Q4 - 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 Reporting provides a quarterly update on the overall financial health of the Town, offering insight into budget-to-forecast comparisons, capital project progress, and updated project forecasts. In alignment with the Debt Management Policy, these reports also include information on outstanding debt, debt servicing limits, and long-term financial projections. Together with the annual budget process and audited financial statements, this integrated reporting approach ensures transparency, supports informed decision-making, and reinforces the Town's commitment to sound fiscal management.

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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.

Q4 Progress Summary

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

Status	Definition	# of Supporting Tasks
Completed	Work has been completed on this initiative.	17
On Track	This initiative is on schedule and progress is being made.	21
Delayed	This initiative is experiencing some setbacks, but progress is still being made.	1
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.	4
	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 September 30, 2025, can be seen in the following graphic.

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	Q3 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 throughout 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 – Ongoing	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	Q3 Progress Update
			A new Land Use Bylaw is being budgeted for over the next few years.
	Annexation Exploration	Jan 2024 – Dec 2025	Ongoing annexation discussions with Wheatland County administration and property owners. Expected spring application to the Land and Property Rights Tribunal.
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 continue 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 Q4 – 245 housing starts for the year (includes apartment units)
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	Q4 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 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 was issued and a winner selected in Fall 2025.
✓	Asset management program development and implementation	April 2022 – Dec 2025	Administration is preparing to redeploy the Town's Asset Management software, Cityworks, in a more structured and standardized way to improve data consistency and accuracy. The Town is now focused on maintaining its asset registries as ongoing operational work, using this improved data to develop department-level Asset Management Plans.
⬆	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	April 2022 – Oct 2025	As part of the 2025 budget, a dedicated RMR program has been established.

Supporting Administrative Actions		Proposed Timeline	Q4 Progress Update
	plan (RMR, growth, strategic)		
	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 approved by Council on July 23, 2025.
✓	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 2027 budget process, aiming for a more comprehensive study within the next 1-3 years. For the 2026-2029 Budgeting process, Administration has recommended the adoption of a Utility Administration Fee to better reflect the Municipal entity contribution towards the provision of Utility services for the Town, as a move towards a self-supported municipal-entity in conjunction with a sustainable Utility Model.

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 2025 our debt service to revenue ratio is 4.3% (2024 - 6.5%). Calculated as Annual Debt Charges (Principal + Interest) as a percentage of Total Revenues - $2.08 M / $47.8 M.
Tax supported debt ratio	Finance	5.0% tax supported debt ratio based on 2025 ending figures (2024 – 7.0%). Calculated as Annual Debt Charges (Principal + Interest) as a percentage of Operating Revenue - $2.08 M / $43.1M.
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	Q4 Progress Update
Connective Community			
✓	Trail Connectivity Plan	Jan 2023 - Jun 2025	Pathway & Sidewalk replacement program has been completed for 2025. The budgets are being combined for 2026 to get better value for money going forward.
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	School boards have been engaged. The agreement deadline has been extended to 2026 by a Ministerial Order from the Alberta government.
✓	ECRWL – unplanned / unfunded capital project initiated by third party	Dec 2024 – Nov 2025	Project completed, within budget.

	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 for 2025 has completed, with installation expected to be finish by summer 2026.
	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 – Dec 2025	The Town has 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	Building Permit has been submitted for phase 2 expansion. Phase 3 will now be an additional 20,000 sq ft at this current location. Once phase 4 - 5 are when we will commence community donation talks. De Havilland has agreed to work with Economic Development on commercial growth opportunities on the east quarter.
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		Opportunities are currently being explored and discussed.

Strategic Priority #4: Climate Resiliency Including Environmental Stewardship

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

Supporting Administrative Actions		Proposed Timeline	Q4 Progress Update
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	Continued discussions with ARMA partners about sustainable recycling options, including curbside recycling collection carts.
●	Identify and Evaluate Achievable and Savable Green Power / Net - Zero Development Opportunities	Jan 2023 – On hold	Energy Recovery at the Reservoir is not an option at this time due to external factors. Ability to implement in the future is being maintained.
✓	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. A second and third additional water license is currently being procured.
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 366 MWh over its lifetime.
Percentage growth in green businesses	Economic Development	Economic Development is currently working with Sprung and Brett Wilson on a renewal energy project with our waste. Economic Development is also working with Emission Reduction Association and a potential manure waste project to power WID lands and create a green industrial park.

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	Real property policy completed. Land study has been completed. Next phase is a commercial gap analysis report. This study will provide us targeted industry opportunities based on needs.
	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 is now a certified Investment Ready Rural Community with Invest Canada. The Town is leading the East Corridor Investment Attraction working group with Wheatland County, Chestermere, Hussar, Standard, Rockyford. Siksika has been invited to join as well. 2026 goals are to build an East Corridor Investment strategy Shop local campaign funds have supported two local Not for Profit events; one sports related and one women's conference. Other funds were used to support local business events put on by private enterprise and will continue for the 2026 tourism season.

Items to Track	Responsibility	Progress
Active Business licenses	Planning	1,595
Construction values	Planning	2025 Q4 – $72,700,688
Permit applications	Planning	2025 Q4 – 267
Non-residential permits	Planning	2025 Q4 – 33

Strategic Priority #6: Community Wellness

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

Supporting Administrative Actions		Proposed Timeline	Q4 Progress Update
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.
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: Q4 ’25 compared to Q4 ‘24 **Sports Centre** • Programming: saw 2,267 participants – 81.07% increase from Q4 2024 • Indoor Track: 2,308 participants – 20.41% decrease from Q4 2024. This was due to a nicer fall where people stayed outside longer. • Drop in: 4,649 participants – 24.67% increase from Q4 2024. • Gymnasium Booking (x2 789.25 hours – decrease 22.13% from Q4 2024. • Indoor Field Booking: 457.92 hours – 16.70% decrease from Q4 2024. • Community Room and Concession: 81.5 hours – 162.9% increase from Q4 2024 • Track Memberships: 10% decrease from Q4 2024 • General Membership – 37% decrease from Q4 2024 **Aquatic Centre** • Drop In: 9,528 participants - 46% increase from Q4 2024 • Lessons: 796 participants - 9% decrease from Q4 2024 • Rentals: 185.5 hours, 8.9% increase from Q4 2024 • Memberships:81% increase from Q4 2024 **Family Centre Arena** • Arena Bookings (x2): 1,919 hours – .27% decrease from Q4 2024 • Meeting Room: 81.5 hours – 31.7% increase from Q4 2024 • Drop In: 1,693 participants – 7.83% increase from Q4 2024 **Civic Centre** • Meeting Rooms: 1,138.74 hours – 35.53% increase from Q4 2024

Items to Track	Responsibility	Progress
		All Access Memberships • 240% decrease from Q4 2024 **Outdoor Park Events** • 75 events, requiring assistance from the Operations department, were held in outdoor parks and facilities in 2025.
Percentage of citizens volunteering increases	FCSS	During 2025, Volunteer Connect experienced notable engagement. From January to December 31, 2025, 3272 individuals viewed the volunteer opportunities. Within 2025, we received 49 volunteer applications, of which 37 were approved. Additionally, four new in-person volunteer applications were supported, bringing a total of five current KARE drivers and two Frozen Meals drivers. Through FCSS indirect funding, local non-profits organizations had 239 volunteers supporting a variety of their programs regionally.
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 / RCMP	Strathmore's property crime statistics compared over the period of Q3 2024 to Q3 2025 were: • Break & Enter – Down from 9 to 8 (-11%) • Theft of Motor Vehicle – up from 6 to 11 (+83%) • Theft from Motor Vehicle – down from 9 to 6 (-33%)

Q4 Financial Summary

The annual operating surplus of the organization was $6,493 at December 31, 2025. This is following the impact of $2.73 million in operating surpluses authorized to be transferred to Reserves on the March 4, 2026, Regular Council Meeting.

Combined Net Surplus:	$ 317,320
Remove Capital Items:	
Reserve Funding - Capital	($ 2,448,897)
Government Grants - Capital	($ 2,556,924)
Contributed Capital Assets	($ 2,046,767)
Loss on Disposal of Assets	$ 75,718
Accretion of Asset Retirement Obligation	$ 3,379
Amortization of Assets	$ 6,662,664
Net Operating Surplus:	**$ 6,493**

Operating Revenues are to be $2.66 million higher than budgeted due to:

- $640,000 higher than anticipated Development Application and Subdivision Fee Revenue and unbudgeted Streetlight Revenue of $54k.
- $440,000 in Wildfire Response revenue has been received via deployment of Strathmore Fire Department.
- Government Grants are $158,000 higher than budgeted, due to receipt of an unbudgeted Local Government Fiscal Framework operating grant.
- Offsite levy revenue of $1.47 million has been received year to date, which has been directly transferred to Capital reserves.

In order to ensure that Council has the ability to access the surplus funds from 2025, Administration went back to Council to transfer the surplus to reserves, which resulted in expenses that were $2.70 million higher than budgeted. Delays in contributions on the WHMB Lodge contribution budgeted at $460,000, and RCMP contract costs savings of $441,000 below budget (unfulfilled staffing vacancies) are major cost savings in 2025.

Capital

- There was a total of 50 municipal capital projects for 2025, with a total budget of $14.1 million.
- Actual Capital Spend at Q4 is $8.4 million, with a carry-forward of 17 projects to 2026 for a combined $5.6 million.

Municipal Operating Variance Analysis

Operating Budget Summary

Net Surplus Summary

January to December 2025

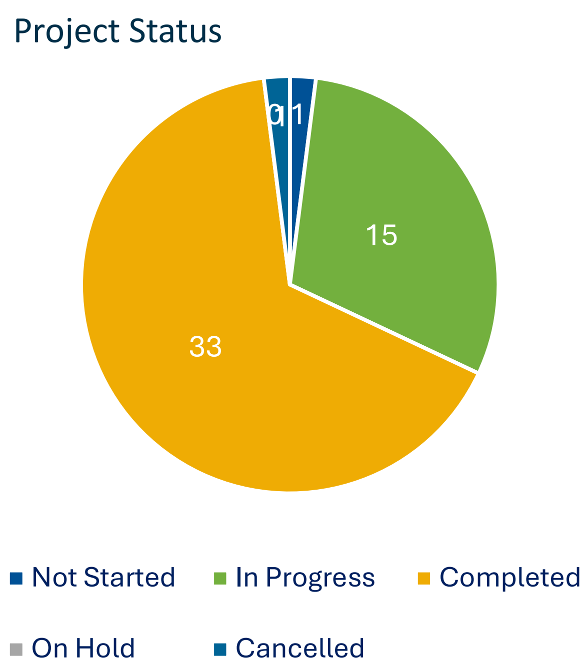
	2025 Budget	2025 Actuals	Over (Under) Budget	
Revenues				
Net Municipal Property Taxes	16,676,700	16,791,949	115,249	Impact of supplemental taxes on new builds
User fees and sales of goods	15,787,200	16,110,894	323,694	Recreation facility incomes $300k overbudget resulting from increased program offerings
Licences and Permits	521,600	1,161,922	640,322	Planning and Development activity substantially over expectation due to growth in the community
Franchise Fees	3,207,200	3,135,360	(71,840)	
Government Grants - Operating	1,820,800	1,979,277	158,477	$205k LGFF Operating Grant not budgeted; $23k Reduction - Emergency Management Coordinator position
Government Grants - Capital	-	2,556,924	2,556,924	Grant Revenue to support Capital Purchases
Investment & Interest Income	460,300	705,267	244,967	$60k Reduction - Credit Card fee charge offset by bank interest above expected
Penalties and Cost of Taxes	210,500	245,105	34,605	
Other Revenues	443,500	1,139,162	695,662	$440k Fire Cost Recovery; $189k Waste Provincial Programs $54k Fortis Streetlight Revenue
Developer Levies	-	1,472,674	1,472,674	Amounts transferred to Capital Reserve
Transfer from Reserves - Operating	1,448,100	606,490	(841,610)	$463k reduction - WHMB Lodge; $30k Reduction - Physician Sponsorship. Remainder is projects in progress moved to 2026
Transfer from Reserves - Capital	60,000	2,468,847	2,408,847	Reserve revenues to support capital purchases
Internal Transfers Revenue	545,000	433,419	(111,581)	
Contributed Tangible Capital Assets		2,046,767	2,046,767	Lakewood Phase 2A Assets
Total Revenues	**41,180,900**	**50,854,057**	**9,673,157**	
Expenses				
Salaries, Wages, and Benefits	14,829,200	14,756,440	(72,760)	Staff vacancies and unfilled positions throughout the year
Contracted and General Services	13,532,400	12,101,689	(1,430,711)	$460k reduction - WHMB Lodge; $441k reduction in RCMP contract. $162k Snow below budgeted
Materials, Goods, & Supplies	1,536,600	1,473,498	(63,102)	Fire - $40k Wildfire Response; Sports Centre - $17k increased programming
Utilities	3,528,600	3,291,039	(237,561)	Electricity and Natural Gas costs well underbudget
Bank and Short Term Interest Charges	90,000	112,597	22,597	
Other Expenditures	7,000	9,504	2,504	
Transfers to Individuals and Organisations	689,600	470,617	(218,983)	Physician Sponsorship $120k underbudget - moved to 2026
Transfers to Local Boards and Agencies	491,300	479,494	(11,806)	
Interest on Long-term Debt	362,500	412,101	49,601	Accrued interest on Water Reservoir Borrowing
Long-term Debt Principal Payments	2,221,800	2,221,821	21	
Transfers to Reserves - Operating	812,800	2,918,500	2,105,700	$2.1 Million operating surplus transferred to Reserves (RCMP, Development, Snow Removal)
Transfers to Reserves - Capital	2,534,100	5,114,256	2,580,156	$1.5Mil developer levies, $54k Fortis streetlight revenue, $620k wildfire and utility surpluses transferred to Reserve
Internal Transfers Expenses	545,000	433,419	(111,581)	
Loss on Disposal of Assets	-	75,718	75,718	Disposal of book value of existing Maplewood infrastructure during upgrades
Operating Expenses	**41,180,900**	**43,870,693**	**2,689,793**	
Amortization of Capital Assets	6,205,800	6,662,664	456,864	Timing of assets put in to use
Accretion of Asset Retirement Obligation	-	3,379	3,379	
Total Expenses	**47,386,700**	**50,536,736**	**3,150,036**	
Net Surplus (Deficit)	**(6,205,800)**	**317,321**	**6,523,121**	

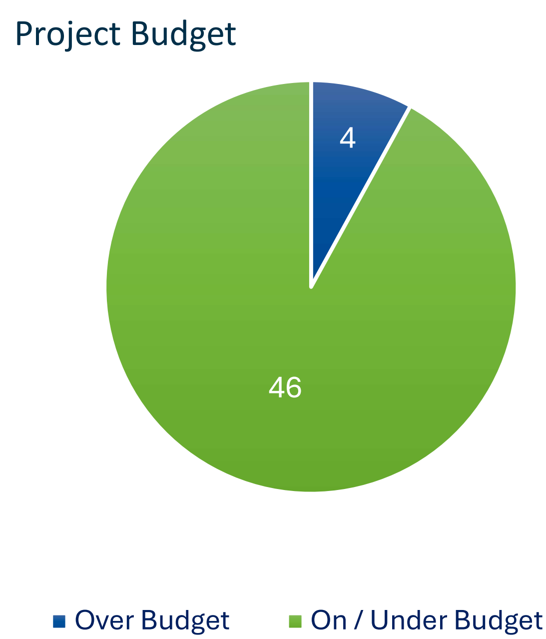
Project Status

Status	**Q1**	**Q2**	**Q3**	**Q4**
Not Started	18	5	2	1
In Progress	23	29	23	15
Completed	5	15	23	33
On Hold	0	0	1	0
Cancelled	0	0	1	1
Total	46	49	50	50

Project Completion

Town administration has completed 33 of 50 capital projects at Q4. 17 Projects were carried-forward to the 2026 Capital Budget.





Town of Strathmore
2025 Q4 Capital Forecast

Business Case Name	Capital Funding	2025 Original Budget	2024 Capital Project Carry Forwards	2025 Amendments	Total 2025 Budget (Annual)	Actuals (to Dec 31, 2025)	2025 Budget to Actual	Projected Carry Forward to 2026	Status (Complete, Not Started, On Hold, Cancelled)	Comments
AUTO - 5238 - Family Centre Ice Resurfacer Batteries	Capital Reserve	$40,000			$40,000	$33,055	($6,945)	$0	Complete	
AUTO - 3052 - Engine 2 Replacement Fire Truck	LGFF/CCBF	$480,000			$480,000	$471,117	($8,883)	$8,880	In progress	Please carry forward the remaining balance to 2026 for final payment
AUTO - 3215 - SCBA Replacement	LGFF/CCBF	$76,000			$76,000	$76,371	$371	$0	Complete	
Resolution 230.07.25 Purchase aerial/ladder truck	Multiple			$350,000	$350,000	$304,273	($45,727)	$45,720	In progress	Please carry forward the remaining balance to 2026 for second payment
Capital Building Improvements - Mechanic Shop	Capital Reserve		$19,100		$19,100	$17,251	($1,849)	$0	Complete	
LED upgrades	LGFF/CCBF		$15,700		$15,700	$21,171	$5,471	$0	Complete	
Fleet - GPS units	LGFF/CCBF		$25,000		$25,000	$0	($25,000)	$0	Cancelled	Annual programming is too expensive. Will revisit in the future.
AUTO - 5303 - Sidewalk Improvements	LGFF/CCBF	$200,000			$200,000	$42,225	($157,775)	$157,770	In progress	2025 contractor was terminated. 2026 will include 2025 and 2026 repairs
AUTO - 5290 - Splash Park Recirculation system	LGFF/CCBF	$300,000			$300,000	$0	($300,000)	$300,000	In progress	Grant applied for in 2025 and approved in 01/2026. Work to be completed in the fall of 2026
AUTO - 5295 - Kinsmen Tree Replacement Design	Capital Reserve	$50,000			$50,000	$0	($50,000)	$50,000	In progress	Design work to be completed in 2026
AUTO - 5302 - Kinsmen Park Christmas Lights	Capital Reserve	$20,000	$20,000		$40,000	$40,727	$727	$0	Complete	late invoices (2025 - $35k)
AUTO - 5304 - Site Furniture	LGFF/CCBF	$25,000	$17,600		$42,600	$42,095	($505)	$0	Complete	
AUTO - 5279 - Fleet - Portable Column Lifts	Capital Reserve	$78,000			$78,000	$74,719	($3,281)	$0	Complete	
AUTO - 3098 - Roads- PW 22 Sterling 7500 Plow Truck Replacement- 2025	LGFF/CCBF	$470,000		$30,000	$500,000	$219,973	($280,027)	$280,020	In progress	Supplier building truck, delivery expected 02/2026
Roads- EPW 36 RPM Tech 220 Loader Mounted Snow Blower Replacement- 2025	LGFF/CCBF	$265,000			$265,000	$254,850	($10,150)	$0	Complete	
AUTO - 3132 - 72 - Parks - PK86 Kenworth Single Axel Water truck Replacement - 2025	LGFF/CCBF	$170,000			$170,000	$149,605	($20,395)	$0	Complete	
AUTO - 3212 - Road Asset Management Plan (RAMP)	LGFF/CCBF	$380,000			$380,000	$367,336	($12,664)	$0	Complete	
AUTO - 3213 - Capital Projects Engineering	Capital Reserve	$75,000			$75,000	$64,148	($10,853)	$0	Complete	Additional expenditures in Wildflower Road can be covered via this budget.
Wildflower Road	Roads OSL		$66,100		$66,100	$75,018	$8,918	$0	Complete	
AUTO - 3211 - Water Reservoir Upgrades	Multiple	$5,300,000	$2,037,100		$7,337,100	$3,590,312	($3,746,788)	$3,746,790	In progress	Please carry forward the full remaining amount
Environmental Monitoring - Ag Society Grounds	Financial Stabilization Reserve		$9,200		$9,200	$800	($8,400)	$0	Complete	2025 project complete. Will follow up in future years
AUTO - 3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	Waste Water Reserve	$75,000			$75,000	$82,648	$7,648	$0	Complete	*GP report shows $77,973, additional $4675 was expensed under SAN_EN2401 (Arc Flash Study)
AUTO - 3150 - 42.1 - WWTP UV System	Waste Water Reserve	$385,000			$385,000	$307,652	($77,348)	$75,000	In progress	*updated with 2025 spend
AUTO - 3210 - 42.1 - WWTP PLC/SCADA Upgrades	Multiple	$125,000	$280,000		$405,000	$321,039	($83,961)	$82,000	In progress	*updated with 2025 spend
AUTO - 3202 - 42.1 - WWTP General Plant Upgrades	Waste Water Reserve	$60,000	$7,800		$67,800	$68,372	$572	$0	Complete	*includes OOS - replacement of exhaust fan
Lift Station Upgrades	Waste Water Reserve		$17,000		$17,000	$0	($17,000)	$0	Complete	Project Complete, no further budget required.
AUTO - 3207 - Pathway Lifecycle	LGFF/CCBF	$78,000	$17,000		$95,000	$70,388	($24,612)	$0	Complete	
Thistle Way Sanitary Replacement	Waste Water Reserve			$300,000	$300,000	$297,630	($2,370)	$0	Complete	
Resolution 205.06.25 & 223.07.25 Watermain Modifications	Water Reserve			$950,000	$950,000	$929,459	($20,541)	$20,540	In progress	Full Carry Forward required, final costs not confirmed
Resolution 259.09.25 Water License	Water Reserve			$350,000	$350,000	$2,500	($347,500)	$347,500	In progress	Expenditures occuring in January and March, 2026
Wayfinding	Capital Reserve		$30,000		$30,000	$0	($30,000)		Complete	
Digital Highway Sign (Removal)	Capital Reserve		$10,000		$10,000	$0	($10,000)	$0	Complete	RB - $2k spend, moved to Operating (not capital in nature)
AUTO - 5256 - Curling Rink - Backflow Prevention	Capital Reserve	$14,000			$14,000	$10,900	($3,100)	$0	Complete	
AUTO - 3199 - Aquatic Centre - Expansion Tank & Bladder Replacement	LGFF/CCBF	$30,000			$30,000	$18,528	($11,472)	$0	Complete	
Recreation Needs Assessment	Financial Stabilization Reserve		$8,600		$8,600	$8,590	($10)	$0	Complete	
Aquatic Center - Pool Pumps	LGFF/CCBF		$19,100		$19,100	$17,867	($1,233)	$0	Complete	
AUTO - 5271 - Aquatic Center Carbon Monoxide Detector System	LGFF/CCBF	$9,000			$9,000	$8,258	($742)	$0	Complete	
AUTO - 4221 - ERP Replacement and Process Optimization	LGFF/CCBF	$150,000			$150,000	$0	($150,000)	$150,000	Not Started	Transformation Committee Project Governance has started.Orig. RFP cancalled due to budget and scope realignment. Process modernization, requirement gathering, and the revised RFP are planned for Q3 to Q4 2026

AUTO - 4231 - IT - CPS - Fire Department Internet Upgrade	Capital Reserve	$21,000			$21,000	$9,931	($11,069)	$11,060	In progress	Outside plant telco cable construction is complete. Firehall IT network deployed. Network integration with existing phone system equipment
AUTO - 4225 - IT Server Upgrade	LGFF/CCBF	$323,000			$323,000	$207,820	($115,180)	$115,180	In progress	IT Server hardware implemented. Secure network and data centre Integration in progress.
AUTO - 5263 - IODS - Public Works Bulk Water Station Payment Terminal Replacement	Water Reserve	$50,000			$50,000	$8,494	($41,506)	$41,500	In progress	The new bulk water filling station with accounting integration went live. New change request to add field CCTV camera underway. The project closure package and financial accounting are being finalized in Q2
AUTO - 5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10 Years (2024-2034)	LGFF/CCBF	$64,000			$64,000	$59,388	($4,612)	$0	Complete	2025 IT evergreen complete. 2026 IT evergreen to be started in Q2 2026. Project Charter defined.
GP Upgrades	Financial Stabilization Reserve		$6,500		$6,500	$10,178	$3,678	$0	Complete	
Offsite Backups	Financial Stabilization Reserve		$7,900		$7,900	$7,900	$0	$0	Complete	
Disaster Recovery - IT Infrastructure\Network	Financial Stabilization Reserve		$15,000		$15,000	$15,000	$0	$0	Complete	
Evergreen client computer equipment	Financial Stabilization Reserve		$27,400		$27,400	$33,605	$6,205	$0	Complete	2025 IT evergreen complete
Cybersecurity Improvements, Risk Remediation, Network Security	Financial Stabilization Reserve		$8,000		$8,000	$7,880	($120)	$0	Complete	
IT Backup Systems Project	Financial Stabilization Reserve		$130,000		$130,000	$13,023	($116,977)	$116,970	In progress	Procurement pending to start Q2 2026 - A new managed Backup-as-a-services (BaaS) RFP will be issued after the IT_MA2503 IT server upgrade is completed to avoid rework after major design changes.
IT - Municipal Surveillance Assessment & Initial Cameras	Financial Stabilization Reserve		$10,100		$10,100	$0	($10,100)	$10,100	In progress	Started the deployment planning of Public Works bulk water filling station and Municipal Building crosswalk CCTV camera.
Municipal Enforcement patrol vehicle	Fire Reserve		$18,000	7200	$25,200	$25,145	($55)	$0	Complete	
		$9,313,000	**$2,822,200**	**$1,987,200**	**$14,122,400**	**$8,387,240**	**($5,735,160)**	**$5,559,030**		

As of December 31, 2025, Town of Strathmore Reserve balances are as follows:

- $4.46 million – Uncommitted Operating Reserves
- $2.88 million – Committed Operating Reserves
- $6.48 million – Uncommitted Capital Reserves
- $6.36 million – Uncommitted Offsite Levy Reserves for future projects – based upon the offsite levy bylaw 24-17 the estimated costs of capital projects is $299.83 million

Town of Strathmore
Continuity of Reserves
December 31, 2025

OPERATING	2025 Opening Balance	Dec 31, 25 Closing Balance	2025 Commitments	2025 Uncommittted Balance
Operating Reserve - Financial Stabilization	$5,102,768	$6,411,546	$2,712,265	$3,699,281
Operating Reserve - Non-Annual Recurring Expenses	$0	$164,350	$162,800	$1,550
Operating Reserve - Development Application	$70,000	$486,330	$0	$486,330
Operating Reserve - Snow Reserve	$110,296	$273,096	$0	$273,096
Total Operating Reserves	**$5,283,064**	**$7,335,323**	**$2,875,065**	**$4,460,258**
CAPITAL				
Capital Reserve - General Municipal	$141,463	$92,739	$0	$92,739
Asset Replacement / Rehabilitation	$436,021	$562,391	$61,060	$501,331
Capital Reserve - Fire	$211,788	$358,533	$0	$358,533
Capital Reserve - Roads	$77,418	$78,888	$0	$78,888
Capital Reserve - Storm Water	$1,115,404	$1,285,539	$79,884	$1,205,655
Capital Reserve - Water	$1,600,588	$1,948,776	$409,540	$1,539,236
Capital Reserve - Wastewater	$1,568,065	$1,848,843	$75,000	$1,773,843
Capital Reserve - Solid Waste	$100,852	$323,352	$65,200	$258,152
Capital Reserve - Affordable Housing	$151,477	$154,357	$0	$154,357
Capital Reserve - Sports Centre	$387,589	$517,023	$0	$517,023
Capital Reserve - Land Capital		$0	$0	$0
Total Capital Reserves	**$5,790,666**	**$7,170,441**	**$690,684**	**$6,479,757**
OFFSITE LEVIES				
Offsite Levies - Roads	$639,213	$1,026,215	$0	$1,026,215
Offsite Levies - Storm	$1,867,898	$2,117,940	$0	$2,117,940
Offsite Levies - Water	$1,686,199	$2,237,377	$1,023,000	$1,214,377
Offsite Levies - Wastewater	$1,303,952	$1,634,296	$0	$1,634,296
Cash in Lieu - Municipal Reserves	$358,805	$365,625	$0	$365,625
Total Offsite Levies Reserves	**$5,856,066**	**$7,381,452**	**$1,023,000**	**$6,358,452**
TOTAL RESERVES	**$16,929,797**	**$21,887,216**	**$4,588,749**	**$17,298,467**

Commitments are amounts approved by Council as budgeted capital and operating expenditures funded from reserves that have not yet occurred/been applied.