore, at this point in time, this item has been placed on hold until another funding source can be identified.
 4.1.b 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 and will be incorporated into the 2025 budget documents.
 4.1.c Rewrite the Sustainability Plan	Sept 2023 - Dec 2024	
<b>4.2 Local Environment</b>		
 4.2.a Evaluation of Waste diversion enhancement opportunities	Jan 2023 – Dec 2023	Working with ARMA on Extended Producer Responsibility (EPR) and expected roll out.
 4.2.b Identify and evaluate Green Power / Net Zero opportunities	Jan 2023 - Ongoing	Continuing to work with partners to explore opportunities.
 4.2.c Sustainable water use strategies	Jan 2023 – Dec 2025	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	53% of Solid Waste is diverted from the landfill. (4,974 MT of waste collected, 2,643 diverted from landfill)
<b>Infrastructure density</b>	Infrastructure	Infrastructure density is expressed as kilometres of infrastructure per 1000 km <sup>2</sup> of surface area. Will work to develop a baseline moving forward through asset management and GIS.

<b>Consumption of water per capita</b>	Infrastructure	Total consumption: 78 cubic meters/capita. Total residential consumption: 55 cubic meters/capita.
<b>Towns consumption of water per day</b>	Infrastructure	3,080 cubic meters per day.
<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. 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 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	Q4 Progress Update
<b>5.1 Revitalized, resilient, and intentional and planned growth community</b>			
	5.1.a Community revitalization strategy	June 2024 - Dec 2025	To start after MDP adopted.
	5.1.b Land acquisition, disposition, and utilization strategy	Dec 2022 - Dec 2023	Completed base level inventory.
	5.1.c Business retention and expansion	Sep 2022 – Dec 2024	Continue to raise awareness, support and retain existing businesses, help expand businesses and provide a baseline of business challenges and opportunities. Ec Dev Action Plan was presented to Council.
	5.1.d Business investment attraction	Sept 2022 – Dec 2025	Continue to promote investment opportunities at regional, provincial, and international events. Ec Dev Action Plan was presented to Council.
	5.1.e Collaborative economic development	Sep 2022 – Dec 2025	Working with Community Futures to attract and recruit newcomers to address labor needs and settle newcomers into the community. Ec Dev Action Plan was presented to Council.

Items to Track	Responsibility	Progress
<b>Active Business licenses</b>	Planning	1294 business licences have been issued for 2023.
<b>Construction values</b>	Planning	The total construction value year to date is \$19,691,990
<b>Permit applications</b>	Planning	42 permits have been issued.
<b>Non-residential permits</b>	Planning	Of the 219 permits that have been issued, 29 are non-residential.
<b>Business satisfaction survey on the movement of goods and services</b>	Economic Development	Surveys have been conducted on a variety of topics with local businesses and results shared as part of the Ec Dev Action Plan.
<b>Percentage growth in small business</b>	Planning/Economic Development	We have 185 home-based businesses in total and had 12 new ones in 2022 and have had 6 new ones this year to date. So expressed as a percentage this would be a 3% increase so far this year, and a 6% increase in 2022.

## 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	Q4 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 2023	Volunteer connector launched. Recent review and additional communications sent to social agencies to educate groups on the use of the site.
<b>6.2 Efficient and Effective Intra- and Inter- Community Service Provision</b>		
↑ 6.2.a Evaluate options for services provision inclusive of Town, NGOs, private, institutional and partnerships	April 2022 - Mar 2024	Preliminary work has started but this will evolve as relationships with local partners are developed.
<b>6.3 Successful Advocacy Outcomes</b>		
✓ 6.3.a Annual update to advocacy plan supporting Council's Strategic Plan	May 2023 - Sept 2023	The Town's advocacy plan has been developed.

6.4 Maintain and Increase Institutional and NGO Supports in the Community			
↑	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.
↑	6.4.b Post Secondary Education: Evaluate & recommend strategies to attract post-secondary institutions	April 2022 - Dec 2026	Consideration is being given to developing and supporting synergistic opportunities with private and public initiatives and projects.
↑	6.4.c Medical Services and Professionals: Evaluate & recommend strategies	April 2022 – Jun 2024	The Town of Strathmore does not meet the criteria for the RESIDE program. However, the Villages of Hussar, Rockyford, and Standard are eligible. The Town will be meeting with other municipalities in our region to inventory services that are offered and understand our regional needs. The Town continues to reach out to associations and local stakeholders to better understand some of the issues.
●	6.4.d Prepare Accessibility Master Plan (Requires funding)	Jan 2024 – Dec 2024	
●	6.4.e Scoping workshops with Council	Mar 2023 – Sep 2023	

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>We offered nine weeks of summer camps this year, which is an increase from eight last year. We had 481 registrants, up from 291 the year before. We had 12 people on the waitlist, which was down from 116 in 2022.</p> <p>Operations assisted with over 180 events in 2023, which included working with the Ag Society on the stampede, fright night and celebration of lights, Kinsmen Park events such as the Farmer's Market, Wheatland Whirlers, and private events and assisting business with their events like the Downtown Nighttime market.</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 organizations associated with FCSS utilize the program to assist with volunteer recruitment.  February 2023 was one of the most successful campaigns, Lead By Example Powwow, with 32 individuals applying to this position and 860 views.
<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 4 for 2023, the financial results are favorable due to an excess of revenue above budget of \$1.48 million, partly offset by expenses of \$1.24 million over budget. Total net surplus of \$1.685 million. On March 20, 2024, approved the transfer of \$1.578 million to reserves. After this transfer our net surplus is \$108 thousand dollars.

This will be added to our unallocated accumulated surplus. Our allocated accumulated surplus' is made up of our capital reserves, dedicated reserves (funds collected from developers for offsite levies) and operating reserves which have restricted uses.

## Municipal

Operating:

- \$35.5 million is the budgeted revenue for 2023.
- \$37.0 million actual revenue in 2023
- \$1.48 million net surplus above budget.

## Capital:

- There was a total of 64 municipal capital projects for 2023.
- \$4.0 million was spent out of a \$5.7 million capital budget.
- \$1.46 million was requested and approved to be carried forward into 2024.

## Investments

The Town has \$15.9 million in cash and investments at Quarter 4.

## Reserves

The reserve balance was \$11.5 million at the beginning of 2023. The reserve balance at the end of 2023 is \$14.0 million. Water license purchase has been delayed until 2024.

## Debt

The Town's outstanding debt at the beginning of 2023 was \$18.45 million. The Town's outstanding debt at the end of 2023 is \$16.1 million.

## Municipal Operating Variance Analysis

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### Council

- Overall, \$71 thousand under budget
- Contract and General Services - \$44 thousand under budget.
- Materials, Goods and Supplies - \$16 thousand under budget.

## General Revenue & Taxation

- Property tax revenue is \$22 thousand above budget due to supplemental assessments.
- Investment & Interest income is \$150 thousand above budget due to higher interest rates impacting bank interest.
- Government Grants – Other is \$102k higher than budget due to the MSI Operating allocation for 2023 being doubled by the provincial government.
- Franchise Fee Revenues are \$110 thousand under budget.

## Administration - General

- Investment income was higher than budget by \$150 thousand due to higher interest rates.
- Government Grants – Operating was \$102 thousand higher than budget.
- Atco Gas Franchise Fees were \$170 thousand under budget, offset by higher Fortis Franchise fees of \$61 thousand.

## Strategic, Administrative and Financial Services

- Assessment services was contracted out to Wild Rose Assessment Services. This will reduce wages & benefits by over \$285 thousand for the year and increase contract services by \$120 thousand for a net savings of \$165 thousand.
- Wages and Salaries were an additional \$75 thousand under budget, above the reduction for Assessment Services
- Contract and General Services was overall \$68 thousand under budget.
  - Legal fees \$68 thousand above budget
  - Contracted Services \$32 thousand above budget, offset by
  - Equipment Maintenance \$109 thousand below budget
  - Advertising and Promotion \$61 thousand below budget

## Community & Protective Services

- 2023 RCMP contract expenses are \$280 thousand under budget for the year.
- Fire Department overtime and casual wages are \$288 thousand over budget. The overtime wages were not reflected in the 2023 operating budget. This will be corrected for the 2024 budget.
- Fire Department overtime wages and other expenses will be higher than budget due to the Northern Alberta Wildfire response, but these costs will be offset by emergency response revenue from the Provincial Government. Surplus revenue (after covering the wildfire expenses) has been transferred to the Fire Capital Reserve (\$230 thousand).
- Fire inspection fees were budgeted to be \$70 thousand for the year. Actual fire inspection fees were less than \$28 thousand due to a late start, wildfire response, and initial year start-up.

- Expenses for The Lead By Example Powwow were approximately \$170 thousand. The powwow expenditures were covered through donations, sponsorship, and other revenue.

## Infrastructure, Operations and Development Services

- Snow clearing for the first half of the year was approximately \$40 thousand over budget due to overtime wages, vehicles costs, and contracted services. However, due to the mild winter conditions at the end of 2023, Roads Cost Center finished on budget.
- Utility sales of goods and services are increased to consumption - \$286 thousand.
- Septic Hauling sales of \$15 thousand over the budget of \$50 thousand.
- Water, Wastewater other revenue are increased due to receiving offsite levies and offset with expenditure on the transfer to reserve.
- Forfeiture of Developer Deposit of \$123 thousand (Other Revenue), offset by related increase in Capital Expense.

## General Variances Over All Divisions

- All departments and cost centres are very close to budgeted amounts in revenue and expenses. This is primarily due to improved budget preparation for 2023.
- The Other Revenue category was \$1.2 million higher than budget, due to wildfire response revenue, powwow revenue and payment of offsite development levies by developers. All this additional revenue was transferred to Town reserve accounts.

## Quarter Four 2023 - Operating Budget Forecast

### Net Surplus (Deficit) Summary

January To December 2023

	2023 Budget	2023 Actuals	2023 Variance	Comments
<b>Revenues</b>				
Total Property Taxes	\$14,975,700	\$14,997,500	\$21,800	On target
User fees and sales of goods	\$17,057,200	\$17,004,127	(\$53,073)	On target
Penalties and Cost of Taxes	\$216,700	\$223,635	\$6,935	On target
Government Grants - Operating	\$1,425,100	\$1,599,774	\$174,674	On target
Investment Income	\$284,000	\$398,167	\$114,167	Investment income higher than budget due to
Licences and Permits	\$760,800	\$569,926	(\$190,874)	Under budget, partial offset with reduction in Transfer to Reserves for contract inspection
Gain on disposal of Capital Assets	\$0	\$50,630	\$50,630	Gain on sale of Champion 66 grader
Other Revenues	\$207,900	\$1,370,799	\$1,162,899	N.AB Wildfire\$425k, Offsite Levies \$225k, RCMP Revenue & Cost Recovery \$185k, Powwow \$170k, Builder Deposit Forfeiture \$123k, Septic Hauling \$65k, FCSS Donation/Grants \$50k, Sponsorship \$40K, Government Deals \$25k, offset with salary and wages, contract services expenses
Transfer from Reserves - Operating	\$119,800	\$211,902	\$92,102	Phase 2 Enviro Assessment \$50k, Snow Dump \$47K, Communication Rebranding \$27k
Internal Transfers Revenue	\$374,700	\$501,172	\$126,472	Increase in Water and Waste Water usage
Transfer from reserves - capital	\$80,000	\$53,801	(\$26,199)	Funding for Capital Expenditures, flowed through income statement.
Government grants - capital	\$0		\$0	On Target - Capital Funding
<b>Total Revenues</b>	<b>\$35,501,900</b>	<b>\$36,981,433</b>	<b>\$1,479,533</b>	

## Quarter Four 2023 - Operating Budget Forecast

### Net Surplus (Deficit) Summary

January To December 2023

	2023 Budget	2023 Actuals	2023 Variance	Comments
<b>Expenses</b>				
Salaries, Wages, and Benefits	\$13,463,800	\$13,070,983	(\$392,817)	Under budget overall, Increases in Fire \$185k, Roads, \$15k offset by reductions within Municipal Enforcement \$110k, FCSS \$51K and by change in service delivery in Assessment \$285K
Contracted and General Services	\$12,077,700	\$11,416,167	(\$661,533)	Other Contracted Services - \$(195k), RCMP Contract - \$(280k), Equipment Maintenance - \$(105k), Engineering - \$(80k), Water Meters - \$(80k), organizational training (\$37k) offset by Powwow Expenses -\$170k
Materials, Goods, Supplies & Utilities	\$4,336,200	\$4,167,393	(\$168,807)	Water Meter Replacements - \$(105k), Water Supply purchases - \$(100k), Utilities - \$(93k), Other Purchases - \$(45k), Conveyance Fees - \$(14k), offset by increases in Fleet Maintenance, - \$40k, Water Supply Purchases -
Bank and Short Term Interest Charges	\$52,000	\$71,694	\$19,694	Increased volume of CC transactions and related fees, bank fees
Other Expenditures	\$0	\$978	\$978	Timing
Transfers to Individuals and Organisations	\$468,300	\$427,204	(\$41,096)	CIP program (\$21k), Seniors Tax rebate (\$10k)
Transfers to Local Boards and Agencies	\$435,300	\$437,750	\$2,450	On target
Interest on Long-term Debt	\$488,800	\$483,065	(\$5,735)	On target
Long-term Debt Principal Payments	\$2,118,200	\$2,558,179	\$439,979	Lump Sum Payment on Loan K \$412k (long term debt - for future projects). PollyCo \$23k
Transfers to Reserves - Operating	\$350,000	\$1,311,084	\$961,084	Increases in General \$809K, RCMP \$280k, Utilities \$110K, offset by reduction from Building Inspection -
Transfers to Reserves - Capital	\$1,336,900	\$2,335,187	\$998,287	Increases in Offsite Levy \$800k, Wildfire Revenue \$230k, Planning & Dev \$71K, Roads \$51K, offset by reduction in General -\$(160K)
Loss on disposal of Capital Assets	\$0	\$92,998	\$92,998	Disposal of Lovo Loader
Internal Transfers Expenses Amortization	\$374,700	\$501,172	\$126,472	Increase in Water and Waste Water usage
<b>Total Expenses</b>	<b>\$35,127,200</b>	<b>\$36,873,855</b>	<b>\$1,245,483</b>	
<b>Net Surplus (Deficit)</b>	<b>\$374,700</b>	<b>\$107,578</b>	<b>\$234,050</b>	

# Municipal Capital Summary

## Budget vs. Forecast Comparison

\$4.0 million was spent out of a \$5.7 million cumulative capital budget.

## Project Status

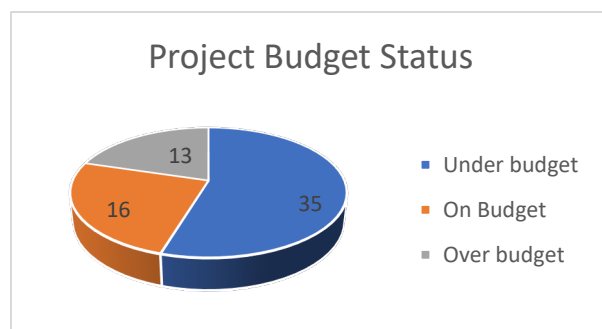
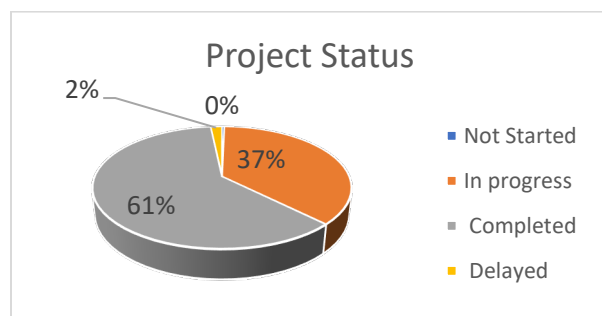
- 64 total projects
- 0 projects have been cancelled.
- 3 projects are delayed.
- 2 projects not started.
- 17 projects are in progress.
- 42 projects are complete.

## Project Completion

Town administration has had an early start on the 2023 capital projects. Based on current project status, most projects should be fully completed by the end of 2023.

Carry forward budget was requested and approved by Council on March 20, 2024, for \$1,461,460.

- Delayed/Not Started Projects - \$700K
- In progress Projects - \$760k



## Quarter Four 2023 - Capital Budget Report

<h1>Town of Strathmore</h1> <h2>2023 4th Quarter (Jan to Dec 31) @ Feb 21/24 - Capital Budget Report</h2>								
Capital Project Name	Project Code	Manager	2023 Final Budget	2023 Actual Spent	Budget Variance	Carry Forward Funding Required	Project Status	Comments
<b>Administration</b>								
Municipal Surveillance Assessment & Initial Cameras	INF_MA2301	Ray Chan	35,000	-	35,000	15,000	In Progress	Proof of concept (POC) testing in progress. Carry over to 2024 Q2-3 for camera installation adjustment related to new surveillance policy.
Recycle Yard Fencing	INF_MA2302	Ethan Wilson	32,739	31,539	1,200		Completed	Final invoice submitted
<b>Fire Services</b>								
Respiratory & Breathing Apparatus (SCBA) FIT Test Machine	FIR_MA2301	David Sturgeon	21,000	21,514	(514)		Completed	
Expired PPE Turnouts - Fire Gear	FIR_MA2302	David Sturgeon	50,000	44,882	5,118		Completed	
Battery Powered Positive Pressure Ventilator	FIR_MA2303	David Sturgeon	10,000	8,650	1,350		In Progress	
PPE Extractor and Dryer	FIR_MA2304	David Sturgeon	12,000	13,758	(1,758)		Completed	
Rapid Intervention Team Rescue Pack	FIR_MA2305	David Sturgeon	12,000	11,042	958		Completed	
<b>Common Services</b>								
Operations Shop - Emergency Exit Stairwell	CSE_BU2301	Donna McCallum	25,000		25,000	25,000	Delayed	Delayed in 2023. Carry over funding to 2024.
240 Litre Organic Collection Carts	CSE_MA2301	Donna McCallum	20,000	19,350	650		Completed	
Water Tank & Skid	CSE_MA0004	Donna McCallum	50,000	40,560	9,440		Completed	
Loader	CSE_MA0005	Donna McCallum	460,000	459,400	600		Completed	
Compact Track Loader	CSE_MA0006	Donna McCallum	190,000	189,500	500		Completed	
Municipal Tractor (Series MT7)	CSE_MA0008	Donna McCallum	161,300	160,600	700		Completed	
Snow Blower	CSE_MA0009	Donna McCallum	21,500	21,400	100		Completed	
Bucket Truck	CSE_MA0010	Donna McCallum	200,000		200,000	202,300	In Progress	Carry forward. PO issued, waiting for delivery.
Roll Off Bins	CSE_MA0016	Donna McCallum	10,100	19,100	(9,000)		Completed	
Snow Blower Chute	CSE_MA0017	Donna McCallum	6,400	6,354	46		Completed	
Cargo Van - Facilities	CSE_VE2301	Donna McCallum	40,000		40,000	40,000	Delayed	Delayed in 2023. Carry over funding to 2024.
<b>Recreation</b>								
Lambert Centre - Roof Repair	REC_BU2301	Marcie Brinton	50,000	23,265	26,735		Completed	
Aquatic Centre - Roof Replacement	REC_BU2302	Mark Pretzlaff	605,000	619,289	(14,289)		In progress	
Aquatic Centre - Partition Replacement	REC_BU2303	Marcie Brinton	20,000	14,983	5,017		Completed	
Resurfacing of tennis court surfaces	REC_LI0001	Marcie Brinton	70,000	63,121	6,879		Completed	
Sports Centre Electrical Panel	REC_MA0001	Marcie Brinton	50,000	12,045	37,955	50,000	In Progress	Project will require carry over funding in the amount of \$50,000.
FC Building Automation (2022)	REC_MA0005	Marcie Brinton		12,162	(12,162)		Completed	
Curling Rink Condenser	REC_MA0006	Marcie Brinton	37,000	42,195	(5,195)		Completed	
Windscreen	REC_MA0011	Marcie Brinton	12,000		12,000		Completed	
Family Centre - Ice Plant Compressor Overhaul	REC_MA2301	Marcie Brinton	10,000	13,726	(3,726)		Completed	
<b>Parks</b>								
Benches, Picnic Tables (Various Locations)	PAR_LI0006	Donna McCallum	25,000	15,591	9,409		Completed	
Pathway Lifecycle Program	PAR_LI2301	Ethan Wilson	50,000	58,545	(8,545)		Completed	
Lifecycle Playground Equipment Replacement	PAR_MA0001	Donna McCallum	90,000	22,020	67,980	84,550	In Progress	2023 capital budget. Project was tendered and PO issued to secure 2023 pricing; work expected to start May 2024.
Kinsmen Park Christmas Lights	PAR_MA2301	Donna McCallum	20,000	21,492	(1,492)		Completed	



## Quarter Four 2023 - Capital Budget Report

<h1>Town of Strathmore</h1> <h2>2023 4th Quarter (Jan to Dec 31) @ Feb 21/24 - Capital Budget Report</h2>								
Capital Project Name	Project Code	Manager	2023 Final Budget	2023 Actual Spent	Budget Variance	Carry Forward Funding Required	Project Status	Comments
<b>Roads</b>								
Wheelchair Ramp Program	ROA_EN0003	Ethan Wilson	30,000	29,191	809		Completed	
Westridge Rd Rehabilitation	ROA_EN0006	Ethan Wilson	10,000	7,184	2,816		Completed	
Sidewalk Improvements	ROA_EN0011	Donna McCallum	115,000	114,931	69		Completed	
Capital Projects Engineering	ROA_EN2301	Ethan Wilson	100,000	68,854	31,146		Completed	
Sidewalk Improvements	ROA_EN2302	Donna McCallum	50,000	28,652	21,348		Completed	
Lakeside Blvd & Archie Klaiber Trail	ROA_EN0010	Ethan Wilson	300,000	230,915	69,085		Completed	Project Complete, construction invoices all received, minor invoices may remain
	ROA_EN2303	Ethan Wilson	230,000	332,481	(102,481)		Completed	
		Ethan Wilson	100,000	29,869	70,131		Completed	
Road Asset Management Plan	ROA_EN2304	Ethan Wilson	320,000	290,599	29,401		Completed	
Replace Tandem Truck PW - 21	ROA_VE2301	Donna McCallum	500,000	398,700	101,300	-	In Progress	PO issued and truck delivered January 26. Expecting invoice asap.
<b>Storm Water</b>								
Ridge Road Storm Sewer	STO_EN0001	Ethan Wilson	25,000	25,244	(244)		Completed	
Strathmore Lakes Pond	STO_EN0002	Ethan Wilson		1,215	(1,215)		Completed	
CSMI Capital Projects	STO_EN0006	Ethan Wilson		3,578	(3,578)			
Co-operative Stormwater Management (CSMI) Capital Projects	STO_EN2301	Ethan Wilson	50,000		50,000		Completed	
<b>WATER</b>								
Central Irrigation System	WAT_EN0003	Ethan Wilson	10,000		10,000	10,000	Not Started	Carry forward 2023 capital budget.
Willow Drive - utility main replacement	WAT_EN0004	Ethan Wilson	25,000	25,000	0		Completed	
Water Licence	WAT_EN2301	Ethan Wilson	650,000	50,424	599,576	608,950	Delayed	Carry forward, awaiting AEPA approval
<b>Sanitary Sewer</b>								
Lift Station Upgrades	SAN_EN2301	Ethan Wilson	50,000	48,750	1,250		Completed	
Ridge Road Sanitary Main Realignment	SAN_EN2302	Ethan Wilson	55,000	16,847	38,153		Completed	
Waste Water Treatment Plant Programmable Logic Controller (PLC) Upgrades	SAN_MA2301	Ethan Wilson	250,000	104,620	145,380	169,000	In Progress	Carry forward \$169,000. Portions of work delayed due to material availability. To be completed in 2024 as part of Phase 2 of the project.
Waste Water Treatment Plant Lab Equipment	SAN_MA2302	Ethan Wilson	20,000	8,113	11,887		Completed	
Waste Water Treatment Plant General Plant	SAN_MA2303	Ethan Wilson	80,000	111,375	(31,375)		Completed	

# Town of Strathmore

## 2023 4th Quarter (Jan to Dec 31) @ Feb 21/24 - Capital Budget Report

Capital Project Name	Project Code	Manager	2023 Final Budget	2023 Actual Spent	Budget Variance	Carry Forward Funding Required	Project Status	Comments
<b>ADMINISTRATION</b>								
Rebranding Rollout	COM_MA0001	Johnathan Strathdee	31,400	24,000	7,400	6,000	In Progress	Town is working with a contractor to develop a brand story and create templates for departments.
Event Tools and Equipment	COM_MA0002	Johnathan Strathdee	8,300	2,945	5,355	5,000	In Progress	
Software for Finance	FNC_MA0001	Leana Ashbacher	7,000	7,204	(204)		Completed	ReQlogic project completed.
GP Upgrades	FNC_MA0002	Ray Chan	30,000		30,000	30,000	In Progress	Carry over to 2024 Q4 upgrade.
Offsite Backups	INF_MA0001	Ray Chan	21,500	7,837	13,663	13,700	In Progress	Offsite Backup implemented between SMB and Family Centre. Carry over to complete remaining backup storage lifecycle maintenance upgrade.
Firewall Redundancy	INF_MA0002	Ray Chan	12,000	-	12,000	-	Completed	Completed - SMB Firewall Redundancy (HA) was reconfigured using existing spare parts without purchasing additional parts.
Continuity of Connectivity between Building	INF_MA0003	Ray Chan	2,000		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	15,000	Not Started	Technical resources constraint - on-hold until Q3 2024
Replace Phone System	INF_MA0008	Ray Chan	30,000	4,097	25,903	10,900	In Progress	85% - FCSS, Aquatic centre, Civic Centre, Family Centre phone system completed. Strathmore Municipal Building (SMB) outover Q1 2024.
Evergreen client compute equipment	INF_MA0009	Ray Chan	74,000	37,756	36,244	36,250	In Progress	Phase 1 (Qty 20) completed in 2023, carry over remaining funding to phase 2 RFP in 2024 Q2 (Qty 20)
Cybersecurity Improvements, Risk Remediation, Network Security	INF_MA0010	Ray Chan	8,000		8,000	8,000	In Progress	Carry over to 2024 Q1-2 IT Assessment
IT Backup Systems Project	INF_MA0012	Ray Chan	130,000		130,000	130,000	In Progress	Carry over to 2024 Q1-2 RFP
Town Hall Flagpole	INK_MA0013	Ethan Wilson	12,000	10,634	1,366		Completed	
<b>CEMETERY</b>								
Columbarium	CEM_LI0001	Donna McCallum	6,500	750	5,750		Completed	Awaiting Installation in 2024. This was paid upon order.
<b>Capital Budget Total</b>			<b>5,753,739</b>	<b>3,987,848</b>	<b>1,765,891</b>	<b>1,461,650</b>	<b>Total</b>	