Q3 - 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.

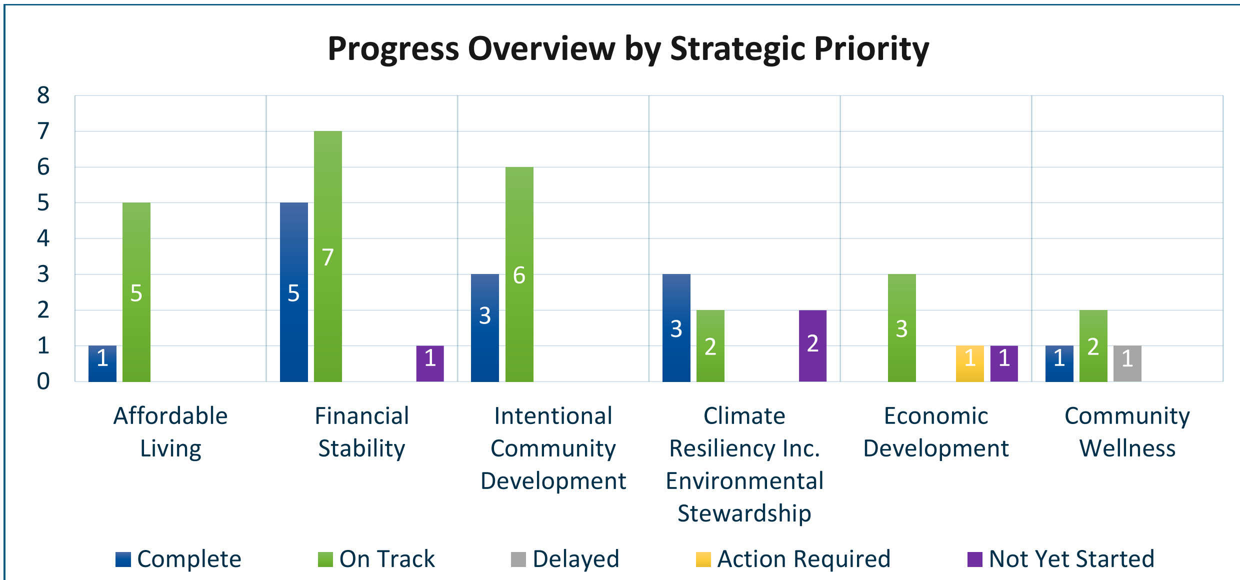
Q3 Progress Summary

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

Status	Definition	# of Supporting Tasks
Completed	Work has been completed on this initiative.	13
On Track	This initiative is on schedule and progress is being made.	25
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.



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
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 Q3 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 – 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	With a completed IDP, we are continuing to explore opportunities with landowners, developers and Wheatland County. A Service Industrial Lands Study has been completed.
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 Q3 – 237 YTD (includes apartment units) as of November 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	Q3 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 has closed November 6, 2025. Once proposals have been evaluated, Administration will bring forward a recommendation on who to award the Investment Services.
✓	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	Jan 2023 – Dec 2026	Continuing to look at options, preliminary work has commenced, possibility to amend the Bylaw with direction from Council.

	Supporting Administrative Actions	Proposed Timeline	Q3 Progress Update
	vertical infrastructure		
✓	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.
⬆	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 2026 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 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	Q3 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	The project has proceeded, and Council has approved budget amendments where necessary. Work is nearing completion and is anticipated to remain 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 is ongoing and approvals are being provided where necessary. Work for 2025 is wrapping up and anticipated to recommence in spring 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	Town is currently in discussion with Prairie Sky Data Solutions on Phase 3 developments and the potential of a community annual donation versus an imposed special tax. Discussions with DeHavilland are also in progress.
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	Q3 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	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 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	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	Real property policy in progress. Land study has been completed. This study is being used for Internal review to contribute to the investment strategy and MDP.
	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 hosted a Rural Reimagined kick off investment event at the Strathmore Rodeo. Shop Local, Love Local campaign was executed and will continue through Christmas and 2026 tourism season. Due to the municipal Election the Business Walk in partnership with Community Futures Wildrose has been extended to Q2 of 2026 Strathmore and Area community magazine project is being presented to the region seeking approval to work together on east corridor investment

Items to Track	Responsibility	Progress
Active Business licenses	Planning	1,595
Construction values	Planning	2025 Q3 – $49,323,618
Permit applications	Planning	2025 Q3 – 239
Non-residential permits	Planning	2025 Q3 – 20

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	Q3 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.

Items to Track	Responsibility	Progress
Per capita usage of civic amenities	Recreation, Operations & Finance	Amenity use: Q3 '25 compared to Q3 '24 **Sports Centre** • Programming: saw 2077 participants – 46.6 % increase from Q3 2024 • Indoor Track: 859 participants - 27% decrease from Q3 2024 • Drop in: 1948 participants – 47% decrease from Q3 2024 • Gymnasium Booking (x2404.75 hours – decrease 2% from Q3 2024 • Indoor Field Booking: 47.58 hours – 17% decrease from Q3 2024 • Community Room and Concession: 411 hours – 9% increase from Q3 2024 • Track Memberships: 10% decrease from Q3 2024 • General Membership – 37% decrease from Q3 2024 **Aquatic Centre** • Drop In: 46% participants increase from Q3 2024 • Lessons: 684 participants 24% increase from Q3 2024 • Rentals: 26 hours, 16% decrease from Q3 2024 • Memberships:81% increase from Q3 2024 **Family Centre Arena** • Arena Bookings (x2): 1187.5 hours – 22% decrease from Q3 2024 • Meeting Room: 452.5 hours – 86 % increase from Q3 2024 • Drop In671 participants – 25% decrease from Q3 2024 **Civic Centre** • Meeting Rooms: 826.75 hours -23% decrease from Q3 2024 **All Access Memberships** • 50% decrease from Q3
Percentage of citizens volunteering increases	FCSS	During the first 10 months of 2025, Volunteer Connect experienced notable

Items to Track	Responsibility	Progress
		engagement. From January to October 31, 2025, 2,933 individuals viewed the volunteer opportunities. Within this period, we received 29 volunteer applications, of which 12 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, Bridging the Gap (BTG) currently has 77 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 (ie: theft of vehicles, theft from vehicles, break and enters) has increased 9% over the period of January – September 2024 to 2025

Q3 Financial Summary

The annual operating surplus of the organization is forecasted to be $3.47 M as at Q3.

Revenues are forecasted to be $2.37 M higher than budgeted due to:

- higher than anticipated Development Application and Subdivision Fee Revenue ($436 k) and Streetlight Revenue ($54 k).
- $372 k in Wildfire Response revenue has been received via deployment of Strathmore Fire Department through September.
- Government Grants are higher than budgeted, due to receipt of an unbudgeted Local Government Fiscal Framework operating grant of $205 k.
- Offsite levy revenue of $1.19 M has been received year to date, which has been directly transferred to Capital reserves.

Overall, expenses are forecasted $1.09 M lower than budgeted, due to salary and wages below budgeted, and forecasted delays in contributions on the WHMB Lodge contribution, and RCMP contract costs forecasted to be $402 k below budget (unfulfilled staffing vacancies).

Capital

- There are 50 municipal capital projects for 2025, with a total budget of $14.0 M.
- Actual Capital Spend at Q3 is $4.3 M, with a forecasted annual spend of $7.0 M and a forecasted carry-forward to 2026 of $6.9 M.

Municipal Operating Variance Analysis
Operating Budget Summary

2025 QUARTER 3 - OPERATING SUMMARY
Forecasted Net Surplus Summary
January to September 2025

	2025 Budget	2025 Actuals	2025 Forecast	2025 Variance	
Revenues					
Total Property Taxes	16,676,700	16,791,899	16,791,899	115,199	Impact of supplemental taxes on new builds
User fees and sales of goods	15,787,200	12,102,415	15,991,031	203,831	Increased programming in Rec facilities - Sports
Licences and Permits	521,600	884,278	957,480	435,880	Planning and Development activity substantially over expectation due to growth in the community
Franchise Fees	3,207,200	2,146,247	3,207,200	-	
Government Grants - Operating	1,820,800	972,820	2,014,513	193,713	$205k LGFF Operating Grant not budgeted; $23k Reduction - Emergency Management Coordinator
Investment & Interest Income	460,300	399,539	425,264	(35,036)	$60k Reduction - Credit Card fee charge offset by bank interest above expected
Penalties and Cost of Taxes	210,500	199,908	240,906	30,406	
Other Revenues	443,500	928,847	1,251,261	807,761	$372k Fire Cost Recovery; $189k Waste Provincial Programs $54k Fortis Streetlight Revenue
Developer Levies	-	1,193,066	1,193,065	1,193,065	Amounts transferred to Capital Reserve
Transfer from Reserves - Operating	1,598,100	-	1,114,700	(483,400)	$463k reduction - WHMB Lodge; $30k Reduction - Physician Sponsorship
Transfer from Reserves - Capital	60,000	-	60,000	-	
Internal Transfers Revenue	545,000	340,872	454,427	(90,573)	
Total Revenues	**41,330,900**	**35,959,892**	**43,701,746**	**2,370,846**	
Expenses					
Salaries, Wages, and Benefits	14,829,200	10,950,319	14,615,052	(214,148)	Staff vacancies - aligns with attrition estimates
Contracted and General Services	13,689,400	8,875,021	13,057,022	(632,378)	$460k reduction - WHMB Lodge; $38k Increase to Legal; $139k increase in Building Inspection Prof Fees. $402k Reduction in RCMP Contract Estimate
Materials, Goods, & Supplies	1,536,600	1,080,287	1,610,321	73,721	Fire - $40k Wildfire Response; Sports Centre - $17k increased programming
Utilities	3,528,600	2,220,912	3,497,099	(31,501)	
Bank and Short Term Interest Charges	90,000	88,416	118,416	28,416	
Other Expenditures	-	428	428	428	
Transfers to Individuals and Organisations	689,600	478,469	649,525	(40,075)	$30k Reduction - Physician Sponsorship
Transfers to Local Boards and Agencies	491,300	94,494	479,494	(11,806)	Marigold Library contribution $12k below budgeted
Interest on Long-term Debt	362,500	240,453	362,500	-	
Long-term Debt Principal Payments	2,221,800	2,077,973	2,221,800	-	
Transfers to Reserves - Operating	812,800	812,800	812,800	-	
Transfers to Reserves - Capital	2,534,100	2,151,247	2,357,165	(176,935)	$1.2Mil Developer Levies, $54k Fortis Streetlight Revenue remainder Utility Surplus
Internal Transfers Expenses	545,000	340,872	454,427	(90,573)	
Total Expenses	**41,330,900**	**29,411,690**	**40,236,049**	**(1,094,851)**	
Net Surplus (Deficit)	**-**	**6,548,202**	**3,465,697**	**3,465,697**	

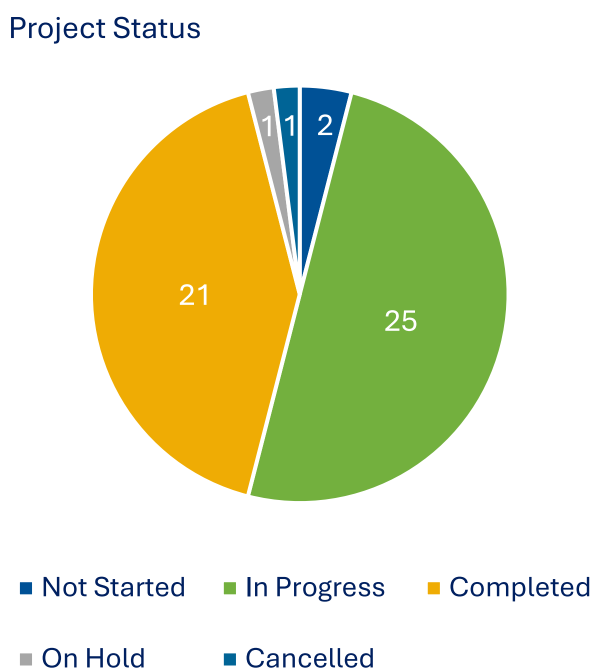
Capital Budget Summary
Budget vs. Actual Comparison – January 1 – September 30, 2025

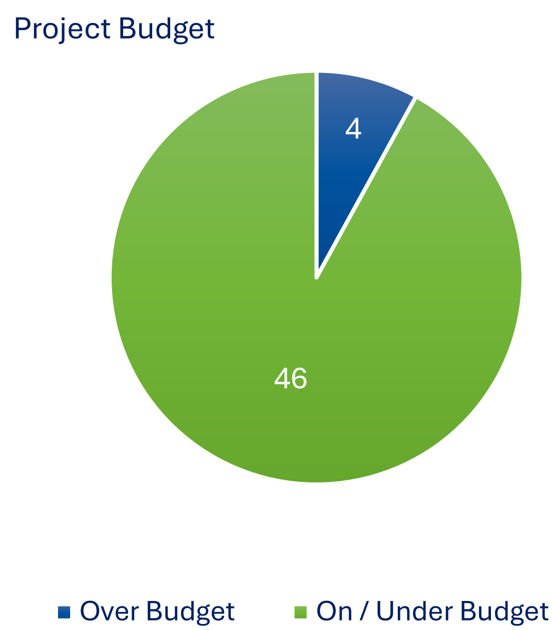
Project Status

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

Project Completion

Town administration has completed 23 of 50 capital projects at Q3. Based on current projections, most projects are likely to be complete by year-end.





Town of Strathmore
2025 Q3 Capital Forecast

Business Case Name	Capital Funding	2025 Original Budget	2024 Capital Project Carry Forwards	2025 Amendments	Total 2025 Budget (Annual)	Actuals (to September 30, 2025)	2025 Forecast (Annual)	Status (Complete, Not Started, On Hold, Cancelled)	Comments
AUTO - 5238 - Family Centre Ice Resurfacer Batteries	Capital Reserve	$40,000			$40,000	$33,055	$33,055	Complete	
AUTO - 3052 - Engine 2 Replacement Fire Truck	LGFF/CCBF	$480,000			$480,000	$171,837	$171,837	In progress	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	$304,273	$304,273	In progress	2025 Phase complete. Carry forward next payment due 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	$2,729	$2,729	Cancelled	Will not be pursuing as it would have a large impact on the annual operational budget
AUTO - 5303 - Sidewalk Improvements	LGFF/CCBF	$200,000			$200,000	$42,000	$42,000	On Hold	Carry over to 2026. 2025 contract was terminated due to substandard work.
AUTO - 5290 - Splash Park Recirculation system	LGFF/CCBF	$300,000			$300,000	$0	$0	In progress	Carry over to 2026. Working through grant options.
AUTO - 5295 - Kinsmen Tree Replacement Design	Capital Reserve	$50,000			$50,000	$0	$50,000	In progress	Plan to have the design by December
AUTO - 5302 - Kinsmen Park Christmas Lights	Capital Reserve	$20,000	$20,000		$40,000	$512	$40,000	In progress	Expected completion in Q4
AUTO - 5304 - Site Furniture	LGFF/CCBF	$25,000	$17,600		$42,600	$22,673	$42,600	In progress	Expected completion in Q4
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	$219,793	In progress	Waiting for delivery and final invoice, possible carryover as equipment is built and delivered; Delivery expected February 2026
Roads- EPW 36 RPM Tech 220 Loader Mounted Snow Blower Replacement- 2025	LGFF/CCBF	$265,000			$265,000	$254,850	$254,850	Complete	
AUTO - 3132 - 72 - Parks - PK86 Kenworth Single Axel Water truck Replacement - 2025	LGFF/CCBF	$170,000			$170,000	$0	$170,000	In progress	Taken delivery and working through deficiencies before sign off, no change expected in budget and no carry forward
AUTO - 3212 - Road Asset Management Plan (RAMP)	LGFF/CCBF	$380,000			$380,000	$367,336	$368,000	Complete	
AUTO - 3213 - Capital Projects Engineering	Capital Reserve	$75,000			$75,000	$44,804	$75,000	In progress	Final report to be delivered Q4, awaiting final invoice as well
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	$5,300,000	$2,037,100		$7,337,100	$1,744,785	$2,244,785	In progress	Maplewood Project 95% complete, Reservoir upgrades to occur Q4 2025/Q1 2026. Brentwood Reservoir decomission anticipated Q2/Q3 2026
Environmental Monitoring - Ag Society Grounds	Financial Stabilization Reserve		$9,200		$9,200	$800	$9,200	In progress	
AUTO - 3209 - 42.1 - Distribution & Collection Out-of-scope Maintenance	Waste Water Reserve	$75,000			$75,000	$4,675	$77,000	Complete	Small Overage, final invoices anticpated
AUTO - 3150 - 42.1 - WWTP UV System	Waste Water Reserve	$385,000			$385,000	$0	$385,000	In progress	Currently expect to be complete by 2025 end. Potential for carry over of approx $50K
AUTO - 3210 - 42.1 - WWTP PLC/SCADA Upgrades	Multiple	$125,000	$280,000		$405,000	$253,938	$330,000	In progress	Savings to be carried forward to 2026
AUTO - 3202 - 42.1 - WWTP General Plant Upgrades	Waste Water Reserve	$60,000	$7,800		$67,800	$21,347	$69,000	In progress	Final costs to be confirmed, very close to budget
Lift Station Upgrades	Waste Water Reserve		$17,000		$17,000	$0	$0	Complete	No further spend anticipated, to be confirmed Q4
AUTO - 3207 - Pathway Lifecycle	LGFF/CCBF	$78,000	$17,000		$95,000	$12,165	$95,000	Complete	Awaiting final invoices
Thistle Way Sanitary Replacement	Waste Water Reserve			$300,000	$300,000	$296,722	$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 90% complete, awaiting final costs to confirm any savings. Expect completion by 2025 End
Resolution 259.09.25 Water License	Water Reserve			$350,000	$350,000	$0	$0	In progress	Costs may occur in Q4 2025 or more likely Q1 2026
Wayfinding	Capital Reserve		$30,000		$30,000	$0	$0	Not Started	Project not yet started
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	$10,900	$11,445	Complete	
AUTO - 3199 - Aquatic Centre - Expansion Tank & Bladder Replacement	LGFF/CCBF	$30,000			$30,000	$0	$30,000	In progress	2 step project. Step 1 completed and waiting for invoice. Step two to commence mid November.
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	$0	In progress	Transformation Committee Project Governance has started. Process modernization, requirement gathering, and the RFP are planned for Q1 to Q2 2026
AUTO - 4231 - IT - CPS - Fire Department Internet Upgrade	Capital Reserve	$21,000			$21,000	$0	$21,000	In progress	Outside plant telco cable construction is complete. Firehall IT network planning and deployment are targeted for completion in Q4 2025
AUTO - 4225 - IT Server Upgrade	LGFF/CCBF	$323,000			$323,000	$25,933	$323,000	In progress	Procurement completed. Delivery expected Q4 2025.
AUTO - 5263 - IODS - Public Works Bulk Water Station Payment Terminal Replacement	Water Reserve	$50,000			$50,000	$7,819	$40,000	In progress	The new bulk water filling station with accounting integration went live. The project closure package and financial accounting are being finalized in Q4
AUTO - 5257 - IT - IT Restoration, Consolidation, and Cost Efficiency Roadmap - 10 Years (2024-2034)	LGFF/CCBF	$64,000			$64,000	$56,153	$56,200	In progress	Council, Adminisration (20), GIS, Asset Management, Marketing, and guest station refresh completed. Remaining docking updates in the Council Chamber will be completed in Q4 2025.

GP Upgrades	Financial Stabilization Reserve		$6,500		$6,500	$2,868	$6,500	Complete	Canadian Payroll July 2025 Tax Table and GP Service Pack Updates completed. Microsoft GP will be migrated to the cloud, with new support vendor transition planned for Q4 2025.
Offsite Backups	Financial Stabilization Reserve		$7,900		$7,900	$0	$7,900	Complete	Hardware procurement complete.
Disaster Recovery - IT Infrastructure\Network	Financial Stabilization Reserve		$15,000		$15,000	$0	$15,000	Complete	Hardware procurement complete.
Evergreen client computer equipment	Financial Stabilization Reserve		$27,400		$27,400	$33,227	$33,227	In progress	Phased Economic Development and Aquatic Centre computer refresh completed. The project closure package and financial accounting are being finalized in Q4
Cybersecurity Improvements, Risk Remediation, Network Security	Financial Stabilization Reserve		$8,000		$8,000	$2,000	$8,000	Complete	Firewall and Microsoft 3rd party health check assessment completed. Follow up actions completed.
IT Backup Systems Project	Financial Stabilization Reserve		$130,000		$130,000	$0	$0	Not Started	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	$0	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		$18,000	$25,145	$38,768	In progress	Waiting on final invoice. Expect completion before Dec end 2025
		$9,313,000	**$2,822,200**	**$1,830,000**	**$13,965,200**	**$4,263,759**	**$6,976,407**		

As of September 30, 2025, Town of Strathmore Reserve balances are as follows:

- $2.86 M – Uncommitted Operating Reserves
- $355 k – Committed Operating Reserves
- $4.46 M – Committed Capital Reserves based upon the 10-year capital plan.
- $5.81 M – Committed Offsite Levy Reserves for future projects – based upon the offsite levy bylaw 24-17 the estimated costs of capital projects is $299.83 M

Town of Strathmore
Continuity of Reserves
September 30, 2025

OPERATING	2025 Opening Balance	Sept 30 Closing Balance	2025 Commitments	2025 Uncommittted Balance
Operating Reserve - Financial Stabilization	5,102,768	5,752,768	2,891,959	2,860,809
Operating Reserve - Non-Annual Recurring Expenses	-	162,800	-	162,800
Operating Reserve - Development Application	70,000	70,000	-	70,000
Operating Reserve - Snow Reserve	110,296	110,296	-	110,296
Total Operating Reserves	**5,283,064**	**6,095,864**	**2,891,959**	**3,203,905**
CAPITAL				
Capital Reserve - General Municipal	141,463	90,539	-	90,539
Asset Replacement / Rehabilitation	436,021	643,721	377,100	266,621
Capital Reserve - Fire	211,788	211,788	218,000	- 6,212
Capital Reserve - Roads	77,418	77,418	-	77,418
Capital Reserve - Storm Water	1,115,404	1,163,377	-	1,163,377
Capital Reserve - Water	1,600,588	1,785,296	850,000	935,296
Capital Reserve - Wastewater	1,568,065	1,796,366	844,800	951,566
Capital Reserve - Solid Waste	100,852	160,352	-	160,352
Capital Reserve - Affordable Housing	151,477	151,477	-	151,477
Capital Reserve - Sports Centre	387,589	508,513	-	508,513
Capital Reserve - Land Capital		-	-	-
Capital Reserve - Dedicated RMR		160,000	-	160,000
Total Capital Reserves	**5,790,666**	**6,748,848**	**2,289,900**	**4,458,948**
OFFSITE LEVIES				
Offsite Levies - Roads	639,213	1,084,253	66,100	1,018,153
Offsite Levies - Storm	1,867,898	2,075,350	-	2,075,350
Offsite Levies - Water	1,686,199	2,055,165	1,173,000	882,165
Offsite Levies - Wastewater	1,303,952	1,475,560	-	1,475,560
Cash in Lieu - Municipal Reserves	358,805	358,805	-	358,805
Total OSL Reserves	**5,856,066**	**7,049,132**	**1,239,100**	**5,810,032**
TOTAL RESERVES	**16,929,797**	**19,893,844**	**6,420,959**	**13,472,885**

Balances do not include the projected Operating Surplus at September 30, 2025. Commitments are amounts approved by Council as budgeted capital and operating expenditures funded from reserves that have not yet occurred/been applied.