



Corporate Quarterly Report

Quarter Three – 2024

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 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 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.

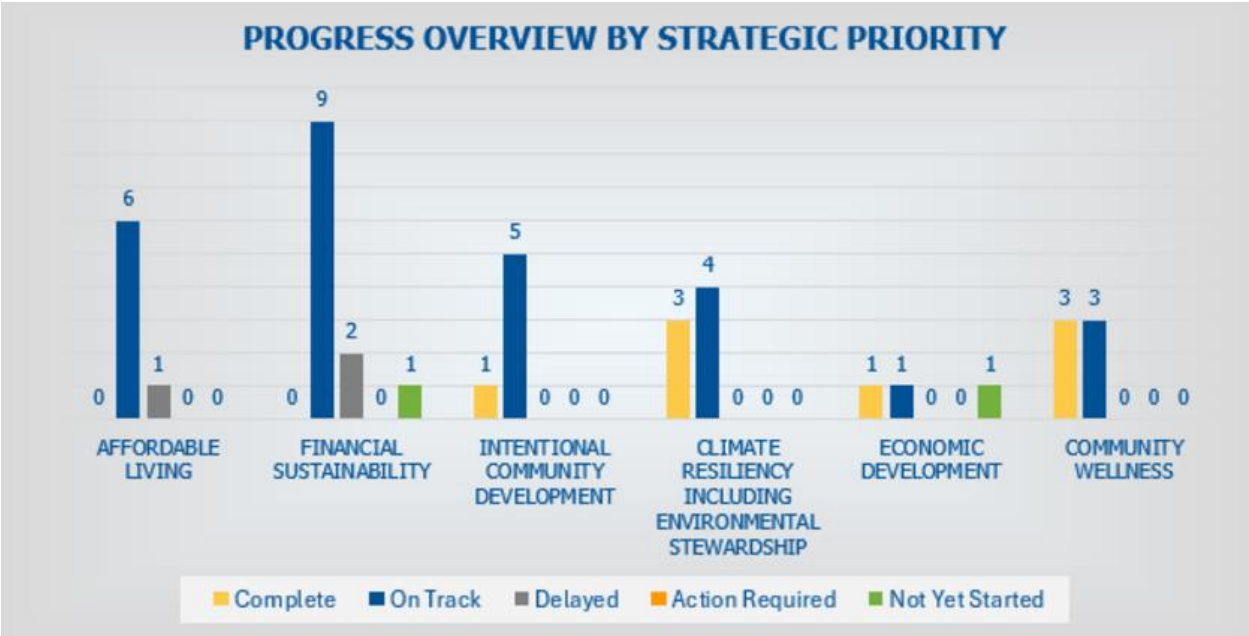
Q3 Progress Summary

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

Status	Definition	# of Supporting Tasks
✓ Completed	Work has been completed on this initiative.	8
↑ On Track	This initiative is on schedule and progress is being made.	28
▲ 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.	2
Total Administrative Tasks Identified		41

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




Progress on these administrative actions as of September 30, 2024, 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		
 <p>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</p>	<p>Mar 2023 - Dec 2024</p>	<p>The Municipal Development Plan draft is well under way and municipal staff will have a sharable internal document in early 2025. The tax ratio target is one of the draft policies in the document. Policies around newer residential communities including, at least, a portion of mixed-use and commercial land uses, are also expected as draft policies in the MDP document.</p>
 <p>1.1.b Increasing Housing Product Forms - LUB Amendments</p>	<p>Jun 2023 - Dec 2024</p>	<p>Several Land Use Bylaw amendment applications have been received in 2024, and Staff anticipate receiving more in Q4, into 2025, and beyond. Applications received so far 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 have been encouraging different housing forms in all the pre-application meetings.</p>
 <p>1.1.c Progressive and best land use practices</p>	<p>Jan 2025 - Dec 2026</p>	<p>Several amendments have come forward to the Land Use Bylaw to ensure best use of land</p>




			regarding the community's needs. Please see above.
↑	1.1.d Annexation Exploration	Jan 2024 – Jun 2025	Exploring opportunities with landowners, developers and Wheatland County, while developing the IDP.
1.2 Increased Availability of Attainable Housing			
↑	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	The Municipal Development Plan (MDP) will guide projects, initiatives, and stakeholders for broader strategic development. The MDP, currently in draft, is expected to go before Council in Q1 2025 as the Council workshop was completed in Q4 of 2024. Public engagement is ongoing with in-person sessions and a dedicated webpage. True North is building upon the Social Needs Assessment with a Housing Needs Assessment.
1.3 Community Wellbeing Investment			
↑	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
Housing Starts	Planning	As of September 2024 – 29 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)	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	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 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 Administration brought the updated Offsite Levy Bylaw to Council in October for the first reading and returned in early November with a Public Hearing and second and third reading.
	2.1.viii Consider offsite levy implementation for vertical infrastructure	Jan 2023 - Jun 2024 This is ongoing, an Off-site Levy report was provided to Council in November of 2023. Not being considered in the 2024 OSL Bylaw update.
	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 proposed 2025 budget, a dedicated RMR program has been established for Council's consideration.


	2.2.a Explore and inventory operational efficiencies opportunities (systems, technology, and synergies with local and regional partners)	April 2022 - Ongoing	This is ongoing. As the budget process continued to be refined there may be more opportunities to recognize operational efficiencies.
	2.2.b Develop a service and service-levels inventory	Sept 2022 - Dec 2024	The Service Level Inventory document 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
Citizen perception regarding value from tax dollar	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.
Debt service to revenue ratio	Finance	At the end of 2023, our debt service to revenue ratio was 6.9%, and our 2024 forecast debt service to revenue ratio is 5.8%.
Tax supported debt ratio	Finance	7.0% Tax supported debt ratio based on 2024 forecast. Calculated as Annual Debt Charges (Principal + Interest) as a percentage of Operating Revenue - \$2.64 / \$37.91M, down from an 8.5% Tax supported debt ratio in 2023.
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 Timeline	Q3 Progress Update
3.1 Connective Community			
↑	3.1.a Trail Connectivity Plan	Jan 2023 - Jun 2025	The 2024 Capital Prioritization has been undertaken. This is an annual exercise with pathways upgrades & development occurring. 2024 will see 4 RRFBs installed, and a new staircase designed and constructed in Strathmore Lakes for safe/easy access in the winter months. 2025 capital projects will be determined by Council through budget considerations.
3.2 Synergistic Partnerships			
↑	3.2.a Development of an Intermunicipal Development Plan (IDP) and ICF with Wheatland County	April 2022 - Jun 2024	The Town and County were awarded \$200,000 through the Alberta Communities Partnership Grant to support the IDP. The IDP was brought to Council in October 2024 and completed first reading. Administration is expected to bring the plan back to Council in November for second and third reading. The ICF has been approved by Council.
↑	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 2025	Process has started with stakeholder engagement. Agreement deadline extended by AB government Ministerial Order to June 10, 2025.
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3.3 Diversity, Equity & Inclusion

	3.3.a Prepare DEI declaration	Sept 2022 - Jun 2024	Training was provided to all staff and Council. DEI declaration was approved.
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Items to track	Responsibility	Progress Notes
Citizens report increased community connectedness	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.
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)	The Citizen Satisfaction Survey was presented to Council on October 16.
Number of new regional post-secondary opportunities	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	Q3 Progress Update
4.1 Climate Adaptation Preparation		
✓ 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	Worked with regional partners (ie City of Calgary) and stakeholders (ie WID) on the plan. Council was updated with the Town's Drought Plan on May 1, 2024, and a dedicated webpage created. www.Strathmore.ca/conservewater
✓ 4.1.c Hazard Reduction Burning Plan	April 2024	Completed.
↑ 4.1.d CSMI – Updated share of costs	Mar 2023 – Dec 2024	Ongoing. Changing the CSMI structure is a continuous discussion, but no changes are imminent.
4.2 Local Environment		
↑ 4.2.a Evaluation of Waste diversion enhancement opportunities	Jan 2023 – Jun 2024	Working with ARMA on Extended Producer Responsibility (EPR) and the transition date of April 1, 2025.
↑ 4.2.b Identify and Evaluate Achievable and Savable Green Power / Net - Zero Development Opportunities	Jan 2023 - Ongoing	Ongoing. Exploring energy recovery for the reservoir and engaging stakeholders on other opportunities.
↑ 4.2.c Sustainable water use strategies	Jan 2023 – Jun 2024	Wetland Policy being updated along with reviewing stormwater and effluent re-use options.

Items to track	Responsibility	Progress Notes
Measure ecological footprint	Infrastructure	Internal review has started, categorizing all items and ensuring complete coverage.
Percentage of residential waste diversion	Infrastructure	37% of Solid Waste is diverted from the landfill. (2882 MT of waste collected, 1072 MT diverted from landfill).
Declining water intensity (consumption of water per capita) while maintaining adequate water supply for growth	Infrastructure	An additional water license has been purchased and approved by the province, along with regular monitoring of annual consumption trends.
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 (IE. Vehicles and facility lights). Solar at the SMB has created 278 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 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	Q3 Progress Update
5.1 Revitalized, resilient, and intentional and planned growth community			
●	5.1.a Community revitalization strategy	June 2025 - Dec 2026	To start after MDP adopted.
5.2 Best and Highest Use of Municipal Lands			
▲	5.2.a Land acquisition, disposition, and utilization strategy	Dec 2022 - Dec 2024	Completed base level inventory. Land Transaction Policy expected late 2024, early 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
Active Business licenses	Planning	1350 business licences have been issued for 2024.
Construction values	Planning	2024 Year to end of September 2024 - \$19,789,157.
Permit applications	Planning	2024 Year to end of March - 177 permits have been issued.
Non-residential permits	Planning	Of the 177 permits that have been issued, 24 are non-residential.

Strategic Priority #6: Community Wellness

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

Supporting Administrative Actions		Proposed Timeline	Q1 Progress Update
6.1 Volunteer Support			
✓	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.

	vibrant, connected community		
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	Jan 2025 - Ongoing	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 - Ongoing	The Town's advocacy plan has been developed.
6.4 Maintain and Increase Institutional and NGO Supports in the Community and Businesses			
↑	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.
6.5 Medical Services Provision			
✓	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.
6.6 Post Secondary Opportunities			
↑	6.6.a Support external initiatives	April 2022- Dec 2026	Opportunities are currently being explored on an ongoing basis.

Tracking Items	Responsibility	Progress
Citizens report increased health and wellness	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.
Per capita usage of civic amenities	Recreation, Operations & Finance	Despite water restrictions and the annual facility maintenance shutdown, the Aquatic Centre has seen 23,635 users (programs, lessons, and public swimming) from January to October. There were over 2,500 registrations in lessons (school, group, and private) and over 100 in Speciality Courses offered at the facility (an 118% increase from 2023).

		As of September 2024, Operations has scheduled and assisted with 77 events at Kinsmen Park & other outdoor spaces.
Percentage of citizens volunteering increases	FCSS	For 2024, there was a 6% increase in volunteer applications through the FCSS Volunteer Connector, with close to 650 views for volunteer opportunities. The Strathmore FCSS saw 75 individuals volunteer for events to date in 2024.
Percentage of residents who recommend Strathmore as a good place to live	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.
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 was presented to Council on October 16. 79 % of residents said that Strathmore provides a good quality of life.
Crime prevention/ reduction statistics	Municipal Enforcement	Strathmore is experiencing a reduction in property crimes (theft of vehicles, thefts from vehicles, and break & enters) by 5% from a six-year average.

Financial Summary

At the end of Quarter 3 for 2024, the overall budget is on target, with a forecasted budget surplus of \$70 thousand. Overall, Revenues are expected to be 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 are forecasted as \$548 thousand lower than budgeted, due to impact of the Calgary Water Main break and subsequent water restrictions. Government Grants are forecasted to be \$405 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).

Municipal

Operating:

- \$38.7 million is the revised budgeted revenue for 2024. Current forecast for the year is \$39.4million; \$768 thousand above budget.
- \$38.7 million is the revised budgeted expenses for 2024. Current forecast for the year is \$39.5 million; \$837thousand above budget.

Capital:

- There are 71 municipal capital projects for 2024.
- The capital forecast spend is \$7.394 million vs the budget of \$8.948 million.
- \$1.355 million has been identified as requiring carry forward funding in 2025.

Investments

- Investment book values total \$12.06 Mil at September 30th. One redemption and subsequent purchase has occurred year to date.

Reserves

- Operating transfers into reserve forecasted to date of \$675 thousand (Financial Stabilization fund; Elections, RCMP).
- Capital transfers into reserves to date of \$1.04 million (12 Offsite Levies).

Debt

- Outstanding debt of \$14.38 million at September 30th. Only repayments noted to date, no extension of debt.

Municipal Operating Variance Analysis

Council

- Council is currently on budget.

General Revenue & Taxation

- Taxation categories are currently on budget.

- Quarter 3 includes annual billed property taxes.

Administration - General

- Administration is forecasted to be \$49 thousand under budget, mainly related to forecasted reductions in Town-wide wage pooling caused by three staff vacancies.

Strategic, Administrative and Financial Services

- Strategic, Administrative and Financial Services is forecasted to be \$103 thousand under budget; with major contributors being forecasted Communications and Marketing Advertising/Promotion reductions compared to budget and savings from staff vacancies.

Community & Protective Services

- Community & Protective Services is forecasted to be on \$368 thousand under budget. Variances in the year are mainly related to watermain expenses, and forest fire response (recovered by grants).

Infrastructure, Operations and Development Services

- Infrastructure, Operations and Development Services are forecasted to be \$673 thousand over budget.
- Net revenue is forecasted to be under budget due to water main break and subsequent restrictions resulted in reduced forecasted utility revenue (\$537 thousand).

Operating Budget Summary

Quarter 3 2024 - Operating Budget Forecast

Net Surplus (Deficit) Summary

January To September 2024

	2024 Budget	2024 Actuals	2024 Forecast	2024 Forecast Variance	Comments
Revenues					
Total Property Taxes	16,013,600	16,015,030	16,015,030	1,430	
User fees and sales of goods	17,910,200	12,972,723	17,361,753	-548,447	Water Revenue lower due to water main break \$538k
Penalties and Cost of Taxes	210,000	153,985	198,700	-11,300	Reduced Water Penalties by \$18k - i.e. not running penalty billing
Government Grants - Operating	1,376,600	966,299	1,781,250	404,650	LGFF Operating Budget Grant not budgeted \$204K, Water Main Break \$163K
Investment & Interest Income	405,300	246,445	400,351	-4,949	
Licences and Permits	513,100	441,945	490,350	-22,750	
Gain on Sale of Capital Assets	-	31,995	-	-	
Other Revenues	544,400	1,277,553	1,632,452	1,088,052	12 Offsite Levy payments year to date
Transfer from Reserves - Operating	988,000	-	988,000	-	
Internal Transfers Revenue	544,000	320,850	544,000	-	
Transfer from Reserves - Capital	155,000	-	224,500	69,500	
Total Revenues	38,660,200	32,426,824	39,636,386	976,186	
Expenses					
Salaries, Wages, and Benefits	13,958,000	10,392,800	13,734,814	-223,186	Staff vacancies offset with Emergency staffing expenditures (which are offset with grant revenues/insurance claims)
Contracted and General Services	12,072,500	7,644,305	11,793,190	-279,310	\$465k RCMP contract reduction transferred to Reserves
Materials, Goods, Supplies & Utilities	4,888,800	2,934,281	4,776,042	-112,758	
Bank and Short Term Interest Charges	149,100	111,523	177,100	28,000	Credit card fees \$24K
Other Expenditures	-	-	-	-	
Transfers to Individuals and Organisations	721,600	424,180	721,600	-	This includes payment to MA for Education Requisition
Transfers to Local Boards and Agencies	1,031,600	92,630	1,023,030	-8,570	
Interest on Long-term Debt	444,700	187,899	444,700	-	
Long-term Debt Principal Payments	2,195,000	1,760,072	2,195,000	-	
Transfers to Reserves - Operating	210,000	210,000	675,000	465,000	RCMP short fall transfer to reserves
Transfers to Reserves - Capital	2,444,900	2,102,466	3,482,250	1,037,350	12 Offsite Levy payments year to date
Internal Transfers Expenses	544,000	318,881	544,000	-	
Total Expenses	38,660,200	26,179,037	39,566,726	906,526	
Net Surplus (Deficit)	-	6,247,787	69,660	69,660	

Capital Budget Summary

Budget vs. Forecast Comparison

\$7.394 million is forecasted to be spent out of the \$8.95 million cumulative capital budget. Year-to-date spend is \$4.557 million. \$1.335 million has been identified as requiring carry forward for 2025.

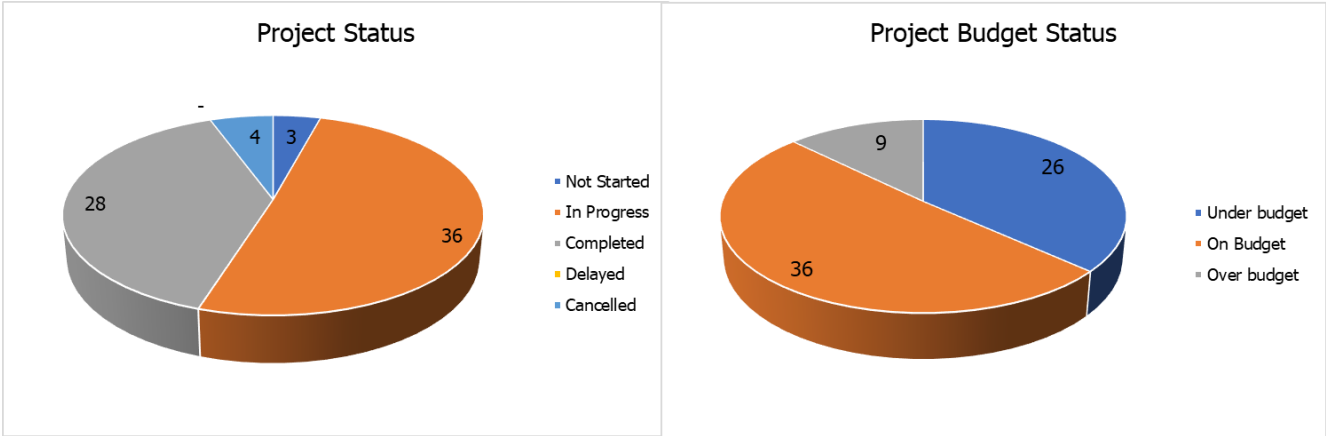
The original approved capital budget was \$7.01 million. Council approved a carry forward budget amount of \$1.46 million. Council has approved 9 additional projects totalling \$862 thousand, offset by the cancellation of 3 projects for \$390 thousand and reallocation of funding between projects.

Project Status

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

Project Completion

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



2024 Quarter 3 (Jan to Sept) - Capital Budget Report

Capital Project Name	Project Code	Manager	2024 Revised Budget	2024 Actual Spent	Forecast Spend	Budget Variance	Carry Forward Funding Required	Project Status	Comments
Administration									
Rebranding Rollout	COM_MA0001	Johnathan Strathdee	6,000	162	6,000	-		In Progress	Working with a third party regarding brand expansion and development of templates.
Event Tools and Equipment	COM_MA0002	Johnathan Strathdee	5,000	1,571	5,000	-		In Progress	
Wayfinding	COM_MA2401	Johnathan Strathdee	75,000	-	30,000	45,000	45,000	Not Started	Spoke with SLT, recommendation is to decrease budget to \$30,000; will request that project is carried into 2025.
Digital Highway Sign (Removal)	COM_MA2402	Johnathan Strathdee	10,000	-	10,000	-		In Progress	Working with Infrastructure on the removal of the high way sign
WHMB Site Contamination Mitigation	INF_LI2401	Ethan Wilson	100,000	-	100,000	-		In Progress	Ongoing. Report received and under review
GP Upgrades	FNC_MA0002	Ray Chan	30,000	13,196	30,000	-		In Progress	Quality Assurance (QA testing) environment substantially completed, pending for Transition to Operations (TTO) training, ETA Q4 2024. Add'l Diamond software bug patching in Q3/4.
Offsite Backups	INF_MA0001	Ray Chan	13,700	5,764	13,700	-		In Progress	Offsite Backup implemented between SMB and Family Centre. Carry over to complete remaining backup storage lifecycle maintenance upgrade. ETA Q3 2024.
Continuity of Connectivity between Buildings	INF_MA0003	Ray Chan	2,000	1,615	2,000	-		In Progress	Technical resources constraint - on-hold until Q3 2024. Preparing RFQ in Q4 2024.
Disaster Recovery - IT Infrastructure/Network	INF_MA0007	Ray Chan	15,000	-	15,000	-		Not Started	Technical resources constraint - on-hold until Q3 2024. IT DR Plan complete and pending for testing. Technical team sizing storage requirements.
Replace Phone System	INF_MA0008	Ray Chan	10,900	11,065	11,065	(165)		Completed	Complete. Went live on Jul 4, 2024.
Evergreen client compute equipment	INF_MA0009	Ray Chan	36,250	8,851	36,250	-		In Progress	Phase 2 RFP in 2024 Q2 (Qty 20). Preparing RFP - IODS and CPS division laptop replacement. Gathering requirements for next replacement phase RFP.
Cybersecurity Improvements, Risk Remediation, Network Security	INF_MA0010	Ray Chan	8,000	-	8,000	-		In Progress	Cybersecurity ISO27001 assessment activity in Q1 -2 2023 and IT Department Functional assessment reports - 75% completed. Expecting final report Q4 2024.
IT Backup Systems Project	INF_MA0012	Ray Chan	130,000	-	130,000	-		In Progress	RFP completed. Additional scope identified for supporting added business demands. 2025 IT Server business case has been submitted.
IT - Municipal Surveillance Assessment & Initial Cameras	INF_MA2301	Ray Chan	15,000	4,806	15,000	-		In Progress	Proof of concept (POC) testing in progress. 2024 Q3-4 for camera installation adjustment related to new surveillance policy. Reviewing additional SMB interior cameras. Proposed camera restoration roadmap.
IT - IT Refresh - 10 Years	INF_MA2401	Ray Chan	57,000	43,210	57,000	-		In Progress	2024 scope delivered - Fire and Municipal Enforcement Data Terminal (Toughbook), MRF Software for officer safety, Laptop, and Civic Centre Wi-Fi repair. Remaining for Wi-Fi network refresh.
IT - SMB Alarm System Conversion	INF_MA2402	Ray Chan	25,000	13,324	13,324	11,676		Completed	Completed - SMB Alarm and Duress Alarm. Recommending scope change to include Operations Building access control repair (\$15,000)
Fire Services									
AFRRCS Radio Conversion	FIR_MA2401	David Sturgeon	275,000	268,864	276,000	(1,000)		In Progress	Just waiting on final installation of Headsets (December)
Fire Hose & Nozzle Replacement	FIR_MA2402	David Sturgeon	50,000	48,115	48,115	1,885		Completed	
Thermal Imaging Camera & GX2 Ammonia Detector	FIR_MA2403	David Sturgeon	15,000	15,073	15,073	(73)		Completed	
SCBA Bottles Replacement	FIR_MA2404	David Sturgeon	15,000	13,600	13,600	1,400		Completed	
Replace Gas with Battery Powered Positive Pressure Ventilation Fan	FIR_MA2405	David Sturgeon	12,000	10,100	10,100	1,900		Completed	
Type 2 Sprinkler Protection System	FIR_VE2401	David Sturgeon	250,000	205,332	220,000	30,000		Completed	New project added. Resolution #016.01.24. \$100k Fire Reserve, balance up to \$150k from Financial Stabilization Reserve
Aerial/Ladder Truck Water Pump Repair	FIR_VE2402	David Sturgeon	32,000	31,632	31,632	368		Completed	New Project Added. Resolution # 116.06.24. Financial Stabilization Reserve
Municipal Enforcement									
Municipal Enforcement patrol vehicle		Mark Pretzlaff	60,000	-	50,000	10,000		In Progress	New project added, Resolution 213.10.24. \$60k Fire Reserve

2024 Quarter 3 (Jan to Sept) - Capital Budget Report

Capital Project Name	Project Code	Manager	2024 Revised Budget	2024 Actual Spent	Forecast Spend	Budget Variance	Carry Forward Funding Required	Project Status	Comments
Common Services									
Operations Shop - Emergency Exit Stairwell	CSE_BU2301	Donna McCallum	-	-	-	-	-	Cancelled	Council RFD July 17 - reallocate to purchase a facilities truck
Capital Building Improvements - Mechanic Shop	CSE_BU2401	Donna McCallum	250,000	193,441	250,000	-	-	In Progress	Ongoing maintenance and repairs to building. Purchase orders issued.
LED upgrades	CSE_BU2402	Donna McCallum	121,000	89,944	121,000	-	-	In Progress	Ongoing installs at all facilities
Bucket Truck	CSE_MA0010	Donna McCallum	202,300	205,027	205,027	(2,727)	-	Completed	
Fleet - GPS units	CSE_MA2401	Donna McCallum	25,000	-	25,000	-	-	In Progress	Purchase order issued
Cargo Van - Facilities	CSE_VE2301	Donna McCallum	-	-	-	-	-	Cancelled	Council RFD July 17 - reallocate to purchase a facilities truck
Truck - Facilities	CSE_VE2401	Donna McCallum	65,000	-	65,000	-	-	In Progress	Using funds from cancelled projects (CSE_BU2301 & CSE_VE2301)
Roads									
Roads - New Sand/Salt Storage Facility	ROA_BU2401	Donna McCallum	285,000	252,363	285,000	-	-	In Progress	Facility built and in use. Remaining funds may be required by year end.
Sidewalk improvements Annual Program	ROA_EN0011	Donna McCallum	200,000	144,330	200,000	-	-	In Progress	Ongoing
Wildflower Road	ROA_EN0015	Ethan Wilson	75,000	5,734	75,000	-	-	In Progress	New Project added. Resolution # 126.06.24 Roads OSL. Currently awaiting wetland approval, discussions with the province are ongoing.
Capital Projects Engineering Annual Program	ROA_EN2301	Ethan Wilson	105,000	43,957	75,000	30,000	-	In Progress	Projects for this year are essentially confirmed, no new projects anticipated.
Road Asset Management Plan (RAMP) Annual Program	ROA_EN2304	Ethan Wilson	315,000	273,243	300,000	15,000	-	Completed	2024 Work Complete, final invoicing in progress
Roads - New Ice Breaker Loader Attachment	ROA_MA2401	Donna McCallum	40,000	38,989	38,989	1,011	-	Completed	
Roads - New Calcium Tank	ROA_MA2402	Donna McCallum	20,000	21,727	21,727	(1,727)	-	Completed	
Roads - EPW 39 John Deere 770 Motor Grader Replac	ROA_VE2401	Donna McCallum	680,000	666,390	666,390	13,610	-	Completed	
Roads - PW 70 Chevrolet Silverado 1500 Replacement	ROA_VE2402	Donna McCallum	68,000	70,595	70,595	(2,595)	-	Completed	
Roads - EPW 58 & PW 27 Consolidation and Replacem	ROA_VE2403	Donna McCallum	40,000	38,552	38,552	1,448	-	Completed	
Water									
Water Reservoir Upgrades	WAT_BU2401	Ethan Wilson	2,265,000	147,995	1,000,000	1,265,000	1,265,000	In Progress	Equipment procurement ongoing, PO to be issued in Q4, Design work also proceeding. Carryforward will be required, total TBD
Central Irrigation System	WAT_EN0003	Ethan Wilson	10,000	-	-	10,000	-	Cancelled	Project not to proceed
Water Licence	WAT_EN2301	Ethan Wilson	608,950	588,134	608,950	-	-	Completed	Application with province and stakeholders complete. May be some additional costs associated with legal fees
Environmental Monitoring - Ag Society Grounds	WAT_EN2401	Ethan Wilson	45,000	27,115	45,000	-	-	In Progress	Ongoing monitoring. New project added. Resolution # 020.20.24, Financial Stabilization Reserve
Wastewater									
Lift Station Upgrades	SAN_EN2301	Ethan Wilson	50,000	-	50,000	-	-	In Progress	
WWTP Arc Flash Study	SAN_EN2401	Ethan Wilson	18,000	-	18,000	-	-	In Progress	
WWTP PLC/SCADA Upgrades (year 2 of 3)	SAN_MA2301	Ethan Wilson	479,000	80,566	479,000	-	-	In Progress	Grant funding of \$32,076.42 received Jan 30, 2024.
WWTP Lab Equipment	SAN_MA2302	Ethan Wilson	20,000	-	20,000	-	-	In Progress	
WWTP General Plant Upgrades	SAN_MA2303	Ethan Wilson	85,000	49,233	85,000	-	-	In Progress	
WWTP Polymer Make-Up System	SAN_MA2401	Ethan Wilson	-	-	-	-	-	Cancelled	Project Cancelled. Resolution # 075.04.24 CCBF Grant
WWTP Primary Clarifier Repair	SAN_MA2402	Ethan Wilson	175,000	-	175,000	-	-	In Progress	New project added. Resolution # 075.04.24 CCBF Grant

2024 Quarter 3 (Jan to Sept) - Capital Budget Report

Capital Project Name	Project Code	Manager	2024 Revised Budget	2024 Actual Spent	Forecast Spend	Budget Variance	Carry Forward Funding Required	Project Status	Comments
Recreation									
Aquatic Centre - Roof Replacement	REC_BU2302	Mark Pretzlaff	-	-	-	-		Completed	Late trailing costs
Aquatic Center - Chemical Room Repairs	REC_BU2401	Natasha Barron	8,000	7,619	7,619	381		Completed	Parts ordered, installation to occur during shutdown (late Aug/early Sept.) Due to water restrictions this project was completed in June 2024. Waiting for invoice. Q3 this is now completed and paid.
Aquatic Center - Guardrail/Fall Protection	REC_MA2401	Natasha Barron	10,000	9,520	9,520	480		Completed	Will be ordering fall protection in August 2024. Finalizing order. Q3 this is now completed and paid.
Aquatic Center - Lane Ropes	REC_MA2402	Natasha Barron	5,000	5,000	5,000	-		Completed	Lane Ropes have arrived and invoice was paid.
Aquatic Center - Pool Pumps	REC_MA2403	Natasha Barron	28,000	-	28,000	-		In Progress	Will be ordering pumps in August 2024. Finalizing order. Q3 in the process of ordering, was delayed as needed to do more research etc. Will finalize order by November 8th 2024.
Curling Rink - Roof Replacement	REC_BU2402	Marcie Brinton	447,000	274,337	383,979	63,021		In Progress	Contract awarded, construction starting end of July. \$90k reallocated to REC_BU2403
Family Centre - Ice Plant Compressor Overhaul	REC_MA2404	Craig Dilts	15,000	14,000	14,700	300		Completed	Final invoice submitted.
Family Centre - Wall & Siding Replacement	REC_BU2403	Craig Dilts	190,000	6,947	163,000	27,000		In Progress	Project underway. Expected completion date - mid November.
Sports Centre - Magnum Gym new floor	REC_BU2404	Lisa Montgomery	96,000	104,637	104,637	(3,637)		Completed	There was a \$5000 grant recieved to assist with removal of flooring. Cost was \$3,637 over amount approved in budget after factoring in the grant. Final invoice submitted.
Sports Centre Electrical Panel	REC_MA0001	Marcie Brinton	50,000	47,233	51,823	(1,823)		In Progress	Project underway. Expected completion date - mid November.
Recreation Needs Assessment	REC_EN2401	Marcie Brinton	60,000	7,416	52,334	7,666		In Progress	New Project Added. Resolution #046.03.24. Financial Stabilization Reserve. Projected completion date - end of November.
Parks									
Parks - Pathway Lifecycle Annual Program	PAR_LI2301	Ethan Wilson	75,000	49,075	49,075	25,925	25,000	Completed	2024 work complete, would like to carry forward remainder if possible.
Parks - Site Furniture (Benches, picnic tables, garbage	PAR_LI0006	Donna McCallum	25,000	7,308	25,000	-		In Progress	Ongoing
Lifecycle Playground Equipment Replacement	PAR_MA0001	Donna McCallum	84,550	62,527	84,547	3		Completed	
Parks - Kinsmen Park Christmas Lights Annual Program	PAR_MA2301	Donna McCallum	20,000	-	20,000	-		Not Started	
Parks - EPK 62 - Mower Replacement	PAR_VE2401	Donna McCallum	77,000	73,104	73,104	3,896		Completed	
Parks - EPK61 - Mower Replacement	PAR_VE2402	Donna McCallum	77,000	73,316	73,316	3,684		Completed	
Parks - PK 10 - Replacement	PAR_VE2403	Donna McCallum	100,000	98,556	100,556	(556)		Completed	
Parks - PK 60 - Dodge Ram 1500 - Replacement	PAR_VE2404	Donna McCallum	85,000	83,137	83,137	1,863		Completed	
Capital Budget Total			8,947,650	4,557,349	7,394,437	1,558,213	1,335,000		