

April 30, 2024

Interim Report

As reported on July 2, 2024



CITY OF
FORT SASKATCHEWAN
ALBERTA

Interim Report | April 2024

As reported on July 2, 2024

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OPERATING HIGHLIGHTS

Highlights from the first four months to April 30, 2024 include:

- Approval of commuter transit service changes that will provide transit services to Sherwood Park.
- 2024 Municipal Census rolled out with new aquatics facility question.
- Updates were made to the 2023-2026 Strategic Plan.
- An offer for the Old Hospital lands at 9430 95 Street accepted with conditions.
- First draft of the Urban Forest Protection and Enhancement plan provided to Council.
- Snow Melt and Material Handling Site feasibility results provided to Council.
- Continuation of work on an alternate direct water supply source.
- Presentations for the Parks Growth Plan, Downtown Action Plan Final Report and the Policing Committee Annual Report.
- The Neighbourhood Rehabilitation Asset Management Plan was presented to Council.
- Approval of amended 2024 Fees and Charges bylaw.
- Annual Policing priorities were set for April 2024 to March 2025, and included traffic safety, police community relations-police visibility, and crime reduction -property crime-theft.
- Drought Preparation Plan was presented to Council.
- Approval of 2024 property tax bylaw and spring budget.

OPERATING BUDGET

In the first four months of 2024, the City had a \$1,029,000 operating budget surplus, including a \$652,000 surplus from municipal operations and \$377,000 surplus from utility operations. The City is forecasting a \$139,000 operating budget deficit for 2024, including a \$330,000 deficit from municipal operations and \$191,000 surplus from utility operations. The 2024 forecasts presented within this report are estimates based on January to April 2024 actuals and other information currently available, and therefore are subject to change.

Revenues were \$835,000 above budget in the first four months of the year and are expected to be \$210,000 above budget for 2024. The City is forecasting user fees and charges and government transfers-operating to be higher than budgeted for the year while fines and penalties, property taxes and investment income are forecast to be below budget.

Operating expenses were \$234,000 below budget in the first four months of the year and are expected to be \$1,356,000 above budget for the year. The City is forecasting to be higher than budget in salaries, wages, and benefits, contracted services and utilities and below budget in purchases from other governments and service maintenance contracts. The variance in contracted services is largely related to facility lifecycle projects that are funded by transfers from reserves.

Additional information about operating variances is available in the Analysis of Significant Variances section beginning on page 5 of this report.

CAPITAL PROJECTS

The 2024 capital program includes 39 capital projects. As at April 30, 2024, the City has completed six projects, 29 projects in progress, three that are on hold.

The City spent \$3,848,000 on capital projects in the first four months of 2024 and is expecting to spend an additional \$39,575,000 to complete current projects.

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FINANCIAL POSITION

As at April 30, 2024, the City had net financial assets of \$25,827,000 compared to \$37,752,000 in net financial assets at December 31, 2023.

Significant changes in net financial assets during the first four months of 2024 include increases in investments, trade and other receivables, deposits on accounts, inventory held for resale and decreases in cash and cash equivalents, long term debt, deferred revenue, trade payables, and payroll and remittances.

FINANCIAL RESULTS FROM OPERATIONS

Expressed in \$000's	Four months ended April 30, 2024			Year ended December 31, 2024		
	Budget	Actual	Variance	Budget	Forecast	Variance
Operating Revenue						
Property Taxes	-	-	-	57,044	56,701	(343)
Utility User Rates	7,048	7,276	228	22,335	22,404	69
User Fees and Charges	2,460	3,668	1,208	7,767	8,857	1,090
Fines and Penalties	1,355	738	(617)	3,135	2,442	(693)
Government Transfers – Operating	390	468	78	1,896	2,054	158
Investment Income	945	725	(220)	2,918	2,697	(221)
Other Revenue	6	164	158	18	168	150
Total Operating Revenue	12,204	13,039	835	95,113	95,323	210
Operating Expenses						
Salaries, Wages, and Benefits	(11,019)	(11,181)	(162)	(36,179)	(36,531)	(352)
Purchases from other Governments	(5,933)	(5,404)	529	(18,434)	(17,987)	447
Contracted Services	(1,755)	(1,927)	(172)	(7,954)	(9,376)	(1,422)
Service Maintenance Contracts	(1,264)	(984)	280	(4,134)	(3,904)	230
Materials and Supplies	(1,199)	(1,337)	(138)	(3,806)	(3,869)	(63)
Utilities	(1,108)	(1,353)	(245)	(3,197)	(3,499)	(302)
Transfers to Organizations and Individuals	(749)	(765)	(16)	(1,988)	(2,030)	(42)
Interest on Long Term Debt	(151)	(152)	(1)	(871)	(873)	(2)
Insurance	(238)	(224)	14	(704)	(643)	61
Training and Development	(235)	(176)	59	(734)	(691)	43
Advertising and Printing	(128)	(89)	39	(526)	(484)	42
General Administration	(436)	(426)	10	(1,041)	(1,051)	(10)
Other Expenses	(83)	(46)	37	(263)	(249)	14
Total Operating Expenses	(24,298)	(24,064)	234	(79,831)	(81,187)	(1,356)
Operating Budget Surplus (Deficit) before Other Items	(12,094)	(11,025)	1,069	15,282	14,136	(1,146)
Other Items						
Repayment of Long Term Debt	(444)	(445)	(1)	(2,131)	(2,132)	(1)
Transfers to Reserves	(12,735)	(12,790)	(55)	(13,949)	(14,028)	(79)
Operations funded from Reserves	151	167	16	798	1,885	1,087
Net Other Items	(13,028)	(13,068)	(40)	(15,282)	(14,278)	1007
Operating Budget Surplus (Deficit)	(25,122)	(24,093)	1,029	-	(139)	(139)

The operating budget surplus (deficit) includes transfers to and from reserves and debt repayments that are excluded from Public Sector Accounting Standards ("PSAS") financial reporting, and excludes amortization and gains or losses on the disposal of tangible capital assets that are included in PSAS. An unconsolidated statement of operations that is consistent with PSAS has been included in Appendix 1. Net variances from the operating budget by departments are also included in Appendix 1.

ANALYSIS OF SIGNIFICANT VARIANCES

SURPLUS VARIANCES

User Fees and Charges

User fees and charges are \$1,208,000 over budget and are forecasted to be \$1,090,000 over budget for 2024 due to increased major project permitting and higher than expected admissions and rental revenue at the Dow Centennial Centre and Shell Theatre.

Purchases from Other Governments

Expressed in \$000s	Results for the four months ended April 30, 2024			Forecast for the Year Ended December 31, 2024		
	Budget	Actual	Variance	Budget	Forecast	Variance
Wastewater Management Services	2,244	2,185	(59)	7,159	7,099	(60)
Policing Services	2,073	1,688	(385)	6,219	5,884	(335)
Water Supply Services	1,246	1,228	(18)	4,094	4,076	(18)
Commuter Transit Services	169	130	(39)	451	451	-
Assessment Services	129	148	19	425	437	12
Other	72	25	(47)	86	40	(46)
Total Purchases from Other Governments	5,933	5,404	(529)	18,434	17,987	(447)

The City was \$529,000 below budget in purchases from other governments for the first four months of 2024 and forecasted to be \$447,000 under at the end of 2024.

Policing services are forecast to be \$335,000 under budget by the end of the year due to RCMP staffing vacancy.

Service and Maintenance Contracts

Spending on service and maintenance contracts was \$280,000 below budget in the first four months of 2024 and are forecast to be \$230,000 below budget by year-end. This variance is due to decreased automated traffic enforcement camera ticketing fees early in the year and is offset by lower fines and penalties revenue.

Utility User Rates

Revenue from utility user rates were \$228,000 over budget in the first four months of 2024. The variance in the first four months of 2024 relates mostly to an increase in variable water and sewer consumption.

Financial Report for the four months ended April 30, 2024 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

DEFICIT VARIANCES

Fines and Penalties

Revenue from fines and penalties were \$617,000 below budget in the first four months of 2024 and are forecast to be \$693,000 below budget for the year due to traffic fines.

Revenue from traffic fines was \$667,000 below budget in the first four months of 2024 and forecast to be \$743,000 under budget at the end of the year. The decrease in traffic fine revenue is offset by a decrease in the service maintenance contract expense. Traffic fine processing costs have also decreased due to the reduced ticketing processing fees in the first part of the year.

Expressed in \$000s	Results for the four months ended April 30, 2024			Forecast for the Year Ended December 31, 2024		
	Budget	Actual	Variance	Budget	Forecast	Variance
Traffic fines	(1,146)	(479)	667	(2,613)	(1,870)	743
Fine Processing Costs	196	-	(196)	815	620	(195)
Net loss in revenue from traffic fines	(950)	(479)	471	(1,798)	(1,250)	548

Salary, Wages and Benefits

Salaries, wages, and benefits were \$162,000 higher than budgeted in the first four months of 2024 and forecasted to be \$352,000 over budget by the end of the year. This variance relates to WCB premiums being higher than budget due a rate increase in the year.

Other Deficit Variances

- Contracted services are forecasted to be \$1,422,000 over budget for 2024 due to lifecycle maintenance projects which will be offset by reserve transfers.
- Investment income is \$220,000 under budget due to lower than budgeted cash and investment balances and yields.
- Property taxes are forecast to be below budget in 2024 due to the province funding only 50% of the grants in place of taxes for provincially owned properties.

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UTILITY OPERATIONS

Water supply, sewer service, and solid waste are 100% utility user rate funded. Property taxes are not used to subsidize utility operations. Likewise, utility user rates do not subsidize the general operations of the City.

Expressed in \$000s	Variances from utilities operating budget			
	Water Supply	Sewer Service	Solid Waste	Total Utilities
For the period ending April 30, 2024				
Revenue				
Utility user rates	123	77	28	228
Other revenue	68	5	5	78
Expenses				
Salaries, wages and benefits	(74)	7	30	(37)
Commission charges	18	59	-	77
Contracted services	(125)	127	19	21
Other expenses	20	(3)	(5)	12
Reserve transfers and debt repayment	(10)	0	7	(2)
YTD Operating Budget Surplus (Deficit)	19	272	85	377
For the year ending December 31, 2024				
Revenue				
Utility user rates	39	2	28	69
Other revenue	68	5	5	78
Expenses				
Salaries, wages and benefits	(63)	7	30	(26)
Commission charges	18	59	-	77
Contracted services	(78)	51	19	(8)
Other expenses	11	(3)	(4)	4
Reserve transfers and debt repayment	(10)	-	7	(3)
Forecast Operating Budget Surplus (Deficit)	(15)	121	85	191

The City's utility operations had a \$377,000 surplus compared to budget in first four months of 2024 and are forecast to be \$191,000 over budget at the end of the year.

The combined utility-user rates revenue from water and sewer were \$200,000 above budget in the first four months of 2024 which was mostly due to increased water consumption.

CAPITAL BUDGET HIGHLIGHTS

The 2024 Capital Program included 18 new projects and 21 multi-year projects that were carried forward from 2023. At April 30, 2024, the City had completed six capital projects, while thirty were in progress, and three were on hold. The capital programs are summarized below. Additional project level details are attached in Appendix 3.

	Carried Forward from 2023	2024 Capital Budget	Authorized in 2024	Authorized Capital Expenditure	2024 Expenditure	Forecast Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Engineering Structures	3,145	11,645	-	14,790	(204)	(15,099)	(513)
Vehicles, Machinery & Equipment	2,113	6,247	60	8,420	(1,697)	(6,774)	(51)
Buildings	14,734	2,000	-	16,734	(1,913)	(14,907)	(86)
Land Improvements	2,561	-	-	2,561	(34)	(2,795)	(268)
Total	22,553	19,892	60	42,505	(3,848)	(39,575)	(918)

NEIGHBOURHOOD REHABILITATION

The 2024 neighbourhood rehabilitation program will continue rehabilitation of Lowe Ave from Langley Dr to O'Brien Dr. The City is also completing work on the alleyway adjacent to 104 Street south of 100 Ave. Remaining work from the 2022 and 2023 programs on 103 Street from 99 Ave to 98 Ave, 104 Street from 99 Ave to 100 Ave, 108 Street north of 102 Ave, and Lowe Ave will continue in 2024.

LOCAL ROAD REHABILITATION

The 2024 local road rehabilitation program includes resurfacing parts of 79 Street and 98 Ave, Highway 21 northbound towards Southridge Blvd, Highway 15 between 94 Street and 101 Street, and paving the east portion of the Public Works Yard site.

JUBILEE RECREATION CENTRE MODERNIZATION CONSTRUCTION

Council approved construction to commence in summer 2023 and the project is expected to be completed in 2025. Renovations will include the lobby, washrooms, showers, concession, meeting rooms, change rooms and lease spaces.

AQUATICS

The 2024 capital budget included \$2 million to begin planning and design for a new aquatics centre. Work is on hold until after the results of the 2024 census results are reviewed by Council.

LESLEY MACMILLAN PARK OUTDOOR RINK

Construction is substantially complete for the new lit hard surfaced boarded rink, support building, parking lot, skating area and plaza at Lesley MacMillan Park in Southfort Meadows.

FORT CENTRE PARK

Fort Centre Park is a new 40-acre regional park along the North Saskatchewan River. Stormwater ponds in Fort Centre Park were completed in 2023. Now that the ponds are complete, work on the first phase of landscaping can occur. Phase 1 includes several enhancements intended to encourage passive and active recreation, including:

- 1.8 km gravel trail network
- Two earth embedded staircases
- Naturalized area around ponds
- Informal picnic sites
- A naturally shaded sitting area to host small educational activities
- Concrete play elements throughout the park
- Pollinator garden

FINANCIAL POSITION HIGHLIGHTS

An unconsolidated statement of financial position for the City of Fort Saskatchewan has been included in Appendix 1.

NET FINANCIAL ASSETS

As at April 30, 2024, the City had net financial assets of \$25,827,000 compared to the net financial assets of \$37,752,000 at December 31, 2023.

Net financial assets refer to the financial assets of the City less all liabilities, including long-term debt. The City's balance of net financial assets is typically its lowest in April due to property taxes levied in May.

CASH AND CASH EQUIVALENTS

The City maintains funds expected to be used in the next twelve months in operating accounts, notice of demand accounts, or cashable guaranteed investment certificates. Funds expected to be needed over longer time horizons are invested in accordance with the City's investment policy.

At April 30, 2024 the City had the following cash and short term deposits:

Cash and Cash Equivalents	April 30, 2024		December 31 2023	
	Balance \$000	Interest Rate	Balance \$000	Interest Rate
Operating Accounts	15,916	5.48%	20,279	4.05%
Notice of Demand Accounts	339	5.65%	332	5.94%
Total	16,255	5.48%	20,611	4.08%

The City's notice of demand accounts earn interest at 5.65% and are redeemable upon 90 days' notice. The City's operating and notice of demand accounts earn variable rates of interest and are therefore subject to interest rate risk.

INVESTMENTS

	April 30, 2024			December 31, 2023		
	Average Yield	Average Years to Maturity	Book Value \$000	Average Yield	Average Years to Maturity	Book Value \$000
Cashable Investments	-	-	-	5.23%	0.09	18,500
Guaranteed Investment Certificates	2.93%	1.67	27,000	2.58%	1.87	35,000
Long Term Bond	5.01%	6.93	13,475	-	-	-
Principal Protected Notes	Variable	6.60	7,500	-	0.36	1,000
Other	n/a	n/a	142	9.82%	n/a	120
Total	3.05%	3.91	48,117	3.36%	1.23	54,620

The City manages interest rate risk in its long-term investment portfolio by purchasing securities with maturity dates ranging from one to seven years so that only a portion of the City's long term portfolio is exposed to interest rate risk in any given year.

ATB Financial, CIBC Wood Gundy, Canadian Western Bank, and Raymond James Ltd. are designated financial institutions for investment purposes, pursuant to the Banking Administration Bylaw C24-18.

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Rounded to the nearest thousand dollars, except where otherwise stated

PROPERTY TAXES RECEIVABLE

At April 30, 2024, property taxes receivable were \$812,000 compared to \$1,066,000 at December 31, 2023. Of the outstanding \$812,000 in property taxes, \$509,000 is due from 2023 and \$154,000 is due from prior years.

LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Apr 30, 2024 \$000	Dec 31, 2023 \$000	Fully Repaid
Debentures				
Sewer Service Reline	2.371%	1,394	1,394	December 2029
City Hall	3.308%	8,284	8,544	December 2033
100 Avenue Rehab	3.571%	3,806	3,981	September 2035
Protective Services Building	3.136%	7,502	7,502	December 2036
Pointe Aux Pins Waterline	4.990%	141	141	June 2042
Total Debentures		21,127	21,562	
Capital Leases				
Capital Lease Obligations		46	56	December 2025
Total Long-Term Debt		21,173	21,618	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at April 30, 2024 is \$21,173,000. During the first four months of the year, the City paid \$435,000 in principal and \$151,000 in interest expense to service debentures and \$10,000 in principal and \$1,000 in interest to service capital leases.

Debentures are paid semi-annually or annually in accordance with the terms of the debenture. Capital leases have monthly or annual payments up to the year 2028 with implied interests ranging from 9.16% to 14.68%

At April 30, 2024, the City was at 15% of its provincial Debt Limit (December 31, 2023 – 16%) and 12% of its provincial Service on Debt Limit (December 31, 2023 – 12%). The City's capital leases do not impact its debt limit or debt service limit.

FINANCIAL RESERVES

In the first four months of the year, the City had \$76,924,000 in financial reserves, of which \$ 32,441,000 is committed and the remaining \$44,483,000 is uncommitted. The City's 2024 optimal uncommitted balance for reserves is \$45,342,000.

At April 30, 2024, two reserve categories were under the optimal balance and three were over. The stabilization and contingency reserves were under \$6,695,000 and infrastructure lifecycle reserves were under \$3,623,000. The three that were over the optimal balances are project reserves by \$820,000, specific purpose reserves by \$1,306,000, and restricted reserves \$1,003,000.

The optimal balances for the reserves are calculated in accordance with the Financial Reserves Policy, FIN-021-C. These optimal balances are based on the expected drawdowns on the reserve identified in the 10-year capital plan within the next five years.

Appendix 1 includes a summary of the City's financial reserve balances and commitments.

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Appendix 1

SUPPLEMENTARY FINANCIAL INFORMATION

STATEMENT OF FINANCIAL POSITION

(Unaudited)

	April 30, 2024	December 31, 2023	April 30, 2023
	\$000s	\$000s	\$000s
Financial Assets			
Cash and Cash Equivalents	16,255	20,611	6,626
Revenues Receivable			
Property Taxes Receivable	812	1,066	641
Government Transfers Receivable	931	940	1,193
Trade and Other Receivables	5,850	6,901	5,924
Inventory Held for Resale	1,461	1,456	1,442
Investments	48,117	54,620	60,018
Total Financial Assets	73,426	85,594	75,844
Liabilities			
Accounts Payable and Accrued Expenses			
Trade Payables	(2,663)	(8,567)	(3,090)
Employee Benefit Obligations	(1,845)	(2,620)	(1,757)
Payroll and Remittances	14	(1,091)	19
Interest Payable	(105)	(124)	(136)
Deposits on Account	(2,251)	(2,162)	(2,104)
Deferred Revenue	(14,668)	(6,751)	(16,248)
Liability for Contaminated Sites	(1,356)	(1,356)	(1,366)
Asset Retirement Obligations	(3,552)	(3,553)	(3,507)
Total Liabilities	(21,173)	(21,618)	(24,497)
Net Financial Assets	47,599	47,842	52,687
Other Assets			
Tangible Capital Assets	527,891	524,055	513,567
Prepaid Expenses	1,051	534	1,206
Inventories of Supplies	743	734	654
Total Other Assets	529,685	525,323	515,427
Accumulated Surplus	555,512	563,075	538,584

This statement of financial position for the City of Fort Saskatchewan has not been consolidated with the Fort Saskatchewan Public Library ("Library"). The annual financial statements are prepared in accordance with PSAS, which require that the City's financial statement be consolidated with the Library. This statement does not reflect changes to PSAS that are effective for 2024.

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

STATEMENT OF OPERATIONS

(Unaudited)

	Four months ended April 30		
	2024	2024	2023
	Budget	Actuals	Actuals
<i>Expressed in \$000s</i>			
Operating Revenue			
Property Taxes	-	-	-
Utility User Rates	7,048	7,276	6,332
User Fees & Charges	2,460	3,667	2,505
Fines and Penalties	1,355	739	509
Government Transfers - Operating	390	468	309
Investment Income	945	726	1,178
Other Revenue	6	163	265
Total Operating Revenue	12,204	13,039	11,098
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(5,866)	(6,227)	(6,133)
Fleet, Facilities, & Engineering	(4,730)	(3,628)	(3,379)
Planning & Development	(662)	(613)	(688)
Economic Development	(408)	(397)	(300)
	(11,666)	(10,865)	(10,500)
Community and Protective Services			
Culture & Recreation Services	(2,395)	(2,730)	(2,332)
Protective Services	(3,396)	(2,656)	(2,688)
Fire Services	(1,953)	(1,790)	(1,290)
Family & Community Support Services	(491)	(449)	(492)
	(8,235)	(7,625)	(6,802)
Corporate Services Division			
Information Technology	(1,213)	(1,187)	(1,110)
Legislative Services	(581)	(548)	(668)
People Services	(504)	(510)	(615)
Financial Services	(532)	(533)	(486)
Corporate Communications	(264)	(238)	(217)
	(3,094)	(3,016)	(3,096)
Senior Leadership	(704)	(711)	(778)
Elected Officials	(176)	(154)	(154)
Fiscal Services	(692)	(992)	(991)
Utility Operations	(6,302)	(6,348)	(5,936)
Total Operating Expenses	(30,869)	(29,711)	(28,257)
Surplus (Deficit) before Other Items	(18,665)	(16,672)	(17,159)
Other Items			
Contributed Tangible Capital Assets	1,153	-	-
Government Transfers - Capital	4,103	2,038	381
Developer Levies	-	109	-
Net Other Items	5,256	2,147	381
Operating Surplus (Deficit)	(13,409)	(14,525)	(16,778)

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Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

NET OPERATING BUDGET VARIANCES BY DEPARTMENT

Expressed in 000's	Four months ended April 30, 2024			Year ended December 31, 2024		
	Budget	Actuals	Variance	Budget	Forecast	Variance
Infrastructure & Planning Division						
Public Works	(2,749)	(2,715)	34	(9,349)	(9,427)	(78)
Fleet, Facilities, & Engineering	(3,490)	(3,480)	10	(9,416)	(9,665)	(249)
Planning & Development	(195)	518	713	(607)	106	713
Economic Development	(255)	(117)	138	(740)	(699)	41
Total Infrastructure & Planning Division	(6,689)	(5,794)	895	(20,112)	(19,685)	427
Community & Protective Services Division						
Culture and Recreation Services	(1,434)	(1,477)	(43)	(4,193)	(4,118)	75
Protective Services	(2,181)	(2,018)	163	(7,009)	(6,972)	37
Fire Services	(2,352)	(2,168)	184	(6,156)	(5,966)	190
Family & Community Support Services	(176)	(210)	(34)	(678)	(682)	(4)
Total Community & Protective Services Division	(6,143)	(5,873)	270	(18,036)	(17,738)	298
Corporate Services Division						
Information Technology	(1,479)	(1,585)	(106)	(3,578)	(3,597)	(19)
Legislative Services	(568)	(538)	30	(1,785)	(1,707)	78
People Services	(496)	(480)	16	(1,546)	(1,778)	(232)
Financial Services	(532)	(518)	14	(1,746)	(1,782)	(36)
Corporate Communications	(264)	(238)	26	(820)	(793)	27
Total Corporate Services Division	(3,339)	(3,359)	(20)	(9,475)	(9,657)	(182)
Senior Leadership	(618)	(623)	(5)	(1,933)	(1,938)	(5)
Elected Officials	(176)	(154)	22	(560)	(538)	22
Fiscal Services	(5,190)	(5,700)	(510)	50,116	49,226	(890)
Utility Operations	(2,965)	(2,588)	377	-	191	191
Operating Budget Surplus (Deficit)	(25,120)	(24,091)	1,029	-	(139)	(139)

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31 2023 Balance	2024 Activity			Apr 30 2024 Balance	Remaining Commitments	Uncommitted Balance	2024 Optimal Balance	Over (Under) Funded
		Contributions	Interest	Withdrawals					
<i>Expressed in 000's</i>									
Stabilization and Contingency									
Financial Stabilization and Contingency	13,312	-	-	(37)	13,275	3,589	9,685	15,848	(6,163)
Snow and Ice Removal	581	-	-	-	581	-	581	1,113	(532)
Total Stabilization and Contingency	13,893	-	-	(37)	13,856	3,589	10,266	16,961	(6,695)
Projects									
Municipal Operating Projects *	828	-	-	(9)	819	818	1	600	(599)
Utility Operating Projects *	180	-	-	-	180	30	150	180	(30)
Future Facility Operating	9,072	1,171	-	-	10,243	10,359	(116)	-	(116)
Capital Projects *	7,403	3,733	-	(327)	10,809	5,615	5,194	5,605	(411)
Land Purchases	2,191	-	-	(36)	2,154	178	1,976	-	1,976
Total Projects	19,674	4,904	-	(372)	24,205	17,000	7,205	6,385	820
Infrastructure Lifecycle									
Municipal Infrastructure and Equipment	12,518	2,731	163	(1,198)	14,214	5,778	8,437	11,545	(3,108)
Facility Lifecycle and Maintenance*	2,087	65	24	-	2,176	183	1,993	1,676	317
Utilities Infrastructure and Equipment	6,907	4,530	129	(115)	11,451	5,284	6,165	6,997	(832)
Total – Infrastructure Lifecycle	21,512	7,326	316	(1,313)	27,841	11,245	16,595	20,218	(3,623)
Specific Purpose									
Art in Public Places	191	20	-	-	211	-	211	-	211
Economic Development	885	20	-	(26)	879	338	540	750	(210)
Family and Community Support Services	67	14	-	-	81	-	81	-	81
Health, Safety, and Wellness	806	-	-	-	806	128	678	-	678
River Valley Enhancement	497	89	-	-	587	41	546	-	546
Total - Specific Purpose	2,446	143	-	(26)	2,564	507	2,056	750	1,306
Restricted Reserves									
Contributions in Lieu of Municipal Reserve Land	59	-	1	-	60	-	60	-	60
Youth Drug and Safety Education	21	-	-	-	21	-	21	-	21
Fire Waterline	773	-	-	-	773	-	773	-	773
Perpetual Care *	606	35	7	-	648	21	626	1,028	(402)
Westpark Estates Community Enhancement	551	-	-	-	551	-	551	-	551
Total - Restricted Reserves	2,010	35	8	-	2,053	21	2,031	1,028	1,003
Developer Levies	6,229	109	71	(4)	6,405	79	6,330	-	6,330
Total Reserves	65,764	12,517	395	(1,752)	76,924	32,441	44,483	45,342	(859)

* Estimated balance only and may be subject to change

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Appendix 2 - Strategic Plan Update

STRATEGIC PLAN UPDATE

In June 2022, the City adopted a strategic plan for 2023 – 2026, identifying five goals and a number of strategic initiatives to advance those goals. The report below indicates the progress made toward those goals between January to April 2024.

WELL-PLANNED COMMUNITY AND RESILIENT ECONOMY

Goal	Strategically plan, prepare, and manage responsible and sustainable growth for our residents and businesses.
Outcome	Excellence in planning and land use has balanced quality of life, sustainability, and economic development that has shaped how our community has grown to maintain its smalltown feeling, a strong sense of community and a resilient local economy.

Strategic Initiatives	Progress
Creation of a new Land Use Bylaw to align with the Municipal Development Plan, promoting efficiency and cohesion between plans.	<ul style="list-style-type: none"> The Land Use Bylaw (LUB) project aims to ensure consistency with the Municipal Development Plan (MDP), streamline regulatory documents, and eliminate outdated practices. A Planning Workshop in 2023 showcased alternative land use regulations, and public engagement sessions in February 2024 collected feedback from residents of mature neighborhoods. The project has been restructured to address schedule delays and improve deliverables. The City is drafting sections of the LUB, including Administrative and Interpretive sections, the Land Use Map, and Place Types (Zones/Districts). Districts will be written with specific regulations tailored to the characteristics of each area, such as Pineview and Southfort. In mid 2024, an update will be presented to Council, including the "What We Heard" report from recent public engagement. The City is planning to complete drafts of Place Types and general LUB sections, share them for feedback, and compile a report by late 2024. The goal is to present the first reading of the new LUB in the fourth quarter of 2024.
Municipal Development Plan (2021) implementation of policies, strategies, and planning projects to help achieve the Community Direction Statement for the future of the City with 50,000 residents.	<ul style="list-style-type: none"> Implementation items from the Municipal Development Plan (MDP) that are now complete include the Area Structure Plan Terms of Reference, Downtown Action Plan, Future Development Initiative Strategy, Public Engagement Framework Update, and Transit Service Levels Review. Implementation items that are in progress include creation of the new Land Use Bylaw, the Infill Strategy, and Urban Forest Protection and Enhancement Plan. In 2025, work is expected to begin on a five-year update to the Municipal Development Plan.

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Strategic Initiatives	Progress
<p>Downtown Action Plan (2021) implementation of recommendations to help attract customers, new development and increase the vibrancy of downtown</p>	<ul style="list-style-type: none"> • The final Downtown Action Plan report was presented to Council in April, 2024, and noted 20 of the 23 recommendations are complete or ongoing and the remaining three being integrated into future plans. • A total of \$379,000 was allocated to implementing the Downtown Action Plan recommendations. The City was successful in receiving nearly \$300,000 in provincial and federal grants, including \$97,000 from the Community Revitalization Fund and \$200,000 in Northern and Regional Economic Development Program funding. More than 75% of the funding for Downtown Action Plan projects was covered through external funding. • The Downtown Development Strategy is now underway.
<p>Development of growth/annexation area servicing plans and levy plans to prepare lands for future use</p>	<ul style="list-style-type: none"> • Levy development is underway with expected presentation of Bylaw to Council in late 2024.
<p>Development of School Board Joint Use and Planning Agreements to enable the integrated and long-term planning and coordinated placement of new school sites and redevelopment of existing school sites</p>	<ul style="list-style-type: none"> • Discussions between the City and School Boards is ongoing and continues in 2024. • The Joint Use and Planning Agreement is in its final development stages. It includes provisions for early collaboration with school boards to determine school site requirements (size, location, and timeframe). The agreement also outlines the approach for handling surplus reserve and non-reserve school sites and includes maps for shared use areas.
<p>Alberta Industrial Heartland Association, Edmonton Global and other regional economic development initiatives participation with strategic and economic benefit for the City</p>	<ul style="list-style-type: none"> • The City engaged with Alberta Industrial Heartland Association (AIHA), Edmonton Global, and Greater Edmonton Economic Development Team (GEEDT) on regional initiatives and projects. • AIHA presented their annual update to Council on April 6, 2024, noting significant industrial growth and interest in the region. • Edmonton Global initiated a “listening tour” engagement session with Council on February 27, 2024. • The City has participated in multiple feedback and strategic sessions with Edmonton Global directly and their hired consultants, discussing some of the challenges and opportunities for Fort Saskatchewan. • The City coordinated with Strathcona County and Sturgeon Country to host an Industrial Supply Chain Forum in April 2024.

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Strategic Initiatives	Progress
Coordination for designated industrial zone policy and development permit processes with Alberta Industrial Heartland Association to manage and encourage sustainable industrial growth	<ul style="list-style-type: none">• The Designated Industrial Zones (DIZ) initiative aims to streamline regulations, ensuring efficiency, certainty, and consistency to attract growth and investment in DIZ areas. The City remains actively engaged in collaboration with the Alberta Industrial Heartland Association (AIHA) on this effort. This initiative is ongoing, with a strategic session focused on establishing success metrics held in mid 2024.• There are several sub-projects the City is engaged in with the Designated Industrial Zones (DIZ), including the Alberta Industrial Heartland - DIZ Air Task Team, the Alberta Industrial Heartland Master Drainage Plan, DIZ-related Road Infrastructure Analysis & Recommendations Study. The Master Drainage Plan was signed off by the City in February 2024.

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STRATEGICALLY MANAGED INFRASTRUCTURE

Goal	Maximize our existing infrastructure and plan for long-term efficiency, cost and resiliency when considering new infrastructure.
Outcome	Strategic investment and strong asset management practices have ensured critical infrastructure is in place, maintained, optimized, and strategically planned to meet the future needs of the community.

Strategic Initiatives	Progress
Asset Management continued implementation of the program that enables coordinated, cost effective and sustainable approaches for stewardship of the City's resources.	<ul style="list-style-type: none"> The rollout of the new asset management software has expanded to include Parks Services. Utilities and Parks are now active users of the new software. Implementation will continue to expand to other business units.
Neighbourhood Rehabilitation Study to determine and validate long-term costing of the program to ensure a reliable road and utility network by replacing infrastructure at the end of its functional life.	<ul style="list-style-type: none"> The study has been completed and implementation is being proposed in the 2025 Capital Plan.
Determine the preferred option to meet future water needs as the City's demands continue to increase.	<ul style="list-style-type: none"> A business plan for the project was presented to Council in January.
Assess existing storm ponds and develop a Stormwater Drainage Plan that ensures best practices and climate change readiness standards that are incorporated into development regulations and maintenance processes.	<ul style="list-style-type: none"> The wet storm ponds were assessed over the last two years for water quality and sludge capacity. A storm pond maintenance plan was developed internally in the first trimester of 2024 to capture the City's current maintenance program and identify future needs for maintenance and water and sludge capacity testing for each pond over time.
Undertake a Wastewater System Master Plan to support wastewater service and system planning	<ul style="list-style-type: none"> The Wastewater Master Plan Update is tentatively scheduled for 2025.
Ongoing review and refinements to 10-year Capital Plan content, process and supporting documentation.	<ul style="list-style-type: none"> The 10 Year Capital Plan update for 2025-2034 is scheduled for the June 25,2024 Council meeting.

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Strategic Initiatives	Progress
<p>Continued use and implementation of Vision Zero strategies and the Safe Systems Model with resultant changes to roadway infrastructure and traffic safety culture.</p>	<ul style="list-style-type: none"> • RCMP and the City ran 1 Distracted Driving Option 4 Program where 52 distracted driving violations were issued, 43 driver’s attended the education session on the effects of distracted driving and had their tickets withdrawn. • Collision Data: Total collisions: 84, 0 fatal, 2 major injury, 17 minor injury and 47 property damage collisions, 18 hit and run • One vehicle noise traffic operation was conducted, no vehicle noise violations were found during this operation. • The City has focused on school zones with a heavy presence during school drop off and pick up times. • Commercial Vehicle Enforcement - 9 CVSA Level 1 Inspections: 2 Pass, 4 required attention, 3 Out of Service. A total of 108 commercial vehicle violations issued. • The Traffic Safety Working Group Committee continues to meet quarterly to discuss traffic concerns within the City.
<p>Cybersecurity Controls Review</p>	<ul style="list-style-type: none"> • The City engaged a consulting group to conduct a Cybersecurity Controls Review. This review consists of adopting an industry standard security framework to benchmark and measure against that includes 18 top level best practice controls with 153 prioritized safeguards. A summary of recommendations created an implementation roadmap to further advance the City Cybersecurity program over the next three years.

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WELCOMING, COMPASSIONATE AND ACTIVE COMMUNITY

Goal	Support diverse community needs to create a complete community where everyone, regardless of circumstances is able to experience all the City has to offer.
Outcome	Residents live in vibrant, inclusive neighborhoods and a welcoming compassionate city where they can participate fully in all aspects of the community and where diverse and accessible recreation, culture and arts opportunities thrive.

Strategic Initiatives	Progress
Continue to implement the Truth and Reconciliation and Indigenous Relations Multi-Year Plan including relationship building, knowledge gathering, and education.	<ul style="list-style-type: none"> City staff participated in two Indigenous training opportunities. Powwow 101, which explains the importance of a Pow Wow, a sacred social gathering held by many North American Indigenous communities. There was also a Métis cultural session, which included learning about Métis history and Métis dot art. The winner of the City's Arts in Public Spaces Program was Ojibwe artist Ellie Lagrandeur for her mixed media on canvas titled HIGHEST HONOUR. The selected 2024 artwork was unveiled at the Alberta Lottery Fund Art Gallery in April 2024.
Diversity, Equity, and Inclusion Action Plan continued implementation with emphasis on community accessibility of City venues and community and employee mental health and wellness.	<ul style="list-style-type: none"> The City is planning a community Diversity, Equity and Inclusion (DEI) conference in late 2024 and developing department focused DEI action plans.
Development of Community Social Response Framework to understand issues, City roles and responses that reflect our commitment to an inclusive and welcoming community.	<ul style="list-style-type: none"> The City will be presenting to Council in mid 2024.
Undertake an Indoor Recreation Infrastructure Service Level Review to collect relevant information and data to help inform future aquatic, indoor ice, and fitness/wellness infrastructure.	<ul style="list-style-type: none"> In early 2024 Council directed Administration to examine public engagement options on a new aquatics facility to be included at the Dow Centennial Centre. Administration brought options back in February and Council approved an Aquatics Question to be included in the 2024 Census. The Census results show that the majority of citizens want a pool at the Dow Centennial Center.
Undertake outdoor parks and trails plans and projects including River Valley Master Plan, Open Spaces Master Plan, and Fort Centre Park Phase One development.	<ul style="list-style-type: none"> The Fort Centre Park Phase One development will begin in May and should be completed by the end of the construction season. Stakeholder and public engagement on the bike skills park's three potential sites and amenities, and perceived value to the community is underway and will be completed in mid 2024.
Undertake Jubilee Recreation Centre modernization.	<ul style="list-style-type: none"> Work is underway and progressing well. Construction is on-track to be completed in 2025.

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Strategic Initiatives	Progress
<p>Continue to promote indoor venues and outdoor spaces, events, festivals, and history that create community benefit as well as economic benefit by attracting visitors to see and experience what the City has to offer.</p>	<ul style="list-style-type: none">• The City had five sold out Performance Series shows including: The Sheepdogs, The Great Canadian Road Trip, Brent Butt, the Irish Descendants and the Gift. In total, there were 9 out of 24 shows sold out for our 2023-24 season, a new record for the City.• To increase the flexibility of the Dow Centennial Centre lacrosse lines were installed on the Indoor Turf – Nutrien Soccer Field. Temporary board enclosures for the soccer nets were also installed and will be removed in September for the indoor soccer season.• Harbour Pool attendance was 19,323, up 2,627 from this time in 2023. Events included the Family Day free swim, sponsored by Fort Saskatchewan Lions Club, the Dive-in Movie in March, sponsored by Park Pest Control, Gemstone Logistics and Robertson's Plumbing & Gasfitting.• The City's Easter event at Fort Heritage Precinct had 250 people attend this year.

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Appendix 2 - Strategic Plan Update

ENVIRONMENTAL STEWARDSHIP AND CLIMATE CHANGE READINESS

Goal	A commitment is in place to using our resources wisely and preparing City operations to manage climate change impacts.
Outcome	Programs and supporting tools are in place to foster the well-being of the environment. Efforts are taken to reduce usage of limited resources and City operations and infrastructure have adapted for climate change impacts.

Strategic Initiatives	Progress
Operationalize the new Eco/Transfer Station and implement Provincial Extended Producer Responsibility standards to help encourage waste reduction and diversion programs.	<ul style="list-style-type: none"> The City has provided all requested data to the Producer Responsibility Organization that is overseeing the Extended Producer Responsibility program. Financial and servicing proposals are expected to be provided to Fort Saskatchewan by late 2024.
Prepare an Urban Forest Protection and Enhancement Plan to further improve and add to existing assets while also preventing unnecessary or premature loss.	<ul style="list-style-type: none"> The first draft of the Urban Forest Protection and Enhancement Plan will be presented to Council on May 28, 2024.
Assess the condition of the riverbank to ensure land uses are not creating slope instability.	<ul style="list-style-type: none"> Recreational trails along the North Saskatchewan River were assessed in 2022 and an action plan was developed during the first trimester of 2024. The action plan identifies strategies to preserve the trails and the riverbank from erosion. Currently Parks Services is working with the Fort Saskatchewan Trail Alliance for trail maintenance, coordinate detours, re-alignment and signage.
Conduct assessments of City water and energy usage and develop strategies the City can use to conserve usage, both in City venues and outdoor spaces as well as private homes and businesses.	<ul style="list-style-type: none"> A grant application has been made to undertake this work.
Naturalize strategically selected greenspaces for environmental and economic benefit and monitor the health/well-being of naturalized spaces.	<ul style="list-style-type: none"> The City continues to naturalize select areas. The process requires a staged approach over a period of three to four years. Current sites under naturalization will see weed control, soil work, seeding and planting of native plants.
Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.	<ul style="list-style-type: none"> The City uses satellite maintenance yards to reduce travel time for small equipment such as mowers. These yards are located at the Historic Precinct, Mowat Park, West River's Edge, and Lesley Macmillan Park.
Support the ATCO hydrogen blending pilot project within the City to reduce greenhouse gas intensity of the natural gas stream and support economic stimulation and innovation within the energy industry.	<ul style="list-style-type: none"> The City continues to support the ATCO hydrogen blending project as needed, and is working to coordinate a tour for Economic Development Association of Canada representatives this fall.

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Strategic Initiatives	Progress
<p>Preparation of an Urban Agricultural Plan to increase awareness and understanding for business and residents of the importance of agriculture and agri-food sectors within urban service areas, to help grow the regional economy, as well as promote the ecological and social benefits urban agriculture provides to communities. (Regional Agriculture Master Plan-Edmonton Metropolitan Region Board).</p>	<ul style="list-style-type: none">• The City engaged the public for Phase II of the Urban Agricultural Plan in early 2024.• A draft Urban Agriculture Plan was prepared in collaboration with Northern Alberta Institute of Technology and presented to City administration for review and finalization.• The City anticipates bringing the plan forward to Council in late 2024.

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Appendix 2 - Strategic Plan Update

OPERATIONAL EXCELLENCE AND CONTINUOUS IMPROVEMENT

Goal	Continuous improvement; constantly looking for ways to improve our services through innovative practices, technology, collaboration, and consultation
Outcome	Problem solving, collaboration and leadership has fostered ongoing improvements focusing on our customers' needs enabling positive change to ensure service excellence is delivered in an efficient, effective, and sustainable basis.

Strategic Initiatives	Progress
Ongoing review and refinement of advocacy strategies to direct and strengthen the City's message when addressing policies, issues, and funding with other levels of government, regional neighbours and agencies including Machinery and Equipment assessment, regional transportation, and Veterans Way improvements.	<ul style="list-style-type: none"> The Veteran's Way improvements will be scheduled for later years in the 2025 10-year capital plan.
Continue focus on organizational technology and modernization including Microsoft 365/Teams, records management, Enterprise Resource Planning and IT Security and Data Management to ensure innovation advancement across the organization.	<ul style="list-style-type: none"> Rollout and training across the organization continues for 365/Teams as well as SharePoint document/records management continues.
Continue transition work and supporting Smart Fare program for better coordination of service and resultant efficiencies.	<ul style="list-style-type: none"> The Smart Fare program was activated in February 2024 at City Hall and the Dow Centennial Centre.
Undertake review of City branding as well as a comprehensive update of City's website to meet future requirements.	<ul style="list-style-type: none"> The Citywide Brand Review is underway to ensure that the corporate brand accurately reflects the city's unique characteristics and evokes images and experiences significant to the community. This comprehensive review, encompassing a technical audit, extensive public engagement, and an internal review. The findings will streamline and strengthen the City's family of brands, providing a framework for strategies and policies to maintain a robust brand presence.
Ongoing implementation of programs and processes for risk management and insurance to identify, evaluate and mitigate risk within City operations.	<ul style="list-style-type: none"> The City has completed all of the property appraisals with the City's new insurance provider. This process is intended to ensure the City is adequately insured for its structures, as well as the contents. These inspections may result in adjustments to the City's insurance premiums, to what extent is not yet known. The City's vandalism awareness and prevention campaign will be live this summer when incidents of vandalism are highest.

CAPITAL PROJECTS

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion Date	Comments
Engineering Structures							
16050	119 Street & Hwy 15 Intersection Upgrades	2,150	2,286	2	(138)	Dec 2024	Overage funded from offsite levy
18028	Water Reservoir Lifecycle Renewal	1,920	1,793	1	126	Complete	
19008	Neighbourhood Rehabilitation (2019 - 2023)	18,094	16,880	1,214	-	Dec 2025	
19010	450 mm Water Main - Area 3 to Dow Main	1,000	1,150	(150)	-	Dec 2025	
19018	Sump Pump Retrofit Program	4,500	3,830	670	-	Ongoing	
20021	Transfer Site Enhancement	3,720	4,267	4	(551)	Complete	Overage funded from surpluses in various projects
21034	TWP Road 542 Culvert Replacement	1,325	118	1,157	50	Dec 2024	\$50K transferred to #16021
23002	Traffic Calming	1,700	62	1,638	-	Dec 2024	
23011	Secondary/Alternative Water Source	1,700	424	1,276	-	Dec 2028	
24011	100 Ave / Legacy Park Road Enhancements	1,100	20	1,080	-	Dec 2024	
24100	Local Road Rehabilitation	3,462	-	3,462	-	Dec 2024	
24200	Neighbourhood Rehabilitation (2024)	4,745	-	4,745	-	Dec 2026	
Total Engineering Structure		45,416	30,830	15,099	(513)		

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Appendix 3 - Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion Date	Comments
Vehicles, Machinery & Equipment							
19006	Culture Equipment Lifecycle Replacement	276	274	-	2	Complete	
19012	Computer Network Infrastructure	156	106	50	-	Jun 2024	
19013	Transit Smart Fare Equipment	234	153	81	-	Apr 2024	
19027	Vehicle Replacement	6,129	5,564	565	-	Dec 2024	
20001	Protective Services Equipment Lifecycle Replacement	70	-	70	-	Dec 2024	
20047	Dow Centennial Centre Equipment Lifecycle Replacement	175	-	175	-	Dec 2024	
21014	Asset Management Software	175	81	144	(50)	Dec 2024	Overage funded by annual capital funding
22012	Fire Services Equipment Lifecycle Replacement	2,000	-	2,000	-	Dec 2025	
23009	Mobile Computer Aided Despatch	60	-	60	-	Dec 2024	
23101	Firehall Renovations	250	209	41	-	Jun 2024	
24004	Fleet Addition - Hydraulic Lift Trailer	28	29	-	(1)	Aug 2024	
24013	City Wide Security Cameras Upgrades	403	102	301	-	Dec 2024	
24014	Portfolio Management Software Replacement	125	-	125	-	Nov 2024	
24015	Upgrading Municipal Enforcement Radio System	60	-	60	-	Dec 2024	
24022	IT - River Road/Windsor Pointe Lift Station's SCADA Network Connection	190	29	161	-	Dec 2024	
24023	Fleet Addition - Grader with Gate	725	-	725	-	Dec 2025	
24300	Information Technology Equipment Lifecycle Replacement	122	-	122	-	Dec 2024	
24400	Fleet and Equipment Lifecycle Replacement	2,409	317	2,092	-	Dec 2025	
Total Vehicles, Machinery & Equipment		13,587	6,864	6,772	(49)		

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Appendix 3 - Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion Date	Comments
Buildings							
16021	City Hall Space Development	1,100	1,186	-	(86)	Complete	
22100	Jubilee Recreation Centre Modernization	17,819	4,912	12,907	-	Jul 2025	
24016	Aquatics Planning / Construction	2,000	-	2,000	-	On Hold	
Total Buildings		20,919	6,098	14,907	(86)		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion Date	Comments
Land Improvements							
12025	River Valley Trail Systems	4,201	3,130	1,071	-	On Hold	
14040	River Valley Enhancements	195	74	121	-	On Hold	
15014	Southfort Meadows - Park Amenity	2,269	2,699	20	(450)	complete	Overage funded from reallocation
21023	Fort Centre Park - Phase 1	1,650	88	1,562	-	Dec 2024	
Total Land Improvements		8,315	5,991	2,774	(450)		

BUSINESS SUPPORT

The City awarded the following amounts in the first four months of 2024 pursuant to the Business Development Incentives Policy FIN-014-C:

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved
Sculpted Beauty Bar	Education	\$2,197	\$500
Creative Canvas	Equipment & Technology	\$4,959	\$2,480
Miller's Ice Cream	Equipment & Technology	\$8,265	\$4,132
OK Tire Fort Saskatchewan	Equipment & Technology	\$13,285	\$5,000
Dreyco	Equipment & Technology	\$15,000	\$5,000
The Fort Distillery	Export Development	\$4,000	\$2,000
CSN Fort Saskatchewan	Equipment & Technology	\$22,236	\$5,000
Voshell Architecture and Design, Inc.	Equipment & Technology	\$6,000	\$3,000
Beyond Diversity Inc.	Equipment & Technology	\$5,500	\$2,750
		\$81,442	\$29,862

Additional grant funding requests totalling \$14,327 are currently under review.