

Corporate Quarterly Report

Quarter Three - 2023

About This Report

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 Q3 Reporting

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.

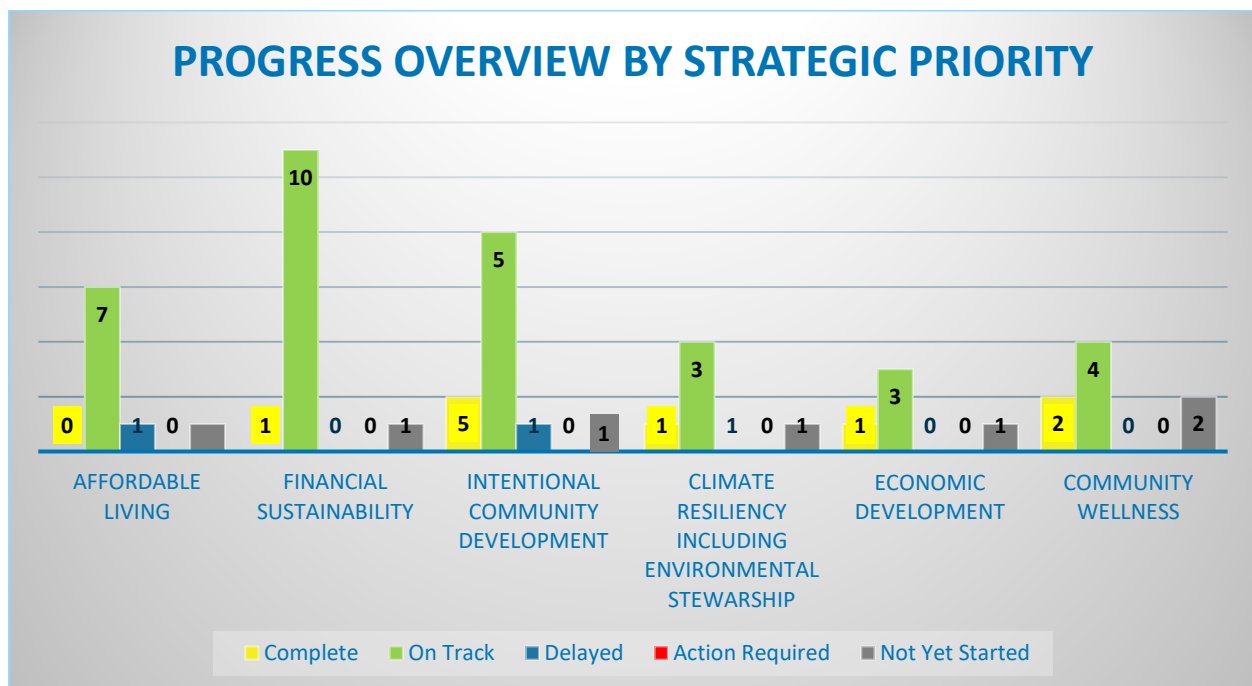
Q3 Progress Summary

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.	10
↑ On Track	This initiative is on schedule and progress is being made.	32
▲ Delayed	This initiative is experiencing some setbacks, but progress is still being made.	3
⬮ 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
Total Administrative Tasks Identified		51

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 September 30, 2023 can be seen below.



Q3 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	Q3 Progress Update
1.1 Synergistic Housing Product and Business Growth/ Sustainability Opportunities			
↑	1.1.a Residential to Non-Residential Tax Ratio	Mar 2023 - Feb 2024	This has been incorporated into the new 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.
1.2 Increased Availability of Affordable Housing			
↑	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. Administration is also reviewing existing community programs (ie. Bayside).
▲	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	FCSS is working on a report for Council regarding Age-friendly community and what this path will look like for the Town of Strathmore. This is an ongoing initiative that will also be address 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.
↑	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.
1.3 Community Wellbeing Investment			
↑	1.3.a Enable Social Procurement	Jan 2022 - Dec 2023	Administration is currently reviewing the draft policy.
Items to Track		Responsibility	Progress Notes

Housing Starts	Planning	For 2023, we are at 19 new builds.
Ratio of Strathmore's housing stock comparing owned to rental units	Planning	According to the Social Needs Assessment, the Town's home ownership rate is 77% with the rental rate being 23%.
Percentage of citizens reporting Strathmore is an affordable community	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	Q3 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.
↑	2.1.a.vi New revenue opportunities	April 2022 - Ongoing	This is ongoing as opportunities arise. The Phyto Organix project has been announced. Other opportunities are being explored and researched.
↑	2.1.a.vii Consider alternative offsite levy strategies	Jan 2023 - Ongoing	This is ongoing, an Off-site Levy report will be provided to Council in November of 2023.
↑	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 plan (RMR, growth, strategic)	April 2022 – Jun 2025	Work is currently underway to consolidate all department capital plans into one document so they can then be categorized.

	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	Managers are currently populating the service level inventory document.
	2.2.c Develop a sustainable Utility Model	Jan 2024 – Dec 2025	

Items to Track	Responsibility	Progress Notes
Citizen perception regarding value from tax dollar	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
Credit rating	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, therefore, we will be recommending that this metric be removed during the 2024 update.
Tax supported debt ratio	Finance	Based on 2022-year end - 11.1% (Annual Debt Charges (Principal + Interest) as a percentage of Operating Revenue - \$3.7M / \$33.45M) Estimated for 2023 - 7.7% (Annual Debt Charges (Principal + Interest) as a percentage of Operating Revenue - \$2.7M / \$35.1M)
Percentage of infrastructure replacement costs in reserves	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	Q3 Progress Update
3.1 Connective Community		
 3.1.a Active transportation plan considering intra- and inter-community opportunities	Jan 2023 - Dec 2024	Initiatives being reviewed as part of the 2024 Capital Budget Prioritization efforts.
3.2 Synergistic Partnerships		
 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. 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.
 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. Work is being undertaken to establish a Society to continue this going forward.
 3.2.b.i Call to Action Plan	Sept 2022 - Dec 2023	The draft document is completed. Waiting to go to SLT for review 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		
3.3 Diversity and Inclusivity			
✓	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.
3.4 Municipal Development Plan			
✓	3.4.a Municipal Development Plan	Jan 2022 – Feb 2024	Internal & Council engagement ongoing, scope and internal engagement under review. Draft MDP expected in 2024.
3.5 Neighbourhood Network			
✓	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
Citizens report increased community connectedness	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
Percentage of major initiatives with partners on the project team	Infrastructure	Engaged in ongoing discussions with developers around Legacy Farms to support strategic initiatives.
Percentage of municipal investment leveraged through delivery partnerships	Economic Development	The Town secured Phyto Organix to contribute to FCSS.
Percentage of citizens who feel Strathmore is a safe town	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	Q3 Progress Update
4.1 Climate Adaptation Preparation			
	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.
	4.1.c Rewrite the Sustainability Plan	Sept 2023 - Dec 2024	
4.2 Local Environment			
	4.2.a Evaluation of Waste diversion enhancement opportunities	Jan 2023 – Dec 2023	Extended Producer Responsibility (EPR) update was brought to Council in November of 2023.
	4.2.a Identify and evaluate Green Power / Net Zero opportunities	Jan 2023 - Ongoing	Ongoing discussions are being had with capital power and stakeholders of floating solar to support the need for alternative energy solutions.
	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
Measure ecological footprint	Infrastructure	Internal review has started, categorizing all items and ensuring complete coverage.
Percentage of residential waste diversion	Infrastructure	46% of Solid Waste is diverted from the landfill. (<i>Total Solid Waste: 4,600 MT, 2,100 Diverted from Landfill.</i>)
Infrastructure density	Infrastructure	Infrastructure density is expressed as kilometres of infrastructure per 1000 km ² of surface area. Will work to develop a baseline moving forward through asset management and GIS.
Consumption of water per capita	Finance	Total consumption: 81 cubic meters/capita. Total residential consumption: 53 cubic meters/capita.
Towns consumption of water per day	Finance	30,300 cubic meters per day.

Greenhouse gas emission intensity from town operations	Infrastructure/Operations	N/A
Reduction in Town's energy consumption	Infrastructure/Finance	Replacing equipment with modern and more energy efficient options continues annually. Solar at the SMB has created 202 MWh over its lifetime.
Percentage growth in green businesses	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	Q3 Progress Update
5.1 Revitalized, resilient, and intentional and planned growth community			
	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	Raise awareness, support and retain existing businesses, help expand businesses and provide a baseline of business challenges and opportunities.
	5.1.d Business investment attraction	Sept 2022 – Dec 2025	A Revitalized, resilient, and intentionally planned community positioned for growth. Promote investment opportunities at regional, provincial, and international events.
	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.




Items to Track	Responsibility	Progress
Active Business licenses	Planning	1294 business licences have been issued for 2023.
Construction values	Planning	The total construction value year to date is \$13,629.676
Permit applications	Planning	144 permits have been issued.
Non-residential permits	Planning	Of the 144 permits that have been issued, 19 are non-residential.

Business satisfaction survey on the movement of goods and services	Economic Development	Surveys have been conducted on a variety of topics with local businesses via the Town's consultant. Results will be brought forward before the end of the year.
Percentage growth in small business	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	Q3 Progress Update
6.1 Volunteer Support		
✓ 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.
6.2 Efficient and Effective Intra- and Inter- Community Service Provision		
↑ 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.
6.3 Successful Advocacy Outcomes		
✓ 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
Citizens report increased health and wellness	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
Per capita usage of civic amenities	Recreation, Operations & Finance	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.
Percentage of citizens volunteering increases	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.
Percentage of residents who recommend Strathmore as a good place to live	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
Percentage of citizens who feel that Strathmore has the appropriate emergency services in place	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	Citizen Satisfaction Survey is scheduled for 2024. Updates will be provided following then.
Crime prevention/reduction statistics	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.
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Financial Summary

At the end of Quarter 3 for 2023, the financial results are favorable due to increased revenues of \$720 thousand due to increased interest rates, which has allowed the Town to collect an additional \$141 thousand in investment/interest income. All cost centres are close to budget or favorable due to being fiscally responsible which has reduced our expenditures by \$704 thousand. This would result in an overall surplus of \$1.4 million.

Municipal

Operating:

- \$35.5 million is the budgeted revenue for 2023. Current forecast for the year is \$36.2 million. This is an additional \$720 thousand higher than budgeted.
- \$34.8 million is the forecasted to be spent, which is \$704 thousand under the budget amount.
- Overall, we are anticipating a surplus more than \$1.4 million.

Capital:

- There was a total of 64 municipal capital projects for 2023.
- \$4.9 million is the forecasted spend out of a \$5.7 million capital budget.

Investments

The Town has \$16.9 million in cash and investments at Quarter 3. As the Town is completing capital projects, we anticipate at this balance will decrease during the fourth quarter of 2023.

Reserves

The reserve balance was \$11.5 million at the beginning of 2023. The projected year-end reserve balance should be slightly lower at \$11.3 due to the recent water license purchase in 2023 with the final payment occurring in 2024.

Debt

The Town's outstanding debt at the beginning of 2023 was \$18.45 million. The debt balance at the end of the year will be \$16.3 million.

Municipal Operating Variance Analysis

Council

- Contract and general services is \$30k lower than budget.

General Revenue & Taxation

- Property tax and franchise fee revenue are close to 100% of budgeted amounts.
- Investment & Interest income is higher than budget \$141k due to higher interest rates impacting bank interest.
- Government Grants – Other are \$103k higher than budget due to the MSI Operating allocation for 2023 being doubled by the provincial government.

Administration - General

- No major variances

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.
- Contract and general services are higher than budget due to increased legal expenditures.

Community & Protective Services

- 2023 RCMP contract expenses are forecast to be \$130 thousand under budget for the year.
- Fire Department overtime is projected to be approximately \$171 thousand over budget. The overtime wages were not reflected in the 2023 operating. 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. Any surplus revenue after covering the wildfire expenses, will be transferred to the Fire Capital Reserve (\$223 thousand).
- Fire inspection fees were forecasted to be \$70 thousand for the year but will likely be half of that amount 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.
- Utility sales of goods and services are increased to consumption.
- Water, Wastewater other revenue are increased due to receiving offsite levies and offset with expenditure on the transfer to reserve.

General Variances Over All Divisions

- At this point, all departments and cost centres are close to very close to budgeted amounts in revenue and expenses. This is primarily due to improved budget preparation for 2023.
- The Other Revenue category is projected to be \$1.03 million higher than budget, but this is due wildfire response revenue, powwow revenue and payment of offsite development levies by developers. All this additional revenue will be used to offset expenses or transferred to Town reserve accounts.

Quarter Three 2023 - Operating Budget Forecast

Net Surplus (Deficit) Summary January To September 2023

	2023 Budget	2023 Actuals	2023 Forecast	2023 Variance	Comments
Revenues					
Total Property Taxes	\$14,975,700	\$14,977,380	\$15,000,000	\$24,300	On target
User fees and sales of goods	\$16,977,400	\$13,019,347	\$17,098,586	\$121,186	Increased Utility Revenue due to consumption
Penalties and Cost of Taxes	\$216,700	\$205,687	\$232,500	\$15,800	On target
Government Grants - Operating	\$1,425,100	\$1,019,427	\$1,429,882	\$4,782	On target
Investment Income	\$284,000	\$207,967	\$425,200	\$141,200	Investment income higher than budget due to interest rates
Licences and Permits	\$840,700	\$497,298	\$663,784	(\$176,916)	Slightly under budget, offset with reduction in transfer to reserve for contract inspection
Other Revenues	\$207,800	\$1,025,729	\$1,236,122	\$1,028,322	Powwow \$170k/N.A.B Wildfire\$425k/FCSS Donations \$10k/FCSS Add'l Grants \$42k/Government Deals \$25k/RCMP Revenue & Cost Recovery \$72k/Offsite Levies \$225k, offset with salary and wages, contract services expenses
Transfer from Reserves - Operating	\$189,800	\$17,800	\$125,400	(\$64,400)	Lower than budget due to completion of projects delayed until 2024 to be funded from reserves at that time
Internal Transfers Revenue	\$374,700	\$418,374	\$0	(\$374,700)	On target - no impact
Total Revenues	\$35,491,900	\$31,389,009	\$36,211,475	\$719,575	
Expenses					
Salaries, Wages, and Benefits	\$13,463,800	\$10,501,873	\$13,360,000	(\$103,800)	Under budget overall, increases in Fire \$316k, HR \$36k, Reductions within Municipal Enforcement vacancies \$170k offset and by change in service delivery in Assessment \$285K
Contracted and General Services	\$12,182,200	\$8,243,845	\$11,880,619	(\$301,581)	Other Contracted Services - \$(273k)/RCMP Contract - \$(130k)/Water Meters - \$(68k), organizational training (\$37k) offset by Powwow Expenses - \$170k
Materials, Goods, Supplies & Utilities	\$4,221,700	\$3,021,194	\$4,059,314	(\$162,386)	Water Meter Replacements - \$(110k), Water Supply purchases - \$(100k), Other Purchases - \$(28k), Conveyance Fees - \$(14k), Janitorial - \$(9k), offset by Utilities - \$93k, Fleet Maintenance, - \$5k
Bank and Short Term Interest Charges	\$52,000	\$50,120	\$66,000	\$14,000	Slightly over budget
Transfers to Individuals and Organisations	\$468,300	\$421,354	\$431,485	(\$36,815)	On target
Transfers to Local Boards and Agencies	\$435,300	\$437,750	\$437,800	\$2,500	On target
Interest on Long-term Debt	\$488,800	\$294,891	\$480,000	(\$8,800)	On target
Long-term Debt Principal Payments	\$2,118,200	\$2,031,604	\$2,144,200	\$26,000	On target
Transfers to Reserves - Operating	\$350,000	\$0	\$100,000	(\$250,000)	Delayed collection of license and permit revenue to be transferred to reserves for contract inspections in following year
Transfers to Reserves - Capital	\$1,336,900	\$815,498	\$1,828,419	\$491,519	Offsite Levy \$260k & Wildfire Revenue Transfer \$230k
Internal Transfers Expenses	\$374,700	\$422,546	\$0	(\$374,700)	On target - no impact
Total Expenses	\$35,491,900	\$26,240,676	\$34,787,838	(\$704,062)	
Net Surplus (Deficit)	\$0	\$5,148,333	\$1,423,637	\$1,423,637	
Amortization	\$6,608,500	\$0	\$0	\$0	
Net Surplus (Deficit)	-\$6,608,500	\$5,148,333	\$1,423,637	\$1,423,637	

Municipal Capital Summary

Budget vs. Forecast Comparison

\$4.9 million is forecasted to be spent out of a \$5.7 million cumulative capital budget.

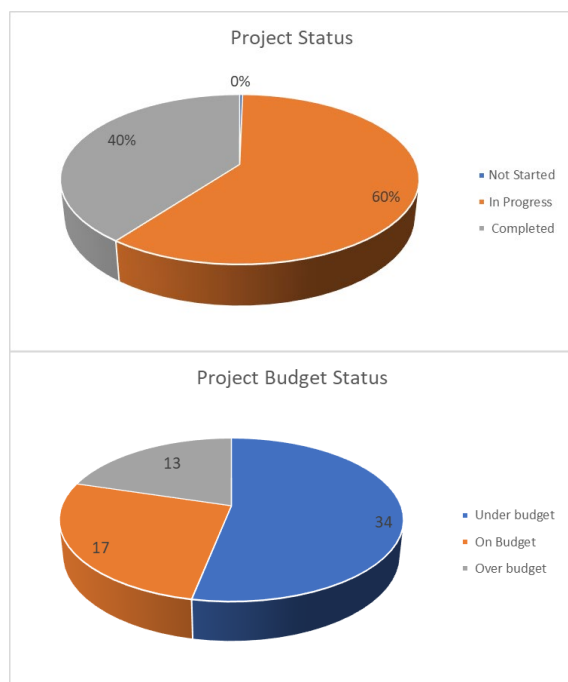
Project Status

- 64 total projects
- 0 projects have been cancelled
- 3 projects are delayed
- 2 projects not started
- 28 projects are in progress
- 31 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.

The 3 delayed projects account for \$725k of the budget variance for 2023 and will require budget to be rolled into 2024.



Quarter Three 2023 - Capital Budget Report

<h1>Town of Strathmore</h1> <h2>2023 Quarter 3 (Jan to Sept) - Capital Budget Report</h2>						
Capital Project Name	2023 Revised Budge	2023 Actual Spen	Forecast Spend	Budget Variance	Project Status	Comments
Administration						
Municipal Surveillance Assessment & Initial Cameras	35,000	-	15,000	20,000	In Progress	All existing camera view report to be submitted for decision based on the Surveillance Policy in Q4 2023.
Fire Services						
Respiratory & Breathing Apparatus (SCBA) FIT Test Machine	21,000	21,514	21,514	(514)	Completed	
Expired PPE Turnouts - Fire Gear	50,000	13,923	46,470	3,530	Completed	
Battery Powered Positive Pressure Ventilation Fan	10,000	5,150	9,475	525	In Progress	Still waiting for additional items, increased shipping
PPE Extractor and Dryer	12,000	13,758	13,758	(1,758)	Completed	
Rapid Intervention Team Rescue Pack	12,000	11,042	11,042	958	Completed	
Common Services						
Operations Shop - Emergency Exit Stairwell	25,000		-	25,000	Delayed	RFQ expected in Q3 - Will be completed in 2024, need to roll budget to 2024
240 Litre Organic Collection Carts	20,000	19,350	19,350	650	Completed	
Water Tank & Skid	50,000	40,560	40,560	9,440	Completed	
Loader	460,000	459,400	459,400	600	Completed	
Compact Track Loader	190,000	189,500	189,500	500	Completed	
Municipal Tractor (Series MT7)	161,300	160,600	160,600	700	Completed	
Snow Blower	21,500	21,400	21,400	100	Completed	
Bucket Truck	200,000		202,310	(2,310)	In Progress	PO issued, waiting for delivery before year end
Roll Off Bins	10,100	19,100	19,100	(9,000)	Completed	
Snow Blower Chute	6,400	6,354	6,354	46	Completed	
Cargo Van - Facilities	40,000		40,000	-	In Progress	RFQ expected in Q3 - delivery expected in before year end
Recreation						
Lambert Centre - Roof Repair	50,000	23,265	23,265	26,735	Completed	Completed and invoice received
Aquatic Centre - Roof Replacement	605,000	222,056	625,000	(20,000)	In progress	Expected to be completed in Q4 2023 (mid-November)
Aquatic Centre - Partition Replacement	20,000	14,983	15,735	4,265	Completed	Completed and invoice received
Resurfacing of tennis court surfaces	70,000	63,121	63,121	6,879	Completed	Completed and final invoice received. Budget shortage covered by REC MA0011
Sports Centre Electrical Panel	50,000	12,045	50,000	-	In Progress	Final stages of software implementation
FC Building Automation (2022)		12,162	12,162	(12,162)	Completed	Administrative error. Budget should have been carried forward from 2022
Curling Rink Condenser	37,000	42,195	42,195	(5,195)	Completed	Completed and invoice received
Windscreen	12,000		12,000	-	Completed	Roll value into REC LI0001 final invoice
Family Centre - Ice Plant Compressor Overhaul	10,000	13,726	13,726	(3,726)	Completed	Completed and invoice received
Parks						
Benches, Picnic Tables (Various Locations)	25,000	15,591	28,810	(3,810)	Completed	Bocce court install at KP (\$4K). Picnic tables/Benches \$12K
Pathway Lifecycle Program	50,000	181,945	181,945	(131,945)	Completed	Over expenditure covered by developer deposit of \$123,000, and remaining budget in ROA EN2304
Lifecycle Playground Equipment Replacement	90,000		-	90,000	Delayed	RFP closes November 3 - - Will be completed in 2024, need to roll budget to 2024
Kinsmen Park Christmas Lights	20,000		20,000	-	In Progress	Tree ordered; Delivered, waiting on invoice
Roads						
Wheelchair Ramp Program	30,000	29,191	29,191	809	Completed	
Westridge Rd Rehabilitation	10,000	7,184	7,184	2,816	Completed	
Sidewalk Improvements	115,000	114,931	114,931	69	Completed	
Capital Projects Engineering	100,000	83,730	91,000	9,000	In Progress	Budget used to fund engineering design, GFT round-about design and wetland assessment update
Sidewalk Improvements	50,000	28,652	28,652	21,348	Completed	
Lakeside Blvd & Archie Klaiber Trail	300,000	247,392	300,000	-	In Progress	work completed, final invoicing to be received
	230,000	8,981	230,000	-	In Progress	
	100,000		89,818	10,182	In Progress	
Road Asset Management Plan	320,000	290,599	290,599	29,401	Completed	
Replace Tandem Truck PW - 21	500,000		398,700	101,300	In Progress	PO issued, waiting for delivery before year end

Town of Strathmore

2023 Quarter 3 (Jan to Sept) - Capital Budget Report

Capital Project Name	2023 Revised Budget	2023 Actual Spend	Forecast Spend	Budget Variance	Project Status	Comments
Storm Water						
Ridge Road Storm Sewer	25,000	25,244	25,244	(244)	Completed	
Strathmore Lakes Pond		1,071	1,071	(1,071)	Completed	FAC Inspection. No further costs anticipated
CSM Capital Projects				-		duplicate of item below
Co-operative Stormwater Management (CSM) Capital Projects	50,000			50,000	Completed	Moved to Operating budget
WATER						
Central Irrigation System	10,000			10,000	Not Started	Project likely not to proceed, work to be reviewed as part of future capital budgets
Willow Drive - utility main replacement	25,000		25,000	-	In Progress	Deficiency corrections and inspection to be completed in Q3
Water Licence	650,000	145,124	41,060	608,940	Delayed	Budget includes legal fees, approval process and licensing purchase; \$108K returned from Brownlee Oct 31. Water license to be completed in 2024, need to roll budget.
Sanitary Sewer						
Lift Station Upgrades	50,000	36,431	48,380	1,620	In Progress	Project complete. Anticipate final invoice by next reporting period.
Ridge Road Sanitary Main Realignment	55,000		48,010	6,990	In Progress	Project complete. Anticipate final invoice by next reporting period.
Waste Water Treatment Plant Programmable Logic Controller (PLC) Upgrades	250,000	17,702	250,000	-	In Progress	EPCOR procuring equipment and scheduling work
Waste Water Treatment Plant Lab Equipment Replacement	20,000		20,000	-	In Progress	EPCOR procuring equipment and scheduling work
Waste Water Treatment Plant General Plant Upgrades	80,000	55,966	108,465	(28,465)	In Progress	EPCOR - quotes received are higher than 2022. Reviewing 2023 capital project scope
ADMINISTRATION						
Rebranding Rollout	31,400		30,000	1,400	In Progress	Our brand identity renewal and expansion brief is currently being crafted by Scott and John. We plan on having it completed by end of month and begin working with agencies in July.
Event Tools and Equipment	8,300	363	8,000	300	In Progress	Many smaller projects.
Software for Finance	7,000		7,000	-	In Progress	Estimated completion of Reglogic roll out originally 2023 Q3
GP Upgrades	30,000	-	30,000	-	In Progress	50% - Microsoft GP Module 18.00.6100 upgrade. Defining Request for Change (RFC) with contractor. Preparing project environment. ETA Nov 2023
Offsite Backups	21,500	7,837	21,500	-	In Progress	85% - DR network repaired in Apr. DR backup server re-built. Deployment at Family Centre computer room ETA Oct 2023
Firewall Redundancy	12,000		12,000	-	Completed	Completed in April 2023.
Continuity of Connectivity between Buildings	2,000		2,000	-	In Progress	90% - ETA Q4
Disaster Recovery - IT Infrastructure/Network	15,000		15,000	-	Not Started	Resource constraints and pending execution
Replace Phone System	30,000	2,317	15,000	15,000	In Progress	35% - Firehall's system replaced in Q4 2022. FCSS, Sport Centre, Arena, and Aquatic Centre ETA Q3-4 2023. Milestone Review Dec 2023. Operation and Public Works ETA Q1 2024. SMB ETA Q2 2024. Some budget (\$15k) needs to be rolled to 2024
Evergreen client compute equipment	74,000	36,370	74,000	-	In Progress	Finance Department computer has been replaced in Q1 2023. Gathering requirements for next replacement phase.
Cybersecurity Improvements, Risk Remediation, Network Security	8,000		8,000	-	In Progress	Cybersecurity ISO27001 assessment activity in Q1 -2 2023 and IT Department Functional report. Reviewing additional review activities with stakeholders rescheduled to Q1 2024.
IT Backup Systems Project	130,000		130,000	-	In Progress	RFQ preparation in progress.
Town Hall Flagpole	12,000	10,634	10,634	1,366	Completed	Pole installed, flag raised on September 30/2023
CEMETERY						
Columbarium	6,500	750	2,750	3,750	In Progress	Budget to pour concrete
Capital Budget Total	5,721,000	2,733,209	4,876,981	844,019		