

# Corporate Quarterly Report

Quarter Four – 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 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 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.

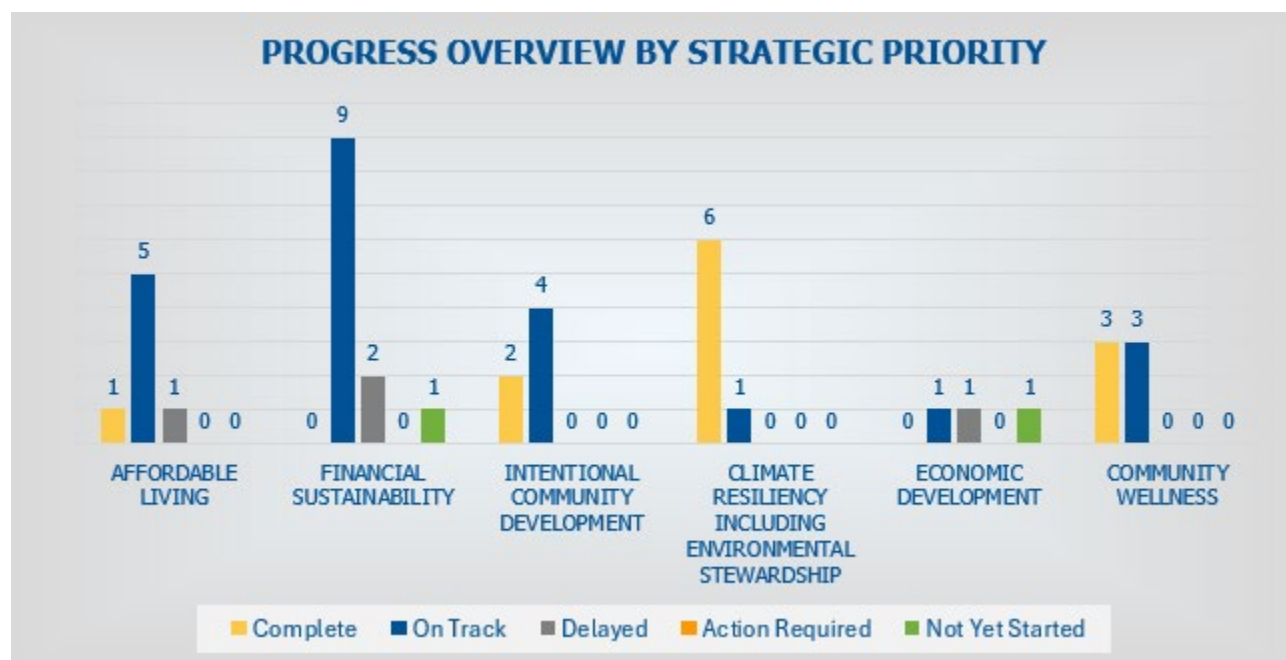
## Q4 Progress Summary

Each of the administrative actions has 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.	12
↑ On Track	This initiative is on schedule and progress is being made.	23
▲ 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.	2
<b>Total Administrative Tasks Identified</b>		<b>41</b>

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




Progress on these administrative actions as of December 31, 2024, 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 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	This work is ongoing. Staff intend to prepare on amendment to MDP 14-03 before October '25 to indicate a 60:40 target to reach an overall 70:30 tax ratio between residential and non-residential.
 1.1.b Increasing Housing Product Forms - LUB Amendments	Jun 2023 - Dec 2024	The trend continued in Q4 of 2024 with several Land Use Bylaw amendment applications having been received and Staff anticipate receiving more in 2025, and beyond. Applications received have been for a variety of housing products including semi-detached, attached housing, apartments, and more. Review times for land use bylaw amendment applications have been at the expected service level, despite receiving higher volumes. There have been several pre-application meetings for new LUB amendment applications in Q4, and Staff believe the higher volume trend will continue. Staff continue to encourage different housing forms in all the pre-application meetings.
 1.1.c Progressive and best land use practices	Jan 2025 - Dec 2026	Several amendments have come forward to the Land Use Bylaw to ensure best use of land regarding the community's needs. Please see above.













			A new Land Use Bylaw is being budgeted for over the next few years.
↑	1.1.d Annexation Exploration	Jan 2024 – Jun 2025	With a completed IDP, we are continuing to explore opportunities with landowners, developers and Wheatland County.
<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 established an Affordable Housing Society.
↑	1.2.b Identify candidate projects/sites/ partners	Dec 2022 – Dec 2024	Staff are continuing to identify candidates/projects/sites/partners with many development projects including different types of housing.  True North is building upon the Social Needs Assessment with 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.



Items to Track	Responsibility	Progress Notes
<b>Housing Starts</b>	Planning	2024-Q4 – 50 2024-YE – 79
<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)	The Citizen Satisfaction Survey was presented to Council on October 16. Affordability ranked as the number 3 issue facing Strathmore.

## 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 Timeline	Q4 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 is working on developing a long-term financial plan. The plan is to have this in front of Council in 2025.
 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. This will be in front of Council in 2025.
 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. Administration is also exploring alternative interim measures as well.
 2.1.a.iv Investment Strategy	April 2025 - Dec 2025	Administration has worked to ensure that the Town's investments align with existing policies. An RFP for external investment services will be issued late in Q4 2025 following the municipal election.
 2.1.a.v Asset management program development and implementation	April 2022 – Jun 2025	The Asset Management policy was brought to Council in January 2023, and Administration continues to gather asset information and update the data hub.
 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	Continuing to look at options, with possibility to amend the Bylaw with direction from Council.
 2.1.viii Consider offsite levy implementation for vertical infrastructure	Jan 2023 – Jun 2024	Continuing to look at options, with possibility to draft a Bylaw with direction from Council.
 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. As part of the 2025 budget, a dedicated RMR program has been established.
 2.2.a Explore and inventory operational	April 2022 - Ongoing	This is ongoing. As the budget process continued to be refined there may be more opportunities to recognize operational efficiencies.



	efficiencies opportunities (systems, technology, and synergies with local and regional partners)		
	2.2.b Develop a service and service-levels inventory	Sept 2022 - Dec 2024	The Service Level Inventory document is currently being reviewed to ensure it contains all of the prudent information related to Services provided by the Town of Strathmore. This project is intended to be presented to Council in Q1 of 2025.
	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)	The Citizen Satisfaction Survey was presented to Council on October 16. 42 % of residents said they received good to very good value for their property tax dollars.
<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 debt service to revenue ratio is 6.5%.
<b>Tax supported debt ratio</b>	Finance	7.0% Tax supported debt ratio based on 2024. Calculated as Annual Debt Charges (Principal + Interest) as a percentage of Operating Revenue - \$2.58M / \$39.81M, 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 5.5% 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 Timeline	Q4 Progress Update
<b>3.1 Connective Community</b>			
↑	3.1.a Trail Connectivity Plan	Jan 2023 - Jun 2025	2025 Pathway projects are currently being finalized. Citizen requests, Operational concerns, and underserved areas are all being considered to most efficiently use the available budget.
<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 ICF has been approved by Council. The Town of Strathmore and Wheatland County Councils adopted IDP on December 11 and December 3, 2024, respectively.
↑	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	The town is receptive to innovative initiatives that fit within Council's Strategic Priorities. P3 models, or a form of such joint venture, would be entertained if the model deems beneficial to both parties.
↑	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 2026	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  Completed	Training was provided to all staff and Council. DEI declaration was approved and promoted.

<b>Items to track</b>	<b>Responsibility</b>	<b>Progress Notes</b>
<b>Citizens report increased community connectedness</b>	Communications/Marketing (Every 2 years – Citizen Satisfaction Survey)	The Citizen Satisfaction Survey was presented to Council on October 16. 79% of residents said that Strathmore provides a good quality of life.
<b>Percentage of major initiatives with partners on the project team</b>	Infrastructure	Infrastructure and Planning and Development continue to work with Economic Development on opportunities as they arise.
<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)	The Citizen Satisfaction Survey was presented to Council on October 16.
<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 Timeline	Q4 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	Continue to work with regional partners (ie City of Calgary) and stakeholders (ie WID). Council was updated with the Town's Drought Plan on May 1, 2024, and a dedicated webpage created. <a href="http://www.Strathmore.ca/conservewater">www.Strathmore.ca/conservewater</a>
✓ 4.1.c Hazard Reduction Burning Plan	April 2024	Completed.
✓ 4.1.d CSMI – Updated share of costs	Mar 2023 – Dec 2024	Changing the CSMI structure is a continuous discussion, but no changes are imminent. Changes may occur if new partners join the cooperative
<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	Exploring energy recovery for the reservoir and engaging stakeholders on other opportunities.
✓ 4.2.c Sustainable water use strategies	Jan 2023 – Jun 2024	Review of stormwater and effluent re-use options are ongoing as well as potential partnerships with the WID, where possible.

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	37% of Solid Waste is diverted from the landfill. (2882 MT of waste collected, 1072 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 278 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 business inquiries from invest Alberta or Canada

## 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 Timeline	Q4 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 Policy expected Q2 2025.
 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 business resource support portal. Facilitate a Strathmore Business Association

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-Q4 – \$11,171,522 2024-YE – 30,960,679
<b>Permit applications</b>	Planning	2024-Q4 – 71 2024-YE – 248
<b>Non-residential permits</b>	Planning	2024-Q4 – 19 2024-YE – 43

## 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 Timeline	Q4 Progress Update
<b>6.1 Volunteer Support</b>		
 6.1.a Engaging & supporting all Volunteers (including Fire Department Volunteers) for a	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. Administration continues to promote and recruit Volunteers for the many programs and events that



	vibrant, connected community		we host. In 2024 the town hosted 164 Volunteers for a total of 486 hrs.
<b>6.2 Efficient and Effective Intra- and Inter- Community Service Provision</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>6.3 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.  The process on funding for Community Grants will be proposed in the budget policy to be returned for Council's consideration in 2025.
<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 and has awarded one 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.

Items to Track	Responsibility	Progress
<b>Citizens report increased health and wellness</b>	Communications / Marketing (every 2 years – Citizen Satisfaction Survey)	The Citizen Satisfaction Survey was presented to Council on October 16. 79% of residents said that Strathmore provides a good quality of life.
<b>Per capita usage of civic amenities</b>	Recreation, Operations & Finance	Despite water restrictions and the annual facility maintenance shutdown, the Aquatic Centre has seen 32,308 users (programs, lessons, and public swimming) during 2024 (January – December). There were over 2,900

		<p>registrations in lessons (school, group, and private) and over 100 in Speciality Courses offered at the facility.</p> <p>Operations has scheduled and assisted with 8 events at Kinsmen Park &amp; other outdoor spaces in Q4 of 2024</p>
<b>Percentage of citizens volunteering increases</b>	FCSS	For 2024, there was a 6% increase in volunteer applications through the FCSS Volunteer Connector, with close to 650 views for volunteer opportunities. In 2024 the town hosted 164 Volunteers for a total of 486 hrs.
<b>Percentage of residents who recommend Strathmore as a good place to live</b>	Communications / Marketing (every 2 years – Citizen Satisfaction Survey)	The Citizen Satisfaction Survey was presented to Council on October 16. 79 % of residents said that Strathmore provides a good quality of life.
<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 was presented to Council on October 16. 79 % of residents said that Strathmore provides a good quality of life.
<b>Crime prevention/reduction statistics</b>	Municipal Enforcement	Strathmore's property crime statistics (ie: theft of vehicles, theft from vehicles, break and enters) are status quo, however decreased 3.1% at the end of 2024 when based on a five-year average.

## Financial Summary

Overall, Revenues are \$3.7 million higher than budgeted due to Offsite Levies worth \$1.04 million during the year (which transfers to Reserve, so no net impact on surplus). User Fees were \$243 thousand lower than budgeted, due to impact of the Calgary Water Main break and subsequent water restrictions. Government Grants are \$494 thousand higher than budgeted, due to Local Government Fiscal Framework operating grant received (\$204 thousand) and anticipated recovery of Water Main Break costs (\$163 thousand).

Overall, expenses were \$1.7 million higher than budgeted, due to increased transfer to reserves (i.e. RCMP, Offsite levies, current year surplus), increased wage costs due to wildfire response.

The overall surplus of the organization was \$5.2 million, before accounting for amortization of tangible capital assets, and accretion of asset retirement obligation, which are both non-operating items.

### Capital:

- There are 72 municipal capital projects for 2024.
- The capital spend was \$5.7 million vs the budget of \$8.9 million.
- \$2.9 million was carried forward to 2025.

### Investments

- Investment book values total \$12.5 million at December 31, 2024 compared to \$11.7 million at December 31, 2023.

### Reserves

- Reserve balances totalled \$16.9 million at December 31, 2024 compared to \$14.0 million at December 31, 2023.

### Debt

- Debt balances totalled \$13.9 million at December 31, 2024 compared to \$16.1 million at December 31, 2023.

# Municipal Operating Variance Analysis

## Operating Budget Summary

### Quarter 4 2024 - Operating Budget Forecast

#### Net Surplus (Deficit) Summary

January To December 2024

	2024 Budget	2024 Actuals	2024 Budget to Actual Variance	Comments
<b>Revenues</b>				
Total Property Taxes	16,013,600	16,023,767	10,167	
User fees and sales of goods	17,910,200	17,667,094	(243,106)	Water Revenue lower due to water main break
Penalties and Cost of Taxes	210,000	203,979	(6,021)	
Government Grants - Operating	1,376,600	1,870,933	494,333	LGFF Operating Budget Grant not budgeted \$204K, Water Main Break \$163K
Investment & Interest Income	405,300	687,297	281,997	
Licences and Permits	513,100	589,286	76,186	
Gain on Sale of Capital Assets	-	147,098	147,098	
Other Revenues	544,400	1,945,676	1,401,276	Offsite Levy Activity
Transfer from Reserves - Operating	988,000	236,215	(751,785)	
Internal Transfers Revenue	544,000	441,056	(102,944)	
Transfer from Reserves - Capital	155,000	2,565,037	2,410,037	
Government Grants - Capital	-	3,190,119		
<b>Total Revenues</b>	<b>38,660,200</b>	<b>45,567,557</b>	<b>3,717,238</b>	
<b>Expenses</b>				
Salaries, Wages, and Benefits	13,958,000	14,465,795	507,795	Staff vacancies offset with Emergency staffing expenditures (which are offset with grant revenues/insurance claims)
Contracted and General Services	12,072,500	11,651,332	(421,168)	\$465k RCMP contract reduction transferred to Reserves
Materials, Goods, Supplies & Utilities	4,888,800	4,360,314	(528,486)	
Bank and Short Term Interest Charges	149,100	96,387	(52,713)	Credit card fees \$24K
Other Expenditures	-	(124)	(124)	
Transfers to Individuals and Organisations	721,600	538,596	(183,004)	
Transfers to Local Boards and Agencies	1,031,600	469,630	(561,970)	
Interest on Long-term Debt	444,700	382,904	(61,796)	
Long-term Debt Principal Payments	2,195,000	2,194,938	(62)	
Transfers to Reserves - Operating	210,000	2,657,975	2,447,975	RCMP short fall transfer to reserves
Transfers to Reserves - Capital	2,444,900	3,077,341	632,441	Offsite Levy Activity
Internal Transfers Expenses	544,000	441,056	(102,944)	
<b>Total Expenses</b>	<b>38,660,200</b>	<b>40,336,144</b>	<b>1,675,944</b>	
<b>Net Surplus (Deficit)</b>	<b>-</b>	<b>5,231,413</b>	<b>2,041,294</b>	
<b>Amortization</b>	<b>6,025,200</b>	<b>6,658,223</b>	<b>633,023</b>	
<b>Amortization - ARO</b>	<b>-</b>	<b>3,293</b>	<b>3,293</b>	
<b>Net Surplus (Deficit)</b>	<b>(6,025,200)</b>	<b>(1,430,103)</b>	<b>1,404,978</b>	

# Capital Budget Summary

## Budget vs. Actual Comparison

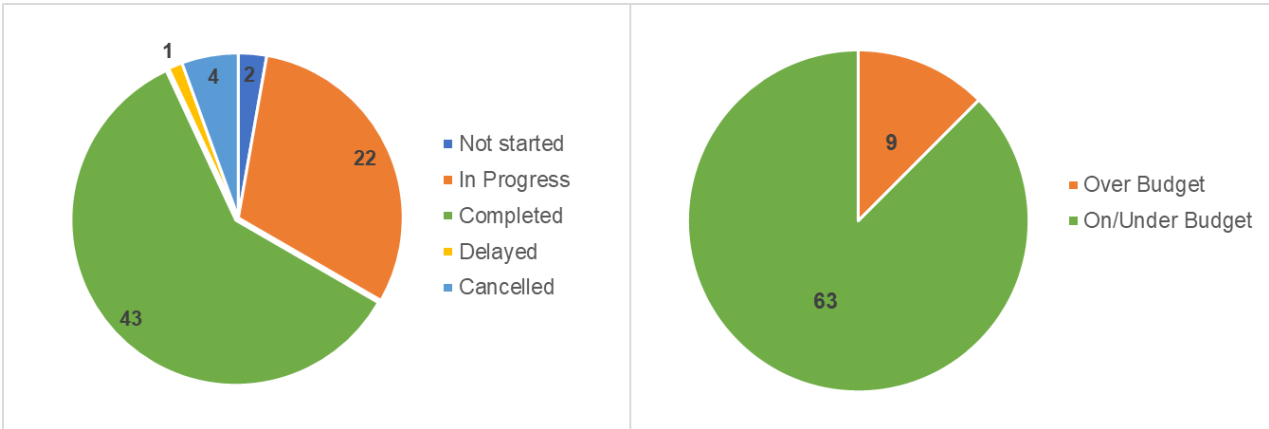
\$5.7 million was spent out of the \$8.9 million cumulative capital budget. Actual spend was \$5.7 million. \$2.9 million was approved as carry-forward to the 2025 Capital Budget.

## Project Status

Status	Q1	Q2	Q3	Q4
Not Started	13	7	3	2
In Progress	41	39	36	22
Completed	10	20	28	43
Delayed	1	1	0	1
Cancelled	1	3	4	4
Total	66	70	71	72

## Project Completion

Town administration has had another early start on the 2025 Capital Projects. Based on current forecasts, most projects are likely to be fully completed by year end.



# Town of Strathmore

## 2024 Quarter 4 (Jan to Dec) - Capital Budget Report

Capital Project Name	Project Code	Business Case	Manager	Funding	2024 Original Budget	2024 Budget Amendment	2023 Carry Forward	2024 Revised Budget	2024 Actual Spent	Budget Variance	Carry Forward Funding Required	Project Status
<b>Administration</b>												
Rebranding Rollout	COM MA0001	-	Johnathan Strathdee	Financial Stabilization Reserve			6,000	6,000	11,500	5,500		Completed
Event Tools and Equipment	COM MA0002	-	Johnathan Strathdee	Financial Stabilization Reserve			5,000	5,000	3,101	(1,899)		Completed
Wayfinding	COM MA2401	839	Johnathan Strathdee	LGFF/CCBF Grant	75,000			75,000	-	(75,000)	30,000	Not Started
Digital Highway Sign (Removal)	COM MA2402	841	Johnathan Strathdee	LGFF/CCBF Grant	10,000			10,000	-	(10,000)	10,000	In Progress
WHMB Site Contamination Mitigation	INF LI2401		Ethan Wilson	Affordable Housing Reserve	-	100,000		100,000	-	(100,000)	100,000	Delayed
GP Upgrades	FNC MA0002	-	Ray Chan	Financial Stabilization Reserve			30,000	30,000	23,433	(6,567)	6,500	In Progress
Offsite Backups	INF MA0001	-	Ray Chan	Financial Stabilization Reserve			13,700	13,700	5,764	(7,936)	7,900	In Progress
Continuity of Connectivity between Buildings	INF MA0003	-	Ray Chan	Financial Stabilization Reserve			2,000	2,000	-	(2,000)	-	Completed
Disaster Recovery - IT Infrastructure/Network	INF MA0007	-	Ray Chan	Financial Stabilization Reserve			15,000	15,000	-	(15,000)	15,000	Not Started
Replace Phone System	INF MA0008	-	Ray Chan	Financial Stabilization Reserve	-		10,900	10,900	11,065	165	-	Completed
Evergreen client compute equipment	INF MA0009	-	Ray Chan	Financial Stabilization Reserve			36,250	36,250	8,851	(27,399)	27,400	In Progress
Cybersecurity Improvements, Risk Remediation, Network Security	INF_MA0010	-	Ray Chan	Financial Stabilization Reserve	-		8,000	8,000	-	(8,000)	8,000	In Progress
IT Backup Systems Project	INF MA0012	-	Ray Chan	Financial Stabilization Reserve			130,000	130,000	-	(130,000)	130,000	In Progress
IT - Municipal Surveillance Assessment & Initial Cameras	INF_MA2301	174	Ray Chan	Financial Stabilization Reserve	-		15,000	15,000	4,806	(10,194)	10,100	In Progress
IT - IT Refresh - 10 Years	INF MA2401	798	Ray Chan	LGFF/CCBF Grant	57,000			57,000	46,519	(10,481)	-	Completed
IT - SMB Alarm System Conversion	INF MA2402	871	Ray Chan	LGFF/CCBF Grant	25,000			25,000	13,324	(11,676)	-	Completed
<b>Fire Services</b>												
AFRRCS Radio Conversion	FIR MA2401	629	David Sturgeon	LGFF/CCBF Grant	275,000			275,000	281,462	6,462	-	Completed
Fire Hose & Nozzle Replacement	FIR MA2402	630	David Sturgeon	LGFF/CCBF Grant	50,000			50,000	48,115	(1,886)	-	Completed
Thermal Imaging Camera & GX2 Ammonia Detector	FIR MA2403	635	David Sturgeon	LGFF/CCBF Grant	15,000			15,000	15,073	73	-	Completed
SCBA Bottles Replacement	FIR MA2404	636	David Sturgeon	LGFF/CCBF Grant	15,000			15,000	13,600	(1,400)	-	Completed
Replace Gas with Battery Powered Positive Pressure Ventilation Fan	FIR_MA2405	632	David Sturgeon	LGFF/CCBF Grant	12,000			12,000	10,100	(1,900)	-	Completed
Type 2 Sprinkler Protection System	FIR_VE2401		David Sturgeon	Multiple Funding	-	250,000		250,000	219,337	(30,663)	-	Completed
Aerial/Ladder Truck Water Pump Repair	FIR_VE2402		David Sturgeon	Financial Stabilization Reserve	-	32,000		32,000	31,632	(368)	-	Completed
<b>Municipal Enforcement</b>												
Municipal Enforcement patrol vehicle	MUN_VE2401	629	Shawn Press	Fire Reserve	-	60,000	-	60,000	41,107	(18,893)	18,000	In Progress
<b>Common Services</b>												
Operations Shop - Emergency Exit Stairwell	CSE_BU2301	248	Donna McCallum	Asset Replacement Reserve	-	(25,000)	25,000	-	-	-	-	Cancelled
Capital Building Improvements - Mechanic Shop	CSE_BU2401	799	Donna McCallum	Capital Reserve	250,000			250,000	230,885	(19,115)	19,100	In Progress
LED upgrades	CSE_BU2402	855	Donna McCallum	LGFF/CCBF Grant	121,000			121,000	105,208	(15,792)	15,700	In Progress
Bucket Truck	CSE_MA0010		Donna McCallum	MSI Grant	-		202,300	202,300	205,027	2,727	-	Completed
Fleet - GPS units	CSE_MA2401	857	Donna McCallum	LGFF/CCBF Grant	25,000			25,000	-	(25,000)	25,000	In Progress
Cargo Van - Facilities	CSE_VE2301	320	Donna McCallum	Asset Replacement Reserve	-	(40,000)	40,000	-	-	-	-	Cancelled
Truck - Facilities	CSE_VE2401		Donna McCallum	Asset Replacement Reserve	-	65,000		65,000	66,905	1,905	-	Completed
<b>Roads</b>												
Roads - New Sand/Salt Storage Facility	ROA_BU2401	794	Donna McCallum	LGFF/CCBF Grant	285,000			285,000	258,362	(26,638)	-	Completed
Wildflower Road	ROA_EN0015		Ethan Wilson	Roads OSL		75,000		75,000	8,855	(66,145)	66,100	In Progress
Capital Projects Engineering Annual Program	ROA_EN2301	705	Ethan Wilson	Capital Reserve	105,000			105,000	59,542	(45,458)	-	Completed
Road Asset Management Plan (RAMP) Annual Program	ROA_EN2304	699	Ethan Wilson	LGFF/CCBF Grant	315,000			315,000	284,193	(30,807)	-	Completed
Sidewalk Improvements Annual Program	ROA_EN0011	858	Donna McCallum	LGFF/CCBF Grant	200,000			200,000	231,617	31,617	-	Completed
Roads - New Ice Breaker Loader Attachment	ROA_MA2401	774	Donna McCallum	LGFF/CCBF Grant	40,000			40,000	38,989	(1,011)	-	Completed
Roads - New Calcium Tank	ROA_MA2402	782	Donna McCallum	LGFF/CCBF Grant	20,000			20,000	21,727	1,727	-	Completed
Roads - EPW 39 John Deere 770 Motor Grader Replac	ROA_VE2401	696	Donna McCallum	Capital Reserve	680,000			680,000	666,390	(13,610)	-	Completed
Roads - PW 70 Chevrolet Silverado 1500 Replacement	ROA_VE2402	726	Donna McCallum	Capital Reserve	68,000			68,000	70,595	2,595	-	Completed
Roads - EPW 58 & PW 27 Consolidation and Replac	ROA_VE2403	743	Donna McCallum	Capital Reserve	40,000			40,000	38,552	(1,448)	-	Completed



# Town of Strathmore

## 2024 Quarter 4 (Jan to Dec) - Capital Budget Report

Capital Project Name	Project Code	Business Case	Manager	Funding	2024 Original Budget	2024 Budget Amendment	2023 Carry Forward	2024 Revised Budget	2024 Actual Spent	Budget Variance	Carry Forward Funding Required	Project Status
<b>Water</b>												
Water Reservoir Upgrades	WAT_BU2401	667	Ethan Wilson	Multiple Funding	2,265,000			2,265,000	227,813	(2,037,187)	2,037,100	In Progress
Central Irrigation System	WAT_EN0003	-	Ethan Wilson	MSI Grant	-		10,000	10,000	-	(10,000)		Cancelled
Water Licence	WAT_EN2301		Ethan Wilson	Financial Stabilization Reserve	-		608,950	608,950	589,496	(19,454)		Completed
Environmental Monitoring - Ag Society Grounds	WAT_EN2401		Ethan Wilson	Financial Stabilization Reserve	-	45,000		45,000	35,725	(9,275)	9,200	In Progress
<b>Wastewater</b>												
Lift Station Upgrades	SAN_EN2301	807	Ethan Wilson	Waste Water Reserve	50,000			50,000	31,464	(18,536)	17,000	In Progress
WWTP Arc Flash Study	SAN_EN2401	825	Ethan Wilson	LGFF/CCBF Grant	18,000			18,000	-	(18,000)	-	Completed
WWTP PLC/SCADA Upgrades (year 2 of 3)	SAN_MA2301	808	Ethan Wilson	Multiple Funding	310,000		169,000	479,000	189,674	(289,326)	280,000	In Progress
WWTP Lab Equipment	SAN_MA2302	804	Ethan Wilson	Waste Water Reserve	20,000			20,000	13,186	(6,814)		Completed
WWTP General Plant Upgrades	SAN_MA2303	809	Ethan Wilson	Waste Water Reserve	85,000			85,000	77,133	(7,867)	7,800	In Progress
WWTP Polymer Make-Up System	SAN_MA2401	810	Ethan Wilson	LGFF/CCBF Grant	325,000	(325,000)		-	-	-		Cancelled
WWTP Primary Clarifier Repair	SAN_MA2402		Ethan Wilson	LGFF/CCBF Grant		175,000		175,000	174,998	(2)		Completed
<b>Recreation</b>												
Aquatic Centre - Roof Replacement	REC_BU2302	374	Mark Pretzlaff		-			-	-	-		Completed
Aquatic Center - Chemical Room Repairs	REC_BU2401	867	Natasha Barron	LGFF/CCBF Grant	8,000			8,000	7,619	(381)		Completed
Aquatic Center - Guardrail/Fall Protection	REC_MA2401	868	Natasha Barron	LGFF/CCBF Grant	10,000			10,000	9,520	(480)		Completed
Aquatic Center - Lane Ropes	REC_MA2402	864	Natasha Barron	LGFF/CCBF Grant	5,000			5,000	6,000	1,000		Completed
Aquatic Center - Pool Pumps	REC_MA2403	891	Natasha Barron	LGFF/CCBF Grant	28,000			28,000	8,800	(19,200)	19,100	In Progress
Curling Rink - Roof Replacement	REC_BU2402	840	Marcie Brinton	LGFF/CCBF Grant	537,000	(90,000)		447,000	360,518	(86,482)		Completed
Family Centre - Ice Plant Compressor Overhaul	REC_MA2404	663	Craig Dilts	LGFF/CCBF Grant	15,000			15,000	14,000	(1,000)		Completed
Family Centre - Wall & Siding Replacement	REC_BU2403	725	Craig Dilts	LGFF/CCBF Grant	100,000	90,000		190,000	164,454	(25,546)	-	Completed
Sports Centre - Magnum Gym new floor	REC_BU2404	691	Lisa Montgomery	LGFF/CCBF Grant	96,000			96,000	104,637	8,637		Completed
Sports Centre Electrical Panel	REC_MA0001	-	Marcie Brinton	MSI Grant	-		50,000	50,000	47,233	(2,767)		Completed
Recreation Needs Assessment	REC_EN2401		Marcie Brinton	Financial Stabilization Reserve	-	60,000		60,000	41,252	(18,749)	8,600	In Progress
Curling Rink Refrigeration Plant	REC_BU2405	691	Marcie Brinton	LGFF/CCBF Grant	-			-	50,723	50,723		Completed
<b>Parks</b>												
Parks - Pathway Lifecycle Annual Program	PAR_LI2301	772	Ethan Wilson	LGFF/CCBF Grant	75,000			75,000	57,825	(17,175)	17,000	In Progress
Parks - Site Furniture (Benches, picnic tables, garbage)	PAR_LI0006	856	Donna McCallum	LGFF/CCBF Grant	25,000			25,000	7,308	(17,692)	17,600	In Progress
Lifecycle Playground Equipment Replacement	PAR_MA0001	-	Donna McCallum	MSI Grant	-		84,550	84,550	62,527	(22,023)	-	Completed
Parks - Kinsmen Park Christmas Lights Annual Program	PAR_MA2301	859	Donna McCallum	LGFF/CCBF Grant	20,000			20,000	-	(20,000)	20,000	In Progress
Parks - EPK 62 - Mower Replacement	PAR_VE2401	660	Donna McCallum	LGFF/CCBF Grant	77,000			77,000	73,104	(3,896)		Completed
Parks - EPK61 - Mower Replacement	PAR_VE2402	775	Donna McCallum	LGFF/CCBF Grant	77,000			77,000	73,316	(3,684)		Completed
Parks - PK 10 - Replacement	PAR_VE2403	790	Donna McCallum	Capital Reserve	100,000			100,000	98,556	(1,444)		Completed
Parks - PK 60 - Dodge Ram 1500 - Replacement	PAR_VE2404	741	Donna McCallum	Capital Reserve	85,000			85,000	83,137	(1,863)		Completed
										-		
										-		
<b>Capital Budget Total</b>					<b>7,014,000</b>	<b>472,000</b>	<b>1,461,650</b>	<b>8,947,650</b>	<b>5,685,656</b>	<b>(3,261,994)</b>	<b>2,922,200</b>	