



Corporate Quarterly Report

Quarter Four - 2022

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 Q4 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. Please note that the wording below on financial sustainability and intentional community development have not been changed to reflect the minor adjustment by Council as that change was made in early 2023 and will be captured in the next report.

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 stable tax rates that reduce overall Town debt, build financial reserves, maintain existing assets, and plan for managed growth.

Intentional Community Development

Strathmore creates communities for its residents and with its neighbours (Siksika Nation, Wheatland County) and institutional partners, which promote sustainable and intra-dependent family friendly spaces.

Climate Resiliency Including Environmental Stewardship

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

Economic Development

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

Community Wellness

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

Business Plan

Once Council has identified its strategic direction and determined its Strategic Priorities, it is the role of Administration to plan and implement activities which will ensure that

the priorities are achieved. The Corporate Business Plan outlines the activities planned by Administration to meet Council's expectations.

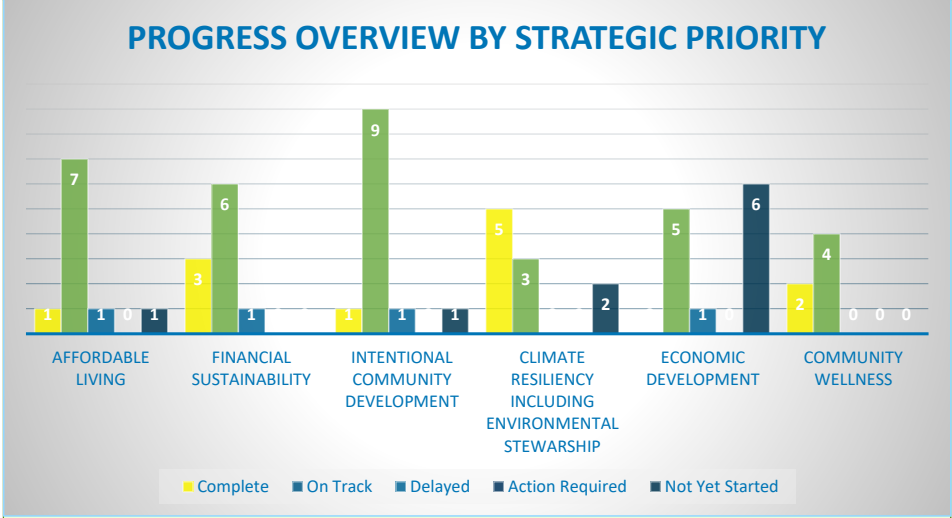
Q4 Progress Summary

Each of the administrative actions have been categorized based on timelines and progress made toward completing the task. The definitions of each of the 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.	33
▲ 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.	10
Total Administrative Tasks Identified		59

Administration has identified 59 administrative actions to support Council's strategic priorities. The timelines for these initiatives have timelines from January 2022 and December 2026 inclusive.

Progress on these administrative actions as of December 31, 2022 (Q4) can be seen below.



Commented [KR1]: Hey Juanita, I love the way this looks. The only thing is that Council mentioned previously about wanting different colours in the graph so it's easier to view and understand. Can you add some more Strathmore colours to this?

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
1.1 Synergistic Housing Product and Business Growth/ Sustainability Opportunities		
↑ 1.1.a Progressive land use practices	ongoing	Ongoing review of current LUBs
↑ 1.1.b Increasing Housing Product Forms- LUB Amendments	June 2023 - Dec 2024	Ongoing review of current LUBs
↑ 1.1.c Residential to Non-Residential Tax Ratio	Mar 2023 - Feb 2024	This has been incorporated into the new Municipal Development Plan.
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.

↑	1.2.a.i Consider indigenous partnerships and environmental synergies in project development	April 2022 - Mar 2023	Progress is ongoing. Administration is working with developers and stakeholders to ensure that environmental concerns are addressed, and new green opportunities are considered.
✓	1.2.a.ii Inventory of Town-Owned Properties for consideration as candidate properties	April 2022 - Dec 2022	Inventory data has been collected and shared with Council.
●	1.2.b Identify candidate projects/ sites/ partners	Dec 2023 - Sep 2024	MDP will guide projects, initiatives, and stakeholders
▲	1.2.c Evaluate aging-in-place opportunities and partnerships	April 2022 - June 2022	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.
↑	1.2.d Develop an advocacy strategy	Jan 2022 - June 2023	The Town has an advocacy strategy and will be updating it following the upcoming provincial election.
1.3 Community Wellbeing Investment			
↑	1.3.a Enable Social Procurement	Jan 2023 - Dec 2023	Administration is working with legal to review our existing policy in terms of next steps around enabling social procurement within the Town.

Strategic Priority #2: Financial Sustainability

Strathmore provides predictable and stable tax rates that reduce overall Town debt, build financial reserves, maintain existing assets, and plan for managed growth.

Supporting Administrative Actions	Proposed End Date	Q4 Progress Update	
2.1 Predictable and appropriate tax increases			
↑	2.1.a Revising the long-term financial plan	April 2022 - Dec 2023	The Town's finance department will be working on developing a long-term financial plan as part of 2023.
✓	2.1.a.i Develop budget best practice	April 2022 - Sep 2022	This was prepared to support the 2023 budget but will be continuously improved going forward. Completed.
↑	2.1.a.ii Development of a debt reduction/utilization strategy and policy	Sept 2022 - Jun 2023	Administration prepared an overview of the Town's debt to Council and is working on policy recommendations for Council around managing debt m
▲	2.1.a.iii Update the reserve policy	April 2022 - Sep 2022	Administration provided an update on the Town's current reserves as part of the budget process and will continue to support Council by developing policy recommendations for Council's consideration in 2023.

✓	2.1.a.iv Investment Strategy	April 2022 - Sep 2022	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 and is expected to be operational by 2024. Other opportunities are being explored and researched.
↑	2.1.a.vii Operational efficiencies	April 2022 - Ongoing	This is ongoing. As the budget process is refined there is more opportunity to recognize operational efficiencies.
↑	2.1.b Develop a service and service-levels inventory	Sept 2022 - Jun 2023	Administration met with members of other municipalities who have developed service level inventories to obtain templates and lessons learned.
✓	2.1.c Utilize business cases/ prioritization matrix	May 2022 - Sep 2022	Business cases have been implemented for the 2022 budget process and this is complete.

Strategic Priority #3: Intentional Community Development

Strathmore creates communities for its residents and with its neighbors (Siksika, Wheatland County) and institutional partners, which promote sustainable and intra-dependent family friendly spaces.

Supporting Administrative Actions	Proposed End Date	Q4 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 2023 Capital Budget Prioritization efforts.
↑	3.1.b Develop strategies, investigate partnerships and advocate for Broadband in the community/Technology	April 2022 - Jun 2023 Preliminary research is being completed on these initiatives to help determine next steps. Relationships have been established with, and updates received from, broadband providers.
3.2 Synergistic Partnerships		
↑	3.2.a Development of IDP and explore with Wheatland County the merits of an IAC to oversee opportunities such as: Joint Opportunities Task	April 2022 - Jun 2024 Provincial Deadline is June 1, 2024. Work has been done to find budget capacity for this project. A portion will be budgeted in 2023 and 2024 to complete this project. The County has been approached about the possibility of creating an IAC, but not other work has been done on this.











	Force (JOTF) for servicing and services and expansion of ICFs		The Town and County were recently awarded \$200,000 through the Alberta Communities Partnership Grant to support the IDP
↑	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.
↑	3.2.b.i Call to Action Plan	Sept 2022 - Dec 2022	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.c Models for innovative public-private partnerships and joint ventures for development	Sept 2022 - Jun 2023	
↑	3.2.d Complete required site planning and joint-use and partnerships agreements (JUPA) with school boards	Sept 2022 – Jun 2025	Process has started with stakeholder engagement. Agreement deadline extended, by AB government Ministerial Order, to June 10, 2025.
3.3 Diversity and Inclusivity			
✓	3.3.a Continue to expand anti-racism initiatives launched in partnership with Siksika	Jan 2022 - Jun 2022	The Anti-Racism Grant goals and objectives are complete as of September 30 th . Further plans, including a flagpole for the Siksika Flag, will be completed in 2023 pending budget approval.
↑	3.3.b Expand diversity and inclusion with new initiatives and incorporation into decision making and policy setting	Sept 2022 - Jun 2023	Initial discussions are under way. Consultants to help guide us in this area and facilitate training and education to Council and staff are being sourced.
3.4 Municipal Development Plan			
↑	3.4 Municipal Development Plan	Jan 2022 – Feb 2024	Internal & Council engagement ongoing, scope and consultant engagement under review. Draft MPD expected Q4 2023
3.5 Neighbourhood Network			
▲	3.5.a Provide recommendation for the expansion of block parties, community networking events (discussion with FCSS	April 2022 - Sep 2022	The block party program has gone through many revisions over the past year. The program was first created as an Economic Development driver and has since shifted focus into a Community Wellness initiative. CMED began the procurement of items in early 2022 and has since established a great starting point for the kit. In the past month, conversations

and incorporation with
Community Wellness

with FCSS have taken place and a partnership established that will see FCSS assist with the programming of the Block Party Program. Recommendations have been made and we expect to launch in later 2023.

Strategic Priority #4: Climate Resiliency Including Environmental Stewardship

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

Supporting Administrative Actions	Proposed End Date	Q4 Progress Update
4.1 Climate Adaptation Preparation		
 4.1.a CEIP Bylaw-LEED/equipment standard	Sept 2022 - Mar 2023	Initial conversations were had regarding this program as part of the Alberta Municipalities Convention.
 4.1.b Applying sustainability lens to decision making. Incorporate Sustainability Platform (Economic, social, environmental) Into:	April 2022 - Sept 2022	This was incorporated into Council's meeting documents.
 4.1.b.i Council meeting documents	April 2022 - Sept 2022	Completed
 4.1.b.ii Operational and Capital Business Cases	April 2022 - Sept 2022	Completed. Council has approved the Capital Prioritization Matrix.
 4.1.b.iii Division Business Plan	April 2022 - Sept 2022	It was decided that staff would leverage the existing Corporate Business Plan to support with developing division business plans.
 4.1.c Update the Sustainability Plan	Sept 2023 - Dec 2024	
 4.1.d Climate Resiliency Plan	Sept 2022 - Mar 2024	All opportunities being reviewed as they arise, no specific projects in progress at this time.
4.2 Local Environment		
 4.2.a Evaluation of Waste diversion enhancement opportunities	June 2023 - Mar 2024	Council update to come in Q2 2023. 2024 RFP's are prepared and will be re-reviewed in January.
 4.2.b Community Gardens	Sept 2022 - Dec 2023	Completed, but FCSS will continue to work with Communities in bloom for future projects.
 4.2.c Partnership with WID on enhancing resident awareness and education	April 2022 - Dec 2022	The WID has been engaged but we have been informed that they do not have communications funding at this time to undertake this initiative.

Strategic Priority #5: Economic Development

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

Supporting Administrative Actions	Proposed End Date	Q4 Progress Update
5.1 Revitalized, resilient, and intentional and planned growth community		
● 5.1.a Downtown revitalization strategy integrating business, social, environmental and institutional opportunities synergistically	June 2023 - Dec 2024	
● 5.1.b Community revitalization strategy	June 2024 - Dec 2025	To start after MDP adopted.
↑ 5.1.c Land acquisition, disposition, and utilization strategy	Dec 2022 - Dec 2023	Completed base level inventory.
↑ 5.1.d Downtown / community beautification program	Jan 2022 - Sept 2022	A plan has been drafted and a budget item came forward in the 2023 budget to support this; however, it was not funded so this initiative cannot proceed at this time.
▲ 5.1.e Explore innovative business attraction strategies	April 2022 - Dec 2022	A New Economic Development Officer is being recruited who will take the lead on this once they start. This may delay the timeline slightly.
● 5.1.f Explore Collaborative Economic Development with regional partners	March 2023 - Sept 2023	
● 5.1.g Develop economic development best practices including Green Tape, Competitive Analysis, Niche Sector analysis	June 2023 - Dec 2024	
● 5.1.h Economic Development Master Plan- Business Attraction, Expansion, Retention and Resiliency	Dec 2024 - Dec 2025	
● 5.1.i Develop a Community Events Strategy that integrates and realizes synergies with other economic, social and community strategies	June 2023 - Dec 2023	
↑ 5.1.j Develop a Community Marketing Strategy (Inclusive of events)	Jan 2022 - Dec 2024	With the hiring of a support in economic development, Communications and Economic Development have been working together to develop this strategy.
↑ 5.1.j.i Brand	Jan 2022 - Dec 2022	This an ongoing project. The initial rollout has concluded.
↑ 5.1.j.ii Marketing Events	Dec 2023 - Dec 2024	Preliminary work has begun with marketing events and initiatives.

Strategic Priority #6: Community Wellness

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

Supporting Administrative Actions	Proposed End Date	Q4 Progress Update
6.1 FCSS Initiatives		
✓ 6.1.a Engaging & supporting all Volunteers for a vibrant, connected community	Jan 2023 - Dec 2023	Volunteer connector launched.
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 - Sept 2023	Preliminary work has started but this will evolve as relationships with local partners are developed.
6.3 Successful Advocacy Outcomes		
✓ 6.3.a Strategic and prioritized advocacy plan supporting Council's Strategic Plan	May 2022 - Sept 2022	The Town has an advocacy plan developed and is implementing it.
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 Evaluate and 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 Advocacy	April 2022 - Dec 2022	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 will continue to reach out to associations and local stakeholders to better understand some of the issues.

Financial Summary

The Town of Strathmore has finished 2022 with a forecasted operating surplus of \$797 thousand. The 2022 surplus is higher than expected due to higher electrical and natural gas franchise fees, lower wage and benefit costs, and reduced debt and interest payments. Capital projects in the amount \$484 thousand were also funded by the Town's accumulated surplus.

Municipal

Operating:

- \$39.7 million in forecasted revenue, which is 99 percent of budget.
- \$38.4 million is the forecasted spent, which is 96 percent of budget.

Capital:

- There was a total of 78 municipal capital projects for 2022.
- \$7.87 million is the forecasted spent out of a \$8.96 million capital budget.

Investments

The Town has \$11.7 million in cash and investments and earned \$199 thousand in investment income during the year.

Reserves

The reserve balance is \$8.2 million at the end of 2022. The operating reserves make up \$0.7 million of this balance, with capital reserves accounting \$2.9 million, and restricted offsite levies being the remaining \$4.5 million.

Debt

The Town's outstanding debt at the end of 2022 is \$18.45 million, which is at 38.5 percent of the municipal debt ceiling.

Municipal Operating Variance Analysis

Council

- \$27 thousand lower than budget - travel, conferences, and supplies below budgeted amount.

General Revenue & Taxation

- \$792 thousand higher Franchise Fee revenue from Fortis and ATCO Gas. The December 2021 franchise fee payments were recorded in January 2022, so 2022 had 13 months of revenue.
- The Solar Farm tax revenue was \$192 thousand for 2022.

Administration - General

- \$617 thousand reduction in MSI grant revenue related to ineligible debt payments.

Strategic, Administrative and Financial Services

- No significant variances

Community & Protective Services

- \$445 thousand increase in RCMP costs related to the RCMP retroactive payment of \$492 thousand. The retro pay is for RCMP staff costs between 2017 and 2021. The invoice was recently received from the Federal Government.
- \$195 thousand reduction in MSI grant revenue related to ineligible debt payments.

Infrastructure, Operations and Development Services

- Business license revenue is \$50 thousand below the budgeted amount.
- Utility revenue (water, sanitary sewer, storm sewer & garbage) was right on target at 99.7 percent of budget (\$11.5 million)
- Garbage collection costs were \$110 thousand below budget.
- Fuel costs were \$31 thousand over budget.

General Reductions Over All Divisions

- \$917 thousand savings in wages and benefits across the organization
- \$161 thousand reduction in debt principal and interest payments compared to budget.
- Electricity and natural gas costs were \$231,00 above budget for 2022.
- Insurance costs were \$90 thousand below the budgeted amount.

Quarter Four 2022 - Operating Budget Forecast
Net Surplus (Deficit) Summary
January To December 2022

	2022	2022	2022	
	Budget	Actuals	Variance	Comments
Revenues				
Total Property Taxes	19,678,393	19,734,513	(56,120)	New Taxes - Solar Farm - \$190k
User fees and sales of goods	15,926,820	16,526,953	(600,133)	Franchise Fees - \$800k higher
Penalties and Cost of Taxes	210,000	185,284	24,716	-
Government Grants - Operating	2,116,737	1,325,506	791,231	MSI Grant Funding - \$812k reduction
Investment Income	306,001	327,713	(21,712)	-
Licences and Permits	625,500	513,100	112,400	Business License - \$50k lower
Other Revenues	590,479	392,419	198,060	Eliminated Various Internal Chargebacks
Transfer from Reserves - Operating	162,300	166,352	(4,052)	-
Internal Transfers Revenue	369,600	526,884	(157,284)	Internal Chargebacks - Utilities
Total Revenues	39,985,830	39,698,724	287,106	
Expenses				
Salaries, Wages, and Benefits	13,264,235	12,346,564	917,671	93 % of Budget - \$917k savings
Contracted and General Services	11,840,919	11,075,134	765,785	RCMP Retro Pay - \$492k expense
Materials, Goods, Supplies & Utilities	4,082,547	4,200,456	(117,909)	Electricity & Natural Gas - \$231k higher
Bank and Short Term Interest Charges	51,000	55,011	(4,011)	-
Other Expenditures	0	268	(268)	-
Transfers to Individuals and Organisations	427,750	384,173	43,577	Handibus Funding, Community Grants
Transfers to Local Boards and Agencies	429,251	433,665	(4,414)	Library & Marigold Funding
Interest on Long-term Debt	664,755	650,433	14,322	Annual Debt Interest
Long-term Debt Principal Payments	2,268,155	2,120,589	147,566	Annual Debt Principal
Transfers to Reserves - Operating & Capital	780,714	902,901	(122,187)	Earmarked for Utility Reserves
Internal Transfers Expenses	363,700	526,884	(163,184)	Internal Chargebacks - Utilities
Education & Seniors Tax Requisitions	5,812,804	5,720,901	91,903	Wheatland Housing & Education Levy
Total Expenses	39,985,830	38,416,981	1,568,849	
2022 Capital Projects (funded by Accumulated Surplus)	0	484,682	(484,682)	
Net Surplus (Deficit)	0	797,062	(797,062)	

Municipal Capital Summary

Budget vs. Forecast Comparison

\$7.87 million is forecasted to be spent out of a \$8.96 million cumulative capital budget, with:

- 66 projects on budget or below budget
- 12 projects above budget

Project Status

- 5 projects have been cancelled
- 5 projects are delayed
- 29 projects are in progress
- 44 projects are complete

Project Completion

Many of the Town's projects are multi-year in nature and will continue past the end of 2022. Most of the remaining capital projects are on target to be completed by mid-2023.

Quarter Four 2022 - Capital Budget Report

Project	2022 Capital Budget	2022 Actual Spent	Forecast Spend	Project Status	2023 Carry Forward	Comments
FIRE						
Fire Hall - Floor replacement	10,000	14,015	14,015	Complete	-	Unexpected structural fixes to complete work
Water Rescue Equipment	28,000	34,111	34,111	Complete	-	Additional items purchased to outfit the new boat
PARKS						
Undeveloped Land adjacent to Kinsmen Park	0	202	202	Complete	-	
Pathway Improvement Program	115,000	123,295	123,295	Complete	-	Covered through savings on Westridge Road
Benches, Picnic Tables (Various Locations)	25,000	0	25,000	In Progress	25,000	January delivery
Lifecycle Playground Equipment Replacement	90,000	0	90,000	Delayed	90,000	Delayed until 2023
Kinsmen Park Christmas Lights	20,000	0	0	Cancelled	-	Duplicate in 2021 and 2022 budgets
Bocce Courts	25,000	24,744	24,744	Complete	-	
EMERGENCY SERVICES						
New Dog Pound	0	0	0	Cancelled	-	-
RECREATION						
Sports Centre Electrical Panel	50,000	0	50,000	In Progress	50,000	February 2023
Family Centre Building Automation System	78,000	67,628	67,628	Complete	-	
Curling Rink Condenser	35,000	0	37,000	In Progress	37,000	April 2023
Ice Resurfacer Replacement	200,000	198,035	198,035	Complete	-	
Family Centre Snow Melt Pit	30,000	33,249	33,249	Complete	-	
Family Centre Scissor Lift	20,000	20,150	20,150	Complete	-	
Public Washroom Stalls	36,000	36,015	36,015	Complete	-	
Family Centre - Roof Replacement	252,000	251,838	251,838	Complete	-	Completed early 2022
Steam Sauna	70,000	19,011	19,011	Complete	-	
Pool Heat Exchanger	30,000	23,070	23,070	Complete	-	
Windscreen	12,000	0	12,000	Delayed	12,000	Delayed to June 2023
Resurfacing of tennis court surfaces	70,000	0	70,000	Delayed	70,000	Delayed to June 2023
Sports Centre - Additional Netting	40,000	37,845	37,845	Complete	-	
COMMON SERVICES						
1 Ton Truck Crew Cab with Dump Box	130,000	109,829	109,829	Complete	-	
Water Tank & Skid	50,000	0	50,000	In Progress	50,000	Ordered - waiting for delivery & final invoice
Loader	460,000	0	460,000	In Progress	460,000	Ordered - waiting for delivery & final invoice
Compact Track Loader	180,000	0	190,000	In Progress	190,000	Ordered - waiting for delivery & final invoice
Crack Sealer	75,000	76,715	76,715	Complete	-	
Municipal Tractor	161,300	0	161,300	In Progress	161,300	Ordered - waiting for delivery & final invoice
Snow Blower Chute	6,400	0	6,400	In Progress	6,400	Ordered - waiting for delivery & final invoice
Snow Blower	21,500	0	21,500	In Progress	21,500	Ordered - waiting for delivery & final invoice
Bucket Truck	200,000	0	200,000	In Progress	200,000	Ordered - waiting for delivery & final invoice
Walk Behind Mower	18,000	17,508	17,508	Complete	-	
Remote control mower - sloped ditches	15,000	0	0	Cancelled	-	
Tilt Deck Trailer	15,000	13,442	13,442	Complete	-	
Fuel storage shed	5,000	4,260	4,260	Complete	-	
Parts Washer	10,000	9,723	9,723	Complete	-	
Roll Off Bins	12,000	0	10,100	In Progress	10,100	January 2023
ROADS						
Capital Projects Engineering Design	108,000	52,386	52,386	Complete	-	General engineering for future projects
Wheelchair Ramp Program	30,000	0	30,000	Delayed	30,000	Summer 2023
RRFB Crosswalk Program	27,000	29,792	29,792	Complete	-	
Lakeside Blvd & Archie Klaiber Trail Intersection Upgrade	0	28,709	28,709	Complete	-	Funded from Capital Projects Engineering
Sidewalk Improvements	115,000	0	115,000	Delayed	115,000	Delayed due to supply chain issues
RAMP Asphalt Paving Program	422,000	511,970	511,970	Complete	-	Covered through savings on Westridge Road
Westridge Rd Rehabilitation	698,513	608,814	619,000	In progress	10,000	Funds for miscellaneous landscaping repairs - \$2.4m total project over 2021 and 2022.
South Kinsmen Parking Lot	140,000	205,612	205,612	Complete	-	Covered through savings on Westridge Road
Wildflower Wetland Assessment	0	305	305	Complete	-	-
Westridge Road Paving (Wildflower Road to Hwy 1 Access)	394,000	200,606	200,606	Complete	-	Savings on this project covered other projects

Quarter Four 2022 - Capital Budget Report

Project	2022 Capital Budget	2022 Actual Spent (Sept 30)	2022 Forecast Spend	Project Status	Estimated Under/(Over) Budget	Comments
STORM SEWER						
Strathmore Lakes Pond Outfall Upgrade	7,050	7,050	7,050	Complete	-	
Brent Blvd Surface Drainage Improvements	100,000	36,258	36,258	Complete	-	
Fourth Street Upgrades	50,000	28,155	28,155	Complete	-	
Ridge Road Storm Sewer	552,000	426,852	452,000	In Progress	25,000	Funds for miscellaneous landscaping repairs - 2023
CSMI Capital Projects	35,000	8,981	8,981	Complete	-	
Infrastructure/GIS Survey Equipment	30,000	17,039	17,039	Complete	-	
WATER						
Utility Tower & Software - Sensus	26,880	0	0	Complete	-	Customer Portal - cancelled
Brentwood Reservoir Decommissioning	4,678	1,390	1,390	Complete	-	2021 carryforward project
Central Irrigation System	109,000	59,471	70,000	In Progress	10,000	Funding for miscellaneous landscaping repairs - 2023
Willow Drive - utility main replacement	854,537	698,021	725,000	In Progress	25,000	Asphalt deficiency of \$25,000 not completed - 2023/24
Westdale Street Utility Main Replacement	50,000	22,947	22,947	Complete	-	
Westmount Main Upsizing	790,000	549,379	549,379	Complete	-	
WASTE WATER						
WWTP Aeration System	58,195	40,262	40,262	Complete	-	
Lift Stations Upgrades & Maintenance	45,000	61,281	61,281	Complete	-	
WWTP Laboratory Equipment Replacement	20,000	17,149	17,149	Complete	-	
Central Trunk Sewer Upgrade - Phase 1	503,000	441,843	441,843	Complete	-	
WWTP PLC/SCADA Upgrades	315,000	270,603	270,603	Complete	-	
WWTP - Equipment Storage	267,000	232,964	232,964	Complete	-	
WWTP - Alum Tank Inspection	8,000	0	0	Cancelled	-	Tank is still in good shape
WWTP - Plant Upgrades	83,000	85,545	85,545	Complete	-	
ADMINISTRATION						
Software for Finance	31,000	23,945	31,000	In Progress	7,000	ReqLogic Software Phase 2 - Summer 2023
GP Upgrades	30,000	0	30,000	In Progress	30,000	Finance software cloud solution
Offsite Backups	25,892	4,394	26,000	In Progress	21,500	2023 will expand offsite backup to the cloud
Firewall Redundancy	11,678	0	12,000	In Progress	12,000	High Availability Firewall switchover Q2 2023
Continuity of Connectivity between Buildings	2,000	0	2,000	In Progress	2,000	Carrying over \$2k for WiFi parts replacement.
Disaster Recovery - IT Infrastructure/Network	15,000	0	15,000	In Progress	15,000	Resources Constrained
Replace Phone System	30,000	0	30,000	In Progress	30,000	SMB cutover pending in Q1 2023
CyberSecurity Improvements, Risk Remediation, Network Security	8,000	0	8,000	In Progress	8,000	Cybersecurity ISO27001 assessment activity in Q1 -2 2023
Evergreen client compute equipment	90,000	16,231	90,000	In Progress	74,000	Replacing approximately 20 to 30 laptops in 2023 Q1 - annual replacement cycle
Pictometry - New software for IODS	22,000	12,987	12,987	Complete	-	Mapping & GIS items
IT Backup Systems Project	150,000	0	130,000	In Progress	130,000	H/W procurement delayed to supply chain issue
Rebranding Rollout	35,000	3,673	35,000	In Progress	31,400	Work with consultant on creating branding assessment
Event Tools and Equipment	15,000	6,668	15,000	In Progress	8,300	Canopy/Flags on order, camera on backorder
Website Redesign	0	0	0	Cancelled	-	-
Town Hall Flagpole	12,000	0	12,000	In Progress	12,000	Pole received. Separate report to come to council for installation funding.
CEMETERY						
Columbarium	50,000	53,531	60,000	In Progress	6,500	Installation early 2023. Concrete pad required.
Total Expense	8,965,623	5,879,502	7,868,201		1,986,000	