

Q2 - 2025

Corporate Quarterly Report



Strathmore
RURAL REIMAGINED

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.

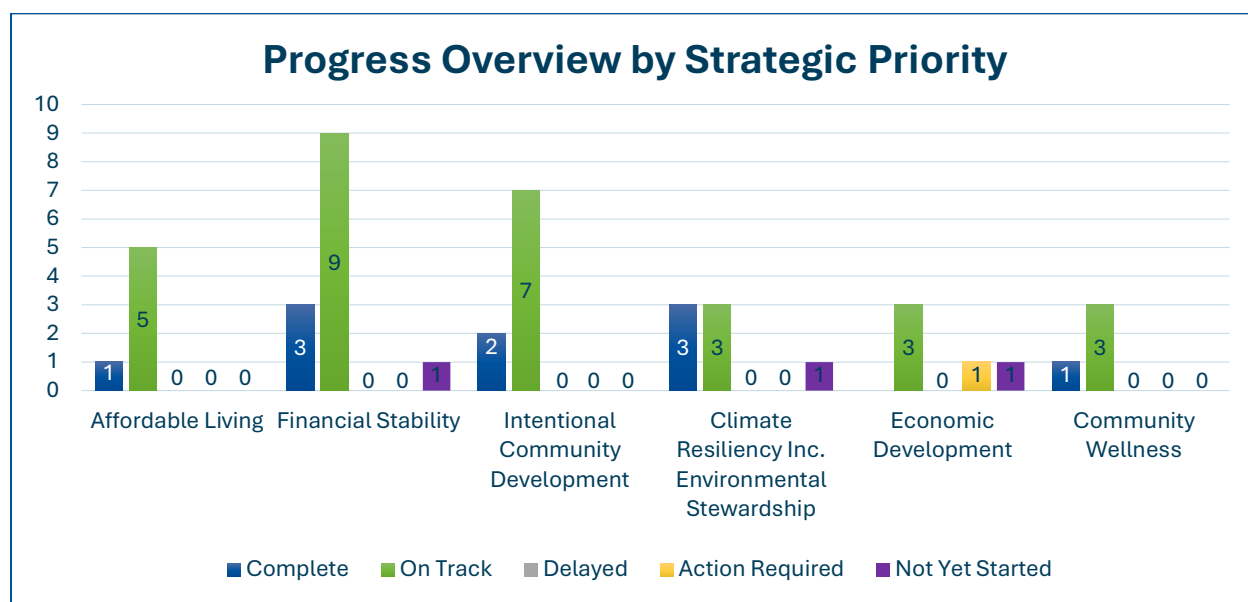
Q2 Progress Summary

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

Status	Definition	# of Supporting Tasks
✓ Completed	Work has been completed on this initiative.	10
↑ On Track	This initiative is on schedule and progress is being made.	30
▲ Delayed	This initiative is experiencing some setbacks, but progress is still being made.	0
⬢ Action Required	Challenges are limiting or blocking progress of this initiative. Action must be taken to get the project back on track.	1
● Not Yet Started	Work has not begun on this initiative.	3
Total Administrative Tasks Identified		44

Administration has identified 44 administrative actions to support Council's strategic priorities. The timelines for these initiatives are from January 2022 to December 2026 inclusive.

Progress on these administrative actions as of June 30, 2025, can be seen in the following graphic.



Q2 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	Q2 Progress Update
Synergistic Housing Product and Business Growth/ Sustainability Opportunities		
✓ Establishing a target (60:40 tentative) residential to non-residential tax ratio in the MDP growth areas to strive for an overall 70:30 residential to non-residential tax ratio in the community resulting in organic business growth to provide more value to residential taxpayers without transferring tax burden to existing businesses	Mar 2023 – Sept 2025	Bylaw No. 25-13, Municipal Development Plan Amendment No. 1 (Municipal-Wide: Promoting Non-Residential Tax Assessment Base Growth) carried by Council on June 18, 2025
↑ Increasing Housing Product Forms - LUB Amendments	Jun 2023 - Ongoing	The trend continued in Q2 of 2025 with several Land Use Bylaw amendment applications having been received. Applications received have been for a variety of housing products including semi-detached, attached housing, apartments, and more. Review times for land use bylaw amendment applications have been at the expected service level, despite receiving higher volumes. Staff continue to encourage different housing forms in all the pre-application meetings.
↑ Progressive and best land use practices	Jan 2025 – Sept 2025	Several amendments have come forward to the Land Use Bylaw to ensure best use of land regarding the community's needs.

Supporting Administrative Actions		Proposed Timeline	Q2 Progress Update
			A new Land Use Bylaw is being budgeted for over the next few years.
↑	Annexation Exploration	Jan 2024 – Dec 2025	With a completed IDP, we are continuing to explore opportunities with landowners, developers and Wheatland County. A consultant has been engaged, and the applications and background studies have been started.
Increased Availability of Attainable Housing			
↑	Identify affordable housing opportunities	April 2022 – Ongoing	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.
↑	Identify candidate projects/ sites/ partners	Dec 2022 – Ongoing	Staff are continuing to identify candidates / projects / sites / partners with many development projects including different types of housing.

Items to Track	Responsibility	Progress Notes
Housing Starts	Planning	2025 Q2 – 34 YTD as of June 1, 2025
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, 2024. 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	Q2 Progress Update
Predictable and Prudent Tax Increases			
↑	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 the next Council in 2026.
✓	Development of a debt policy	Sept 2022 – Jul 2025	The Debt Policy was passed by Council in May 2025.
↑	Incorporate debt modelling into decision making	Apr 2024 - Ongoing	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.
↑	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.
↑	Asset management program development and implementation	April 2022 – Dec 2025	The Asset Management policy was brought to Council in January 2023, and Administration continues to gather asset information and update the data hub.
↑	New Investment Opportunities	April 2022 - Ongoing	This is ongoing as opportunities arise. Other opportunities are being explored and researched.
↑	Consider alternative offsite levy strategies	Jan 2023 - Ongoing	Continuing to look at options, preliminary work has commenced, possibility to amend the Bylaw with direction from Council.
↑	Consider offsite levy implementation for vertical infrastructure	Jan 2023 – Dec 2026	Continuing to look at options, preliminary work has commenced, possibility to amend the Bylaw with direction from Council.
✓	Develop a categorized capital plan (RMR, growth, strategic)	April 2022 – Oct 2025	As part of the 2025 budget, a dedicated RMR program has been established.

Supporting Administrative Actions		Proposed Timeline	Q2 Progress Update
↑	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.
↑	Develop a service and service-levels inventory (80% beta version)	Sept 2022 – Jul 2025	The 2025 Services and Service Level Inventory document was shared with Council and is scheduled for approval at the July 23, 2025, Council meeting.
✓	Evaluate procurement policies in response to economic uncertainties	Feb 2025 – Apr 2025	Following a review of the current NAFTA and New West Partnership Trade Agreements, the Town has limited ability to mitigate the effects of potential trade disruptions.
●	Develop a sustainable Utility Model	Jan 2025 – Dec 2025	Initial discussions have occurred with an external consultant. The project will be reviewed again during the 2026 budget process, aiming for a more comprehensive study within the next 1-3 years.

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, 2024. 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 and our 2024 debt service to revenue ratio is 6.5%.
Tax supported debt ratio	Finance	7.0% tax supported debt ratio based on 2024 ending figures. Calculated as Annual Debt Charges (Principal + Interest) as a percentage of Operating

		Revenue - \$2.58M / \$39.81M, down from an 8.5% Tax supported debt ratio in 2023.
Percentage of infrastructure replacement costs in reserves	Finance/Asset Management	Currently, we have 5.5% of total assets in reserves. We are currently reviewing our replacement costs and our annual transfer to reserves.

Strategic Priority #3: Intentional Community Development

Strathmore creates communities for its residents and with its neighbors and institutional partners, which promote sustainable and inter-dependent communities.

Supporting Administrative Actions		Proposed Timeline	Q2 Progress Update
Connective Community			
↑	Trail Connectivity Plan	Jan 2023 - Jun 2025	Annual Pathway & Sidewalk Replacement program is ongoing. Citizen requests, operational concerns, and underserved areas are all being considered to most efficiently use the available budget.
Synergistic Partnerships			
✓	Development of an Intermunicipal Development Plan (IDP) and ICF with Wheatland County	April 2022 - Jun 2024	The ICF has been approved by Council. The Town of Strathmore and Wheatland County Councils adopted IDP on December 11 and December 3, 2024, respectively.
↑	Models for innovative public-private partnerships and joint ventures for development	Sept 2022 – Ongoing	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.
↑	Complete required site planning and joint-use and partnerships agreements (JUPA) with the school boards as required by the MGA, inclusive of value added non-mandatory components such as efficiency synergies	Sept 2022 – Jun 2026	Stakeholder engagement has begun. The agreement deadline has been extended to 2026 by a Ministerial Order from the Alberta government.
↑	ECRWL – unplanned / unfunded capital	Dec 2024 – Nov 2025	The project has proceeded and council has approved budget amendments where necessary.

	project initiated by third party		
↑	ECRWL-conveyance agreement	Feb 2025 – Dec 2025	A conveyance agreement will be required, the timing of such an agreement is not known at this time.
↑	Fibre Optics support	Ongoing – Dec 2026	Work is ongoing and approvals are being provided where necessary. It is anticipated that construction will continue into fall 2025 and potentially spring 2026 if necessary.
✓	Evaluate recreation amenities	Feb 2025 – Sept 2025	Administration has received and presented the Recreation and Culture Needs Assessment report to Council.
↑	Cemetery Bylaw amendment	Sept 2022 – August 2025	The Town is engaged in continuous discussions with the Roman Catholic Diocese of Calgary to achieve mutually beneficial outcomes concerning the Strathmore Cemetery.

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, 2024. 79% of residents said that Strathmore provides a good quality of life.
Percentage of major initiatives with partners on the project team	Infrastructure	Infrastructure and Planning and Development continue to work with Economic Development on opportunities as they arise.
Percentage of municipal investment leveraged through delivery partnerships	Economic Development	The Town secured Phytokana to potentially contribute towards FCSS programming.
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, 2024.
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	Q2 Progress Update
Climate Adaptation Preparation			
✓	Applying sustainability lens to decision making.	April 2022 - Jun 2025	This was incorporated into Council's meeting documents.
✓	Hazard Reduction Burning Plan	April 2025 – May 2025	Completed in April 2025
Local Environment			
↑	Evaluation of Waste diversion enhancement opportunities	Jan 2023 – On going	Finalized the Extended Producer Responsibility (EPR) transition with ARMA as of April 1, 2025. This is anticipated to reduce costs for all users. Continued discussions with ARMA partners about sustainable recycling options.
↑	Identify and Evaluate Achievable and Savable Green Power / Net - Zero Development Opportunities	Jan 2023 – On hold	Exploring energy recovery for the reservoir and engaging stakeholders on other opportunities.
✓	Update Water Utility Bylaw	Sept 2024 – May 2025	Water Utility Amending Bylaw, Bylaw No. 25-18 (Bulk Water) carried on June 18, 2025. The amendment allows the Town to continue to provide the best services available while reducing the risk of interruptions or contaminations.
●	Update Wetland Policy	On hold	An update will occur when appropriate. Studies, surveys, and site reviews all need to occur.
↑	Sustainable water use strategies	Jan 2023 – Dec 2026	Review of stormwater and effluent re-use options are ongoing as well as potential partnerships with the WID, where possible.

Items to track	Responsibility	Progress Notes
Measure ecological footprint	Infrastructure	Internal review has started, categorizing all items and ensuring complete coverage.
Percentage of residential waste diversion	Infrastructure	~25% of Solid Waste is diverted from the 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 341 MWh over its lifetime.
Percentage growth in green businesses	Economic Development	In 2022, the Town secured Phytokana 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	Q2 Progress Update
Revitalized, resilient, and intentional and planned growth community			
	Community revitalization strategy	June 2025 - Dec 2026	To start after MDP adopted.
	Explore Third Partner Partnership – Rural Renewal	Cancelled	The Government of Alberta has cancelled the funding for the Rural Renewal program.
Best and Highest Use of Municipal Lands			
	Land acquisition, disposition, and utilization strategy	Dec 2022 - Dec 2026	Base level inventory completed. Land Policy expected Q2 2025. A comprehensive growth study strategy is underway.
	Facilities Needs Assessment	Feb 2025 – Jun 2026	Preliminary collection of data is underway, inclusive of third-party partnerships.
	Implement funded Economic Development Action Plan	Apr 2024 – Dec 2026	The Town has secured a Government of Alberta NRED funding grant of \$91,000 to implement an Investment Marketing Attraction campaign and develop an online business support portal. In late 2024 town officials met with four different business groups to identify current business needs, leading to the formation of the Strathmore Business Association. In partnership with Community Futures Wildrose Association, plans are underway to conduct a local business walk later in 2025.

Items to Track	Responsibility	Progress
Active Business licenses	Planning	1,424
Construction values	Planning	2025 Q2 – \$16,095,255
Permit applications	Planning	2025 Q2 – 123
Non-residential permits	Planning	2025 Q2 – 16

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	Q2 Progress Update
Efficient and Effective Intra- and Inter- Community Service Provision			
↑	Evaluate options for services provision inclusive of Town, NGOs, Private, institutional and partnerships	Jan 2025 – on hold	Volunteer connector launched. Recent review and additional communications sent to social agencies to educate groups on the use of the site. Volunteer Appreciation scheduled for October 2025.
Maintain and Increase Institutional and NGO Supports in the Community and Businesses			
↑	Evaluate enhancement to existing granting policies	Sept 2023 – On hold	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.
✓	International doctor sponsorship program	April 2022 – Ongoing	Council approved a pilot program for a Physician Sponsorship Grant and has awarded one grant. Administration continues to look for alternative ways to advance this activity.
↑	Support external initiatives	April 2024 – On hold	Opportunities are currently being explored on an ongoing basis.

Items to Track	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, 2024. 79% of residents said that Strathmore provides a good quality of life.
Per capita usage of civic amenities	Recreation, Operations & Finance	Amenity use: Q2 '24 compared to Q2 '25 Sports Centre • Programming: 769 participants – 62.6% increase from Q2 2024 • Indoor Track: 2,159 participants – 13% decrease from Q2 2024

Items to Track	Responsibility	Progress
		- Drop in: 2,945 participants – 17.4% decrease from Q2 2024 - Gymnasium Booking (x2): 741.75 hours – 10% decrease from Q2 2024 - Indoor Field Booking: 313 hours – 14% increase from Q2 2024 - Community Room and Concession: 43.5 hours – 4.3% decrease from Q2 2024 - Track Memberships: 16.67% increase from Q2 2024 - General Membership – 22.2% increase from Q2 2024 Aquatic Centre - Drop In: 8,505 participants – 27% participants increase from Q2 2024 - Lessons: 1,127 lessons – 12% increase from Q2 2024 - Rentals: 190.25 hours – 36.37% increase from Q2 2024 - Memberships: 7.69% decrease from Q2 2024 Family Centre Arena - Arena Bookings (x2): 901.5 hours – 81% increase from Q2 2024 - Meeting Room: 174.5 hours – 48.5% increase from Q2 2024 - Drop In: 472 participants – 115% increase from Q2 2024 Civic Centre - Meeting Rooms: 1,107.5 hours – 4.26% increase from Q2 2024 All Access Memberships - Increase in memberships by 80% from Q2 2024
Percentage of citizens volunteering increases	FCSS	During the first five months of 2025, Volunteer Connect experienced notable engagement. From January to May, 2,309

Items to Track	Responsibility	Progress
		individuals viewed our volunteer opportunities. Within this period, we received 20 volunteer applications, of which 3 were approved. Additionally, four in-person volunteer applications were supported, five KARE driver applications and two Frozen Meals driver applications.
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, 2024. 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, 2024. 79% of residents said that Strathmore provides a good quality of life.
Crime prevention/reduction statistics	Municipal Enforcement	Strathmore's property crime statistics (ie: theft of vehicles, theft from vehicles, break and enters) have remained consistent. However, there was a notable decrease of 3.1% at the end of 2024 when compared to a five-year average.

Q2 Financial Summary

The annual operating surplus of the organization is forecasted to be \$1.03 million as at Q2.

Revenues are forecasted to be \$1.2 million higher than budgeted due to:

- higher than anticipated Development Application and Subdivision Fee Revenue (\$245 thousand) and Streetlight Revenue (\$54 thousand).
- \$443 thousand in Wildfire Response revenue has been received via deployment of Strathmore Fire Department through June.
- Government Grants are higher than budgeted, due to receipt of an unbudgeted Local Government Fiscal Framework operating grant of \$205 thousand.
- Offsite levy revenue of \$595 thousand has been received year to date, which has been directly transferred to Capital reserves.

Overall, expenses are forecasted \$216 thousand higher than budgeted, due to increased transfer to reserves (i.e. Offsite levy revenue).

Transfer from Operating Reserves, and Contracted Services, are both forecasted to be reduced by \$463 thousand due to anticipated construction delays of the WHMB Lodge development.

Capital

- There are 49 municipal capital projects for 2025, with a total budget of \$13.6 million.
- Actual Capital Spend at Q2 is \$1.4 million, with a forecasted annual spend of \$13.2 million.

Municipal Operating Variance Analysis

Operating Budget Summary

2025 QUARTER 2 - OPERATING SUMMARY

Forecasted Net Surplus Summary

January to June 2025

	2025 Budget	2025 Actuals	2025 Forecast	Forecast Over (Under) Budget	Comments
Revenues					
Total Property Taxes	16,676,700	16,765,176	16,765,176	88,476	
User fees and sales of goods	18,994,400	9,400,227	19,221,761	227,361	\$245k Planning and Development revenue in excess of budget, offset by \$25k RCMP Fines below budgeted (i.e. staffing)
Penalties and Cost of Taxes	210,500	126,778	210,500	-	
Government Grants - Operating	1,957,000	890,496	2,173,641	216,641	\$205k LGFF Operating Grant not budgeted
Investment & Interest Income	460,300	160,462	400,300	(60,000)	Credit Card Charge program not yet implemented
Licences and Permits	521,600	497,313	634,800	113,200	\$91k Building Permits and \$22k Planning Licenses in excess of budget
Other Revenues	443,500	1,264,605	1,564,445	1,120,945	\$443k - Wildfire Response; \$595k Offsite Levies; \$57k Fortis Streetlight Revenue
Transfer from Reserves - Operating	1,598,100	-	1,134,700	(463,400)	\$463k reduction - delay in WHMB lodge construction
Transfer from Reserves - Capital	60,000	-	60,000	-	
Internal Transfers Revenue	545,000	145,607	545,000	-	
Total Revenues	41,467,100	29,250,665	42,710,323	1,243,223	
Expenses					
Salaries, Wages, and Benefits	14,965,400	6,968,742	15,032,890	67,490	Fire \$70k overtime (wildfire response)
Contracted and General Services	13,890,700	5,376,426	13,436,913	(453,787)	\$463k Reduction - delay in WHMB construction
Materials, Goods, Supplies & Utilities	4,863,900	1,938,371	4,828,575	(35,325)	\$23k reduction - Storm Conveyance below expected
Bank and Short Term Interest Charges	90,000	53,611	90,000	-	
Other Expenditures	-	307	307	307	
Transfers to Individuals and Organisations	689,600	390,064	689,600	-	
Transfers to Local Boards and Agencies	491,300	94,494	479,494	(11,806)	Marigold Library contribution \$12k below expected
Interest on Long-term Debt	362,500	131,928	362,500	-	
Long-term Debt Principal Payments	2,221,800	1,178,582	2,221,800	-	
Transfers to Reserves - Operating	812,800	812,800	812,800	-	
Transfers to Reserves - Capital	2,534,100	1,398,984	3,183,414	649,314	\$595k Offsite Levy Revenue, \$54k Fortis Streetlight Revenue
Internal Transfers Expenses	545,000	145,607	545,000	-	
Total Expenses	41,467,100	18,489,918	41,683,293	216,193	
Net Surplus	-	10,760,747	1,027,030	1,027,030	

Capital Budget Summary
 Budget vs. Actual Comparison – January 1 – June 30, 2025

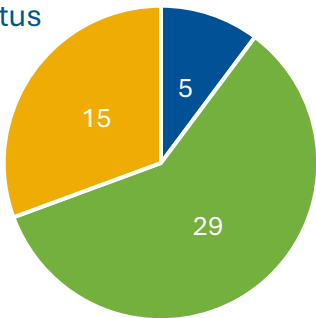
Project Status

Status	Q1	Q2	Q3	Q4
Not Started	18	5		
In Progress	23	29		
Completed	5	15		
Delayed	0	0		
Cancelled	0	0		
Total	46	49		

Project Completion

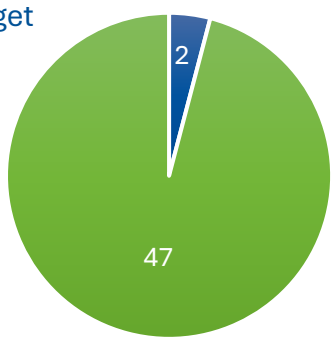
Town administration has completed 15 of 49 capital projects at Q2. Based on current projections, most projects are likely to be complete by year-end.

Project Status



■ Not Started ■ In Progress ■ Complete ■ Cancelled

Project Budget



■ Over Budget ■ On / Under Budget

Town of Strathmore Quarter 2 (January - June) 2025 - Capital Report

Business Case Name	Capital Funding	Grant Project # (if applicable)	2025 Original Budget	2024 Capital Project Carry Forwards	2025 Amendments	Total Budget (Annual)	Actuals (to June 30)	Forecast (Annual)	Status (Complete, Not Started, On Hold, Cancelled)	Comments
AUTO - 5238 - Family Centre Ice Resurfer Batteries	Capital Reserve		\$40,000			\$40,000	\$0	\$40,000	Not Started	
AUTO - 3052 - Engine 2 Replacement Fire Truck	LGFF/CCBF		\$480,000			\$480,000	\$171,837	\$171,837	Complete	2025 phase complete. Carry forward next payment due 2026.
AUTO - 3215 - SCBA Replacement	LGFF/CCBF		\$76,000			\$76,000	\$76,371	\$76,371	Complete	Complete
Resolution 230.07.25 Purchase aerial/ladder truck	Multiple				\$350,000	\$350,000	\$0	\$319,486	In progress	Payment Due in July 2025 - Once initial payment is complete carry forward to rest to 2026
Capital Building Improvements - Mechanic Shop	Capital Reserve			\$19,100		\$19,100	\$17,251	\$17,251	Complete	
LED upgrades	LGFF/CCBF			\$15,700		\$15,700	\$21,171	\$21,171	Complete	
Fleet - GPS units	LGFF/CCBF			\$25,000		\$25,000	\$2,858	\$25,000	In progress	possible 2026 carryover and 2026 operating impact
AUTO - 5303 - Sidewalk Improvements	LGFF/CCBF		\$200,000			\$200,000	\$0	\$200,000	In progress	Tender complete (July 22) and contract awarded (July 25)
AUTO - 5290 - Splash Park Recirculation system	LGFF/CCBF		\$300,000			\$300,000	\$0	\$300,000	In progress	Grant submitted, working with vendor on options
AUTO - 5295 - Kinsmen Tree Replacement Design	Capital Reserve		\$50,000			\$50,000	\$0	\$50,000	Not Started	Fall project
AUTO - 5302 - Kinsmen Park Christmas Lights	Capital Reserve		\$20,000	\$20,000		\$40,000	\$512	\$40,000	Not Started	Fall purchases
AUTO - 5304 - Site Furniture	LGFF/CCBF		\$25,000	\$17,600		\$42,600	\$22,673	\$42,600	In progress	Fall purchases
AUTO - 5279 - Fleet - Portable Column Lifts	Capital Reserve		\$78,000			\$78,000	\$74,719	\$74,719	Complete	
AUTO - 3098 - Roads- PW 22 Sterling 7500 Plow Truck Replacement- 2025	LGFF/CCBF		\$470,000		\$30,000	\$500,000	\$219,973	\$500,000	In progress	Winter arrival
Roads- EPW 36 RPM Tech 220 Loader Mounted Snow Blower Replacement- 2025	LGFF/CCBF		\$265,000			\$265,000	\$252,825	\$252,825	Complete	
AUTO - 3132 - 72 - Parks - PK86 Kenworth Single Axel Water truck Replacement - 2025	LGFF/CCBF		\$170,000			\$170,000	\$0	\$170,000	In progress	PO issued, winter arrival
AUTO - 3212 - Road Asset Management Plan (RAMP)	LGFF/CCBF		\$380,000			\$380,000	\$0	\$368,000	Complete	Awaiting Invoicing
AUTO - 3213 - Capital Projects Engineering	Capital Reserve		\$75,000			\$75,000	\$31,548	\$75,000	In progress	Work ongoing, additional expenses may occur.
Wildflower Road	Roads OSL			\$66,100		\$66,100	\$75,018	\$75,018	Complete	Additional expenses not anticipated, payment to AEPA complete. All other work will occur under new budget (2026)
AUTO - 3211 - Water Reservoir Upgrades	Multiple	CCBF-2916 AMWWP #TBD	\$5,300,000	\$2,037,100		\$7,337,100	\$128,257	\$7,337,100	In progress	2025 work anticipated to be approx \$6M, carry forward for 2026 scope will be confirmed through budgeting process. AMWWP Grant: \$731,202.10
Environmental Monitoring - Ag Society Grounds	Financial Stabilization Reserve			\$9,200		\$9,200	\$800	\$9,200	In progress	Additional expenses TBD
AUTO - 3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	Waste Water Reserve		\$75,000			\$75,000	\$4,675	\$75,000	In progress	Work to occur in August/September
AUTO - 3150 - 42.1 - WWTP UV System	Waste Water Reserve		\$385,000			\$385,000	\$0	\$385,000	In progress	Potential savings (\$10-20k), to be reviewed in Q3
AUTO - 3210 - 42.1 - WWTP PLC/SCADA Upgrades	Multiple	CCBF: CCBF-2302 AMWWP: 706651	\$125,000	\$280,000		\$405,000	\$203,739	\$405,000	In progress	Anticipating 2025 spend of \$300,000 with remainder to be carried forward to 2026. AMWWP Grant: 30.66% of expenditures
AUTO - 3202 - 42.1 - WWTP General Plant Upgrades	Waste Water Reserve		\$60,000	\$7,800		\$67,800	\$21,347	\$67,800	In progress	
Lift Station Upgrades	Waste Water Reserve			\$17,000		\$17,000	\$0	\$0	Not Started	Costs not anticipated, savings to cover overages (if any) in other WWTP projects.
AUTO - 3207 - Pathway Lifecycle	LGFF/CCBF		\$78,000	\$17,000		\$95,000	\$0	\$75,000	In progress	Scope likely to be reduced due to coordination issues with FORTIS, to be confirmed in Q3
Thistle Way Sanitary Replacement	Waste Water Reserve				\$300,000	\$300,000	\$0	\$300,000	Complete	Project Complete, awaiting final invoices
Resolution 223.07.25 Watermain Modifications	Water Reserve				\$800,000	\$800,000	\$0	\$800,000	In progress	Project Started
Wayfinding	Capital Reserve			\$30,000		\$30,000	\$0	\$30,000	Not started	Team is working on several large projects and have not been able to start the wayfinding project.
Digital Highway Sign (Removal)	Capital Reserve			\$10,000		\$10,000	\$2,000	\$2,000	Complete	The sign has been removed.
AUTO - 5256 - Curling Rink - Backflow Prevention Install	Capital Reserve		\$14,000			\$14,000		\$11,445	Complete	Completed waiting for invoice to go through relogics
AUTO - 3199 - Aquatic Centre - Expansion Tank & Bladder Replacement	LGFF/CCBF		\$30,000			\$30,000	\$0	\$30,000	In progress	Received 3 quotes will be proceeding with Reggin Technical Services LTD. Work to be completed in the Fall.
Recreation Needs Assessment	Financial Stabilization Reserve			\$8,600		\$8,600	\$8,590	\$8,590	Complete	Complete
Aquatic Center - Pool Pumps	LGFF/CCBF			\$19,100		\$19,100	\$17,867	\$17,867	Complete	Complete
AUTO - 5271 - Aquatic Center Carbon Monoxide Detector System	LGFF/CCBF		\$9,000			\$9,000	\$8,258	\$8,258	Complete	This is now completed and paid in full.
AUTO - 4221 - ERP Replacement and Process Optimization	LGFF/CCBF		\$150,000			\$150,000	\$0	\$150,000	In progress	Pending for Transformation Committee Kickoff - Sep 2025
AUTO - 4231 - IT - CPS - Fire Department Internet Upgrade	Capital Reserve		\$21,000			\$21,000	\$0	\$21,000	In progress	Telco outside cable construction in progress. Pending design decision due to new fibre services installation in Town.

Town of Strathmore
Quarter 2 (January - June) 2025 - Capital Report

Business Case Name	Capital Funding	Grant Project # (if applicable)	2025 Original Budget	2024 Capital Project Carry Forwards	2025 Amendments	Total Budget (Annual)	Actuals (to June 30)	Forecast (Annual)	Status (Complete, Not Started, On Hold, Cancelled)	Comments
AUTO - 4225 - IT Server Upgrade	LGFF/CCBF		\$323,000			\$323,000	\$0	\$323,000	In progress	Contract negotiation in progress. ETA Oct - Dec 2025
AUTO - 5263 - IQDS - Public Works Bulk Water Station Payment	Water Reserve		\$50,000			\$50,000	\$0	\$40,000	Complete	Installation complete. Accounting integration complete.
AUTO - 5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10 Years (2024-2034)	LGFF/CCBF		\$64,000			\$64,000	\$5,351	\$64,000	In progress	RFQ complete - New council. Office, GIS, Asset. Q3-4 2025.
GP Upgrades	Financial Stabilization Reserve			\$6,500		\$6,500	\$0	\$6,500	In progress	Sourcing new ERP vendor for transition in Q4 2025.
Offsite Backups	Financial Stabilization Reserve			\$7,900		\$7,900	\$0	\$7,900	In progress	Remaining backup storage lifecycle maintainance upgrade. ETA Q3
Disaster Recovery - IT Infrastructure\Network	Financial Stabilization Reserve			\$15,000		\$15,000	\$0	\$15,000	In progress	Continue to procure storages and update DR plan
Evergreen client computer equipment	Financial Stabilization Reserve			\$27,400		\$27,400	\$23,358	\$27,400	In progress	RFQ complete
Cybersecurity Improvements, Risk Remediation, Network	Financial Stabilization Reserve			\$8,000		\$8,000	\$2,000	\$8,000	In progress	Network assessment complete. MS assessment in progress
IT Backup Systems Project	Financial Stabilization Reserve			\$130,000		\$130,000	\$0	\$130,000	In progress	Pending for IT Server completion. Backup-as-a-services (BaaS) RFP.
IT - Municipal Surveillance Assessment & Initial Cameras	Financial Stabilization Reserve			\$10,100		\$10,100	\$0	\$10,100	In progress	Proposed camera restoration roadmap with emerging new
Municipal Enforcement patrol vehicle	Fire Reserve			\$18,000		\$18,000	\$14,120	\$18,000	In progress	Waiting on Radio reprogramming for RCMP channels, install booked for August 2025
			\$9,313,000	\$2,822,200	\$1,480,000	\$13,615,200	\$1,407,116	\$13,202,438		