



# Corporate Quarterly Report

Quarter Three - 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.

Normally there are two parts within this report:

Strategic Initiatives 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.

# Table of Contents

---

Strategic Plan Progress Reporting	<b>3</b>
Financial Summary	<b>12</b>
Municipal	
• Operating Summary by Function	<b>13</b>
• Capital Summary	<b>15</b>

# Strategic Plan Q3 Progress Report

---

## Councils Strategic Priorities

The Town of Strathmore's Council has identified six areas which will receive focus during this Council's term. These priorities were selected based on community feedback provided to Council as well as current service opportunities and challenges from Administration.

For each Strategic Priority, Council outlined the outcome is desired to achieve in the next four years 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 create communities for its residents and with its neighbours (Siksika Nation, Wheatland County) and institutional partner, 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 business Plan outlines the Activities planned by Administration to meet Council's expectations.

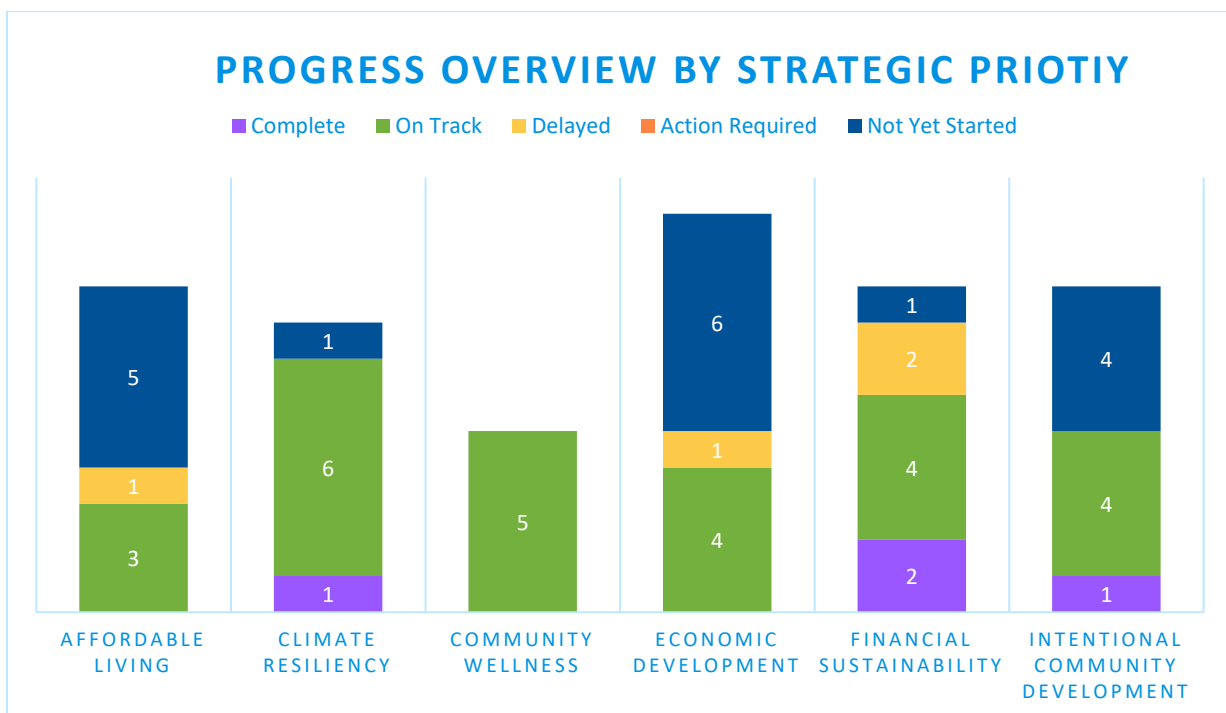
## Q3 Progress Summary

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

Status	Definition	# of Supporting Tasks
✓ Completed	Work has been completed on this initiative.	5
↑ 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.	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.	17
<b>Total Administrative Tasks Identified</b>		<b>55</b>

Administration has identified 55 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 October 31, 2022 (Q3) 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
<b>1.1 Synergistic Housing Product and Business Growth/ Sustainability Opportunities</b>		
 1.1.a Progressive land use practices	June 2023 - Dec 2024	
 1.1.b Increasing Housing Product Forms- LUB Amendments	June 2023 - Dec 2024	
 1.1.c Residential to Non-Residential Tax Ratio	April 2022 - Dec 2022	This has been incorporated into the new Municipal Development Plan.
<b>1.2 Increased Availability of Affordable Housing</b>		
 1.2.a Develop value-added affordable housing strategies	April 2022 - Dec 2023	Process is underway. Administration is engaging community partners to ensure that local resources are maximized, and all parties are on the same page.
 1.2.a.i Consider indigenous partnerships and environmental synergies in project development	April 2022 - Mar 2023	Not yet started
 1.2.a.ii Inventory of Town-Owned Properties for consideration as candidate properties	April 2022 - Dec 2022	Inventory data has been collected. Follow up is needed to refine the data for.
 1.2.b Identify candidate projects/ sites/ partners	Dec 2023 - Sep 2023	
 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's Advocacy consultant is recommending that the Town wait until a new UCP leader has been elected. Once the leader is elected and their cabinet is selected, the Town will begin work on the development of an advocacy plan.
<b>1.3 Community Wellbeing Investment</b>		
 1.3.a Enable Social Procurement	Jan 2023 - Dec 2023	

## 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	Q3 Progress Update
<b>2.1 Predictable and appropriate tax increases</b>		
 2.1.a Revising the long-term financial plan	April 2022 - Dec 2023	A Senior Manager of Financial Services has been hired and has conducted an initial review of our existing plan.
 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	Research is still ongoing regarding the Town's current debt and proposed debt policies.
 2.1.a.iii Update the reserve policy	April 2022 - Sep 2022	Research has been undertaken regarding reserve policies. Finance will be preparing a report for Council in late October/November with an overview of where the Town's reserves are at to support the policy development process. This process was delayed due to the hiring of a new Senior Finance Manager.
 2.1.a.iv Investment Strategy	April 2022 - Sep 2022	Administration will be meeting with our investors and will be moving forward with aligning the Town's investment policy with the investment agreements with the bank. This process was delayed due to the hiring of a new Senior Finance Manager.
 2.1.a.v Asset management program development and implementation	April 2022 - Dec 2023	The quarter focused on educational opportunities for staff and council. Preliminary work to establish the Town's asset registry has commenced.
 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 opportunities	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	
 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	Q3 Progress Update
<b>3.1 Connective Community</b>		
● 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.
<b>3.2 Synergistic Partnerships</b>		
↑ 3.2.a Development of IDP and explore with Wheatland County the merits of an IAC to oversee opportunities such as: Joint Opportunities Task Force (JOTF) for servicing and services and expansion of ICFs	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.
● 3.2.b Develop additional reconciliation and economic development strategies with Siksika First Nation	Sept 2022 - Dec 2023	
↑ 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	This has not started yet; pending Economic Development recruitment.
● 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 - Mar 2023	
<b>3.3 Diversity and Inclusivity</b>			
	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 <sup>th</sup> . 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.
<b>3.4 Municipal Development Plan</b>			
	3.4 Municipal Development Plan	Jan 2022 - Jun 2023	A session will occur with Council in the Fall 2022. A date has been requested for Oct/Nov but has not been confirmed yet.
<b>3.5 Neighbourhood Network</b>			
	3.5.a Provide recommendation for the expansion of block parties, community networking events (discussion with FCSS and incorporation with Community Wellness	April 2022 - Sep 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. CMED has partnered with Operations to repurpose an existing, unutilized trailer. Interior organization and exterior vinyl wrapping will commence in Spring 2023. In the past month, conversations 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 Spring 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	Q3 Progress Update
<b>4.1 Climate Adaptation Preparation</b>		
 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	See updates below.
 4.1.b.i Council meeting documents	April 2022 - Sept 2022	In progress- this will be completed in October 2022.
 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	
 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.
<b>4.2 Local Environment</b>		
 4.2.a Evaluation of Waste diversion enhancement opportunities	June 2023 - Mar 2024	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 and a communications plan is being developed. Slightly delayed as the WID is waiting on communications funding.

## Strategic Priority #5: Economic Development

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

Supporting Administrative Actions	Proposed End Date	Q3 Progress Update
<b>5.1 Revitalized, resilient, and intentional and planned growth community</b>		
● 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 2023 - Dec 2024	
● 5.1.c Land acquisition, disposition, and utilization strategy	Dec 2022 - Dec 2023	
↑ 5.1.d Downtown / community beautification program	Jan 2022 - Sept 2022	A plan has been drafted and a budget item will be coming forward for the 2023 budget to support this.
▲ 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	A meeting with SLT has been set up for Wednesday, September 28th at which time we'll be diving into this project and determining its full scale.
↑ 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	Q3 Progress Update
<b>6.1 FCSS Initiatives</b>		
↑ 6.1.a Engaging & supporting all Volunteers for a vibrant, connected community	Jan 2023 - Dec 2023	Volunteer connector lunch and learn has been planned for October 5, 2022.
<b>6.2 Efficient and Effective intra- and inter-community service provision</b>		
↑ 6.2.a Evaluate options for services provision inclusive of Town, NGOs, private, institutional and partnerships	April 2022 - Sept 2023	Preliminary work has started but this will evolve as relationships with local partners are developed.
<b>6.3 Successful Advocacy Outcomes</b>		
↑ 6.3.a Strategic and prioritized advocacy plan supporting Council's Strategic Plan	May 2022 - Sept 2022	Development and implementation of a phased advocacy plan consistent with Provincial timelines (pre- and post-UCP leadership and post-2023 election) is underway.
<b>6.4 Maintain and Increase Institutional and NGO Supports in the Community</b>		
↑ 6.4.a Evaluate enhancement to existing granting policies	Sept 2023 - Dec 2024	Administration will facilitate a workshop with Council regarding grant policies and procedures; booked for September 28, 2022.
↑ 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 first nine months of 2022 resulted in a forecasted surplus of \$245 thousand. The forecast surplus is primary due to higher than expected electrical and natural gas franchise fees, lower wage and benefit costs, and reduced debt payments. The forecast surplus would be significantly higher (\$1.05 million) if not due to the MSI grant funding reduction of \$812 thousand. This grant reduction will be offset by funds from the 2021 surplus.

## Municipal

Operating:

- \$39.1 million in forecasted revenue, which is 98% of budget.
- \$38.8 million is the forecasted spent, which is 97% of budget.

Capital:

- There is a total of 80 municipal capital projects for 2022.
- To date, \$8.8 million is the forecast spent out of a \$9.6 million cumulative budget.

## Investments

The Town has \$11.7 million in cash and investments and earned \$160 thousand in investment income to date.

## Reserves

The reserve balance is \$7.9 million, with a forecasted year-end uncommitted balance of \$0.7 million.

## Debt

The Town's outstanding debt is \$20.0 million, which is at 42% of the municipal ceiling.

# Municipal Operating Variance Analysis

---

## Council

- \$40 thousand lower than budget - travel, conferences, and supplies well below budget

## General Revenue & Taxation

- \$500 thousand higher Franchise Fee revenue from Fortis and ATCO Gas
- Solar Farm tax revenue still to be determined. A supplemental tax bill will be prepared in December once the assessment value is calculated and released by the Provincial Government.

## Administration - General

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

## Strategic, Administrative and Financial Services

- No significant variances

## Community & Protective Services

- \$400 thousand increase in RCMP costs related to the RCMP retroactive pay adjustment back to 2017. No invoice received yet from the Federal Government.
- \$60 thousand reduction in Aquatic Centre revenue from the shutdown
- \$20 thousand increase in Sports Centre revenue

## Infrastructure, Operations and Development Services

- Business License revenue is \$55 thousand below the budgeted amount
- Utility revenue (water, sanitary sewer, storm sewer & garbage) is forecast to be right on target at 100% of budget (\$11.7 million)
- \$20 thousand increase in fuel costs and other contract services. Winter snow removal will significantly impact final costs.

## General Reductions Over All Divisions

- \$823 thousand savings in wages and benefits across the organization
- \$300 thousand reduction in debt principal and interest payments compared to budget

## Quarter Three 2022 - Operating Budget Forecast

### Net Surplus (Deficit) Summary

January To September 2022

	2022	2022	2022	
	Budget	Actuals	Year-End Forecast	Comments
<b>Revenues</b>				
01) Total property taxes	19,678,393	19,498,042	19,648,000	Solar Farm Tax - Dec Billing
02) User fees and sales of goods	15,926,820	12,640,076	16,392,000	Franchise Fees - \$500k higher
03) Penalties and cost of taxes	210,000	169,522	185,500	-
04) Government transfers for operating	2,116,737	812,671	1,313,217	\$812k reduction for MSI Grant
05) Investment Income	306,001	80,846	300,000	-
06) Licences and permits	625,500	478,982	534,500	-
08) Other Revenues	235,488	192,490	188,869	-
09) Transfer from Reserves	162,300	1,791	0	Capitalization of wages eliminated
10/11) Internal Transfers Revenue	724,591	603,430	520,700	Internal Charges & Cost Sharing
<b>Total Revenues</b>	<b>39,985,830</b>	<b>34,477,849</b>	<b>39,082,786</b>	
<b>Expenses</b>				
01) Salaries, Wages, and Benefits	13,276,235	9,024,127	12,453,000	94 % of Budget
02) Contracted and General Services	11,822,919	6,457,821	11,652,450	RCMP Retro Included - \$400k
03) Materials, Goods, Supplies and Utilities	4,082,547	3,091,057	4,256,510	-
04) Bank Charges and Short Term Interest	51,000	42,783	55,000	-
05) Other Expenditures	6,000	7,880	16,060	-
07) Transfers to Individuals and Organisations	427,750	348,857	421,278	-
08) Transfers to Local Boards and Agencies	429,251	263,040	433,666	Library Funding & Others
09) Interest on Long Term Debt	664,755	490,824	579,654	Reflects Actual Debt Interest
10) Long-term Debt Principal Payments	2,268,155	0	2,120,589	Reflects Actual Debt Principal
11) Transfers to Reserves	780,714	343,569	777,105	Earmarked for Utility Reserves
12) Internal Transfers Expenses	363,700	431,962	363,700	Internal Water & Sewer Charges
19) Requisitions	5,812,804	2,826,563	5,708,782	Wheatland Housing & Education Levy
<b>Total Expenses</b>	<b>39,985,830</b>	<b>23,328,484</b>	<b>38,837,794</b>	
<b>Net Surplus (Deficit)</b>	<b>0</b>	<b>11,149,365</b>	<b>244,992</b>	
<b>Municipal Building Debt - Funded By 2021 Surpl</b>	<b>0</b>	<b>0</b>	<b>812,000</b>	
<b>Adjusted Net Surplus (Deficit)</b>	<b>0</b>	<b>11,149,365</b>	<b>1,056,992</b>	



# Municipal Capital Summary

---

## Budget vs. Forecast Comparison

\$8.8 million is forecasted to be spent out of a \$9.6 million cumulative capital budget, with:

- 67 projects on budget or below budget
- 13 projects above budget

## Project Status

- 5 projects have been cancelled
- 10 projects are delayed
- 36 projects are in progress
- 29 projects are completed

## Project Completion

Many of the Town's projects are multi-year in nature and will continue past the end of 2022. Administration will bring forward a report to Council in early February listing the projects that will be carried forward into 2023 for completion.

## Quarter Three 2022 - Capital Budget Report

Project	2022 Actual Spent (Sept 30)	2022 Capital Budget	2022 Forecast Spend	Estimated Under/(Over) Budget	Project Status	Comments
<b>FIRE</b>						
Fire Hall - Floor replacement	14,015	10,000	14,015	(4,015)	Complete	Unexpected structural fixes to complete work
Water Rescue Equipment	24,217	28,000	25,751	2,249	Complete	
<b>PARKS</b>						
Undeveloped Land adjacent to Kinsmen Park	202	0	202	(202)	Complete	Land title fee for the Wheatland Lodge
Pathway Improvement Program	123,295	115,000	123,295	(8,295)	Complete	Overage covered by savings on Westridge Rd
Benches, Picnic Tables (Various Locations)	0	25,000	25,000	0	In Progress	
Lifecycle Playground Equipment Replacement	0	90,000	90,000	0	In Progress	
Kinsmen Park Christmas Lights	18,919	20,000	18,919	1,081	Complete	
Bocce Courts (12' X 60')	0	25,000	30,000	(5,000)	Complete	Over budget due to concrete supply and prices
<b>EMERGENCY SERVICES</b>						
New Dog Pound	0	0	0	0	Cancelled	
<b>RECREATION</b>						
Sports Centre Electrical Panel	0	50,000	50,000	0	In Progress	Won't be completed until 2023
Family Centre Building Automation System	57,088	78,000	78,000	0	Delayed	Manufacturing delays
Curling Rink Condenser	0	35,000	35,000	0	Delayed	Supply chain issue for product availability
Ice Resurfacer Replacement	189,635	200,000	199,117	883	In Progress	
Family Centre Snow Melt Pit	29,375	30,000	34,911	(4,911)	Complete	
Family Centre Scissor Lift	20,150	20,000	21,158	(1,158)	Complete	
Public Washroom Stalls	36,015	36,000	35,520	480	Complete	
Family Centre – Roof Replacement	251,838	252,000	252,000	0	Complete	
Steam Sauna	17,750	70,000	20,000	50,000	Complete	
Pool Heat Exchanger	0	30,000	30,000	0	In Progress	
Windscreen	0	12,000	12,000	0	Delayed	Supply chain issue of product availability
Resurfacing of tennis court surfaces	0	70,000	70,000	0	Delayed	Unable to secure contractor. Delayed to 2023
Sports Centre - Additional Netting	37,845	40,000	37,845	2,155	Complete	
<b>COMMON SERVICES</b>						
1 Ton Truck Crew Cab with Dump Box	109,829	130,000	109,829	20,171	Complete	Out for Tender
Water Tank & Skid	0	50,000	50,000	0	In Progress	Out for Tender
Loader	0	460,000	460,000	0	In Progress	Out for Tender
Compact Track Loader	0	180,000	186,000	(6,000)	In Progress	Out for Tender
Crack Sealer (EPW-054)	76,715	75,000	76,715	(1,715)	Complete	Out for Tender
Municipal Tractor (Series MT7)	0	145,230	145,230	0	In Progress	Out for Tender
Trackless MT7 Attachment - Cold Planer	0	42,000	42,000	0	In Progress	Out for Tender
Bucket Truck	0	200,000	200,000	0	In Progress	Out for Quotes
Walk behind mower to replace the zero turn	0	18,000	18,000	0	In Progress	Not purchasing due to quotes over budget
Remote control mower - sloped ditches	0	15,000	0	15,000	Cancelled	
Tilt Deck Trailer	13,442	15,000	13,442	1,558	Complete	
Fuel storage shed	0	5,000	4,500	500	Complete	
Parts Washer	9,723	10,000	9,723	277	Complete	Out for Quotes
Roll Off Bins	0	12,000	12,000	0	In Progress	
<b>ROADS</b>						
Capital Projects Engineering Design	30,374	108,000	61,819	46,181	In Progress	Wages Removed
Wheelchair Ramp Program	0	30,000	30,000	0	Delayed	Contractor availability issues
RRFB Crosswalk Program	29,792	27,000	29,679	(2,679)	Complete	
Lakeside Blvd & Archie Klaiber Trail Intersection Upgrade	28,709	0	28,709	(28,709)	Complete	Project funded from Capital Projects Engineering Design
Sidewalk Improvements	0	115,000	115,000	0	Delayed	Delayed due to supply chain issues
RAMP Asphalt Paving Program	511,970	422,000	517,015	(95,015)	Complete	Overage covered by savings on Westridge Rd
Westridge Rd Rehabilitation	1,101,143	1,311,816	1,226,793	85,023	In Progress	
South Kinsmen Parking Lot	205,612	140,000	205,612	(65,612)	Complete	Overage covered by savings on Westridge Rd
Westridge Road Paving (Wildflower Road to Hwy 1 Access)	194,532	394,000	189,487	204,513	Complete	Savings used for Pathway Improvement, RAMP Paving & Kinsmen Parking Lot

Project	2022 Actual Spent (Sept 30)	2022 Capital Budget	2022 Forecast Spend	Estimated Under/(Over) Budget	Project Status	Comments
<b>FIRE</b>						
Fire Hall - Floor replacement	14,015	10,000	14,015	(4,015)	Complete	Unexpected structural fixes to complete work
Water Rescue Equipment	24,217	28,000	25,751	2,249	Complete	
<b>PARKS</b>						
Undeveloped Land adjacent to Kinsmen Park	202	0	202	(202)	Complete	Land title fee for the Wheatland Lodge
Pathway Improvement Program	123,295	115,000	123,295	(8,295)	Complete	Overage covered by savings on Westridge Rd
Benches, Picnic Tables (Various Locations)	0	25,000	25,000	0	In Progress	
Lifecycle Playground Equipment Replacement	0	90,000	90,000	0	In Progress	
Kinsmen Park Christmas Lights	18,919	20,000	18,919	1,081	Complete	
Bocce Courts (12' X 60')	0	25,000	30,000	(5,000)	Complete	Over budget due to concrete supply and prices
<b>EMERGENCY SERVICES</b>						
New Dog Pound	0	0	0	0	Cancelled	
<b>RECREATION</b>						
Sports Centre Electrical Panel	0	50,000	50,000	0	In Progress	Won't be completed until 2023
Family Centre Building Automation System	57,088	78,000	78,000	0	Delayed	Manufacturing delays
Curling Rink Condenser	0	35,000	35,000	0	Delayed	Supply chain issue for product availability
Ice Resurfacers Replacement	189,635	200,000	199,117	883	In Progress	
Family Centre Snow Melt Pit	29,375	30,000	34,911	(4,911)	Complete	
Family Centre Scissor Lift	20,150	20,000	21,158	(1,158)	Complete	
Public Washroom Stalls	36,015	36,000	35,520	480	Complete	
Family Centre – Roof Replacement	251,838	252,000	252,000	0	Complete	
Steam Sauna	17,750	70,000	20,000	50,000	Complete	
Pool Heat Exchanger	0	30,000	30,000	0	In Progress	
Windscreen	0	12,000	12,000	0	Delayed	Supply chain issue of product availability
Resurfacing of tennis court surfaces	0	70,000	70,000	0	Delayed	Unable to secure contractor. Delayed to 2023
Sports Centre - Additional Netting	37,845	40,000	37,845	2,155	Complete	
<b>COMMON SERVICES</b>						
1 Ton Truck Crew Cab with Dump Box	109,829	130,000	109,829	20,171	Complete	Out for Tender
Water Tank & Skid	0	50,000	50,000	0	In Progress	Out for Tender
Loader	0	460,000	460,000	0	In Progress	Out for Tender
Compact Track Loader	0	180,000	186,000	(6,000)	In Progress	Out for Tender
Crack Sealer (EPW-054)	76,715	75,000	76,715	(1,715)	Complete	Out for Tender
Municipal Tractor (Series MT7)	0	145,230	145,230	0	In Progress	Out for Tender
Trackless MT7 Attachment - Cold Planer	0	42,000	42,000	0	In Progress	Out for Tender
Bucket Truck	0	200,000	200,000	0	In Progress	Out for Quotes
Walk behind mower to replace the zero turn	0	18,000	18,000	0	In Progress	Not purchasing due to quotes over budget
Remote control mower - sloped ditches	0	15,000	0	15,000	Cancelled	
Tilt Deck Trailer	13,442	15,000	13,442	1,558	Complete	
Fuel storage shed	0	5,000	4,500	500	Complete	
Parts Washer	9,723	10,000	9,723	277	Complete	Out for Quotes
Roll Off Bins	0	12,000	12,000	0	In Progress	
<b>ROADS</b>						
Capital Projects Engineering Design	30,374	108,000	61,819	46,181	In Progress	Wages Removed
Wheelchair Ramp Program	0	30,000	30,000	0	Delayed	Contractor availability issues
RRFB Crosswalk Program	29,792	27,000	29,679	(2,679)	Complete	
Lakeside Blvd & Archie Klaiber Trail Intersection Upgrade	28,709	0	28,709	(28,709)	Complete	Project funded from Capital Projects Engineering Design
Sidewalk Improvements	0	115,000	115,000	0	Delayed	Delayed due to supply chain issues
RAMP Asphalt Paving Program	511,970	422,000	517,015	(95,015)	Complete	Overage covered by savings on Westridge Rd
Westridge Rd Rehabilitation	1,101,143	1,311,816	1,226,793	85,023	In Progress	
South Kinsmen Parking Lot	205,612	140,000	205,612	(65,612)	Complete	Overage covered by savings on Westridge Rd
Westridge Road Paving (Wildflower Road to Hwy 1 Access)	194,532	394,000	189,487	204,513	Complete	Savings used for Pathway Improvement, RAMP Paving & Kinsmen Parking Lot

# Quarter Three 2022 - Capital Budget Report

Project	2022 Actual Spent (Sept 30)	2022 Capital Budget	2022 Forecast Spend	Estimated Under/(Over) Budget	Project Status	Comments
<b>STORM SEWER</b>						
Strathmore Lakes Pond Outfall Upgrade	7,050	7,050	7,050	0	Complete	
Brent Blvd Surface Drainage Improvements	0	100,000	36,000	64,000	In Progress	
Fourth Street Upgrades	0	50,000	32,000	18,000	In Progress	
Ridge Road Storm Sewer	34,501	552,000	495,000	57,000	In Progress	
CSMI Capital Projects	8,981	35,000	8,981	26,019	Complete	
Infrastructure/GIS Survey Equipment	17,039	30,000	17,040	12,960	Complete	
<b>WATER</b>						
Utility Tower & Software - Sensus	0	26,880	0	26,880	Cancelled	
Brentwood Reservoir Decommissioning	101,177	104,465	101,177	3,288	Complete	
Central Irrigation System	8,820	109,000	65,000	44,000	In Progress	
Willow Drive - utility main replacement	597,103	854,537	795,000	59,537	In Progress	
Westdale Street Utility Main Replacement	0	50,000	36,000	14,000	In Progress	
Westmount Main Upsizing	74,770	790,000	705,000	85,000	In Progress	
<b>WASTE WATER</b>						
Lift Stations Upgrades & Maintenance	44,473	45,000	47,000	(2,000)	In Progress	
WWTP Laboratory Equipment Replacement	0	20,000	20,000	0	In Progress	
Central Trunk Sewer Upgrade - Phase 1	433,297	503,000	460,000	43,000	Complete	2022 Phase complete
WWTP PLC/SCADA Upgrades	26,960	315,000	217,000	98,000	In Progress	
WWTP - Equipment Storage	1,170	267,000	232,000	35,000	In Progress	
WWTP - Alum Tank Inspection	0	8,000	0	8,000	Cancelled	Lifespan is expected for 10-20 more years
WWTP - Plant Upgrades	46,178	83,000	74,000	9,000	In Progress	
<b>ADMINISTRATION</b>						
Software for Finance	30,725	31,000	30,725	275	Complete	
GP Upgrades	0	30,000	30,000	0	Delayed	Resources Constraint
Offsite Backups	4,394	25,892	25,892	0	In Progress	
Firewall Redundancy	0	11,678	11,678	0	In Progress	
Continuity of Connectivity between Buildings	0	2,000	2,000	0	In Progress	
Disaster Recovery - IT Infrastructure/Network	0	15,000	15,000	0	Delayed	Resources Constraint
Replace Phone System	0	30,000	30,000	0	Delayed	Resources Constraint
CyberSecurity Improvements, Risk Remediation, Network Security	0	8,000	8,000	0	In Progress	
Evergreen client compute equipment	17,994	90,000	90,000	0	In Progress	
Pictometry - New software for IODS	0	22,000	22,000	0	Complete	
IT Backup Systems Project	5,289	150,000	150,000	0	Delayed	Supply chain issues
Rebranding Rollout	0	35,000	35,000	0	In Progress	
Event Tools and Equipment	0	15,000	14,000	1,000	In Progress	
Website Redesign	0	0	0	0	Cancelled	
Town Hall Flagpole	0	12,000	12,000	0	In Progress	
<b>CEMETERY</b>						
Columbarium	0	50,000	50,000	0	In Progress	
<b>Total Expense</b>	<b>4,592,111</b>	<b>9,618,548</b>	<b>8,808,829</b>	<b>809,719</b>		