April 30, 2025

Interim Report

As reported on June 24, 2025

CITY OF
FORT SASKATCHEWAN
ALBERTA

Interim Report | April 2025

As reported on June 24, 2025

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OPERATING HIGHLIGHTS

Despite some economic headwinds, our City continues to move forward with exciting developments and community-focused initiatives. Here's what's been happening over the past four months:

Major Projects & Progress

- **Dow Chemical's Path2Zero Project** has delayed construction of its Path2Zero Project to match market conditions. Dow expressed that it remains committed to the Path2Zero project and that is sees it as a quartile 1 project with attractive returns. Despite this delay, the City continues to see higher than normal industrial development from Dow, Linde, and others.

Recent Approvals and Updates

- **Outdoor Emergency Warning System Phase-Out** – Council approved the transition away from the current system in favor of updated and more effective alert technologies.
- **Industrial Wastewater Extension Design** – A design project was approved, supported by a $400,000 reimbursement from Dow Canada, enhancing infrastructure and collaboration.
- **Renaming of Two Parks** – Two city parks will be renamed in recognition of former City Council members.
- **Water Tower Mural Refurbishment** – The mural on the city's water tower will be replicated as part of ongoing maintenance.
- **Veteran Tribute Banners** – Banners honoring local veterans will be installed on light posts throughout the city.
- **Curbside Waste Education Program** – A new initiative aims to improve recycling practices and reduce household waste.
- **Banking Services Agreement** – The City has entered into a five-year agreement with the Bank of Montreal for banking services.
- **Financial Reporting and Audit Review** – Council reviewed and approved the 2024 KPMG Audit, Consolidated Financial Statements, Annual Financial Report, and surplus allocation.

Operational Updates

- **Fort Report System Upgrade –** The City's service request system has been upgraded. While the interface remains familiar to residents, requests are now directly linked to internal work orders, improving response efficiency.

Trends to Watch

1. Well-Planned Community and Resilient Economy

- Public engagement opportunities for the Downtown Fringe District will be available soon.

2. Strategically Managed Infrastructure

- The design contract for a new aquatics facility has been awarded, with construction scheduled to begin in spring 2026. Concurrently, design concepts for a new fire station are under review.

3. Welcoming, Compassionate, and Active Community

- The Jubilee Recreation Centre is expected to be officially transferred to the City this summer. A new public education series focused on diversity, equity, and inclusion has launched, and the recent opening of Heritage Trail Park offers an additional recreational space for residents. Planning is also underway for two major Indigenous cultural events.

4. Environmental Stewardship

- Pending funding, additional tree planting initiatives are planned for the fall.

5. Operational Excellence and Continuous Improvement

- The City has relaunched its vandalism awareness campaign. Additionally, updates to the City's website are in progress, featuring new content and improved design to enhance user experience and accessibility.

FINANCIAL RESULTS FROM OPERATIONS

	Four months ended April 30, 2025			Year ended December 31, 2025		
Expressed in $000's	Budget	Actual	Variance	Budget	Forecast	Variance
Operating Revenue						
Property Taxes	-	-	-	61,741	61,548	(193)
Utility User Rates	7,697	7,525	(172)	24,048	23,513	(535)
User Fees and Charges	3,028	4,806	1,778	8,391	10,534	2,143
Fines and Penalties	386	567	181	951	1,032	81
Government Transfers – Operating	307	331	24	2,023	2,008	(15)
Investment Income	810	1,195	385	3,002	3,437	435
Other Revenue	16	580	564	22	601	579
Total Operating Revenue	**12,244**	**15,004**	**2,760**	**100,178**	**102,673**	**2,495**
Operating Expenses						
Salaries, Wages, and Benefits	(11,925)	(11,653)	272	(38,949)	(38,657)	292
Purchases from other Governments	(6,095)	(5,354)	741	(20,046)	(19,156)	890
Contracted Services	(1,861)	(2,099)	(238)	(8,813)	(9,832)	(1,019)
Service Maintenance Contracts	(929)	(1,192)	(263)	(3,006)	(3,380)	(374)
Materials and Supplies	(1,472)	(1,389)	83	(4,410)	(4,393)	17
Utilities	(1,256)	(1,265)	(9)	(3,482)	(3,523)	(41)
Transfers to Organizations and Individuals	(778)	(730)	48	(2,054)	(2,022)	32
Interest on Long Term Debt	(157)	(136)	21	(761)	(631)	130
Insurance	(234)	(239)	(5)	(707)	(702)	5
Training and Development	(250)	(209)	41	(826)	(796)	30
Advertising and Printing	(157)	(137)	20	(582)	(588)	(6)
General Administration	(442)	(347)	95	(1,059)	(991)	68
Other Expenses	(147)	(124)	23	(662)	(564)	98
Total Operating Expenses	**(25,703)**	**(24,874)**	**829**	**(85,357)**	**(85,235)**	**122**
Operating Budget Surplus before Other Items	**(13,459)**	**(9,870)**	**3,589**	**14,821**	**17,438**	**2,617**
Other Items						
Repayment of Long-Term Debt	(314)	(450)	(136)	(2,075)	(2,202)	(127)
Transfers to Reserves	(13,415)	(14,114)	(699)	(15,333)	(16,032)	(699)
Operations funded from Reserves	343	259	(84)	2,587	3,809	1,222
Net Other Items	**(13,386)**	**(14,305)**	**(919)**	**(14,821)**	**(14,425)**	**396**
Operating Budget Surplus	**(26,845)**	**(24,175)**	**2,670**	**-**	**3,013**	**3,013**

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.

FINANCIAL HIGHLIGHTS

The first four months of 2025 have seen significant progress in strategic planning, infrastructure projects, and community-focused initiatives, leading to notable financial highlights detailed below:

- **Operating Performance**: The City is reporting a $2.67 million operating surplus so far this year. Most of this—$2.66 million—comes from municipal operations.

  Looking ahead, the City is forecasting a year-end surplus of $3.01 million.

  This includes:
  - A $3.12 million surplus from municipal operations
  - A $106,000 deficit from utility operations

  The results are largely due to higher-than-expected revenues from user fees and industrial development. These gains have helped offset lower revenues from property taxes and traffic fines

  .

- **Capital Projects**: The City has 47 active capital projects in 2025. At April 30, 2025, 3 projects were completed, while the remaining 44 were in progress. Significant projects include ongoing design work on the new aquatic's facility, upgrades to the Jubilee Recreation Centre, and the development of Heritage Trails Park.[1]

- **Financial Position**: The City's net financial assets decreased to $29.48 million, compared to $42.03 million at the end of 2024 and $24.75 million at April 30, 2024. The City's balance of net financial assets is typically lowest in April before property taxes levied in May.[2]

ANALYSIS OF SIGNIFICANT VARIANCES

User Fees and Charges

User fees and charges were $1,778,000 higher than expected in the first four months of 2025 and are forecasted to be $2,142,000 higher than budget for 2025. Increased industrial development has led to higher than usual permitting revenue and related construction service fees.

Purchases from Other Governments

	Four months ended April 30, 2025			Year Ended December 30, 2025		
Expressed in $000s	**Budget**	**Actual**	**Variance**	**Budget**	**Forecast**	**Variance**
Wastewater Management Services	2,457	2,392	(65)	8,036	7,970	(66)
Policing Services	1,981	1,502	(479)	6,686	6,207	(479)
Water Supply Services	1,323	1,110	(213)	4,347	3,985	(362)
Commuter Transit Services	164	151	(13)	468	455	(13)
Assessment Services	147	157	10	438	447	9
Other	23	42	19	71	92	21
Total Purchases from Other Governments	**6,095**	**5,354**	**(741)**	**20,046**	**19,156**	**(890)**

Purchases from Other Governments were $741,000 below budget in the first four months of 2025 and are forecast to be $890,000 below budget in 2025. Policing services are forecast to be $479,000 under budget by the end of the year due to RCMP staffing vacancies. Water supply services are forecast to be $362,000 below budget as the commission rate is below budget and lower than anticipated consumption.

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[1] See Appendix 3, Capital Projects

[2] See page 9, Financial Position Highlights

Salary, Wages and Benefits

	Four months ended April 30, 2025			Year Ended December 30, 2025		
Expressed in $000s	**Budget**	**Actual**	**Variance**	**Budget**	**Forecast**	**Variance**
Compensation	9,637	9,444	(193)	32,023	31,916	(107)
Benefits	2,555	2,209	(346)	7,779	7,327	(452)
Budgeted Vacancy / Rate Allowance	(267)	-	267	(853)	(586)	267
Net Staff Surplus	**(11,925)**	**(11,653)**	**(272)**	**38,949**	**38,657**	**(292)**

Salaries, wages, and benefits were $272,000 lower than budget in the first four months of 2025 and forecasted to be $292,000 over budget by the end of the year. Staff costs are forecast to be $559,000 below budget for the year before an $853,000 budgetary allowance for vacancies and salary growth.

Other Variances

- Other revenue is higher than expected due to payments related to developer agreements, excluding off-site levies, and payments from Fortis related to new streetlights installed in developing areas.
- Investment income is above budget due to higher-than-expected bank balances, interest rates, and investment yields in the first four months.
- Contracted services are forecasted to be $1,019,000 over budget for 2025 due to various operating projects that were carried forward into 2025 and are offset by grant revenue and reserve transfers.
- Utility user rates are forecasted to be $535,000 under budget due to lower-than-expected consumption, which is offset by higher than expected fixed fees due to new development.
- Service maintenance contracts are forecasted to be $373,000 over budget due to lifecycle replacements that are offset by reserve transfers.
- Property taxes are forecast to be below budget in 2025 due to the province funding only 75% of the grants in place of taxes for provincially owned properties.
- Transfers to reserves are forecast to be higher than expected due to higher balances in interest bearing reserve accounts.

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.

	Four months ended April 30, 2025					
Expressed in $000s	Budget	Water Service	Sewer Service	Solid Waste	Total Utilities	Variance
Revenue						
Utility User Rates	7,697	2,764	3,765	996	**7,525**	(172)
Other Revenue	331	171	12	161	**344**	13
Expenses						
Salaries, Wages, and Benefits	(924)	(416)	(187)	(266)	**(869)**	55
Commission charges	(3,779)	(1,110)	(2,393)	-	**(3,503)**	276
Contracted services	(802)	(102)	(221)	(668)	**(991)**	(189)
Other expenses	(286)	(210)	(30)	(22)	**(262)**	24
Reserve transfers and debt repayment	(5,272)	(2,548)	(2,220)	(503)	**(5,271)**	1
	(3,035)	**(1,451)**	**(1,274)**	**(302)**	**(3,027)**	**8**

	Year ended December 31, 2025					
Expressed in $000s	Budget	Water Service	Sewer Service	Solid Waste	Total Forecast	Forecast Variance
Revenue						
Utility User Rates	24,048	8,679	11,833	3,001	**23,513**	(535)
Other Revenue	1,046	526	32	484	**1,042**	(4)
Expenses						
Salaries, Wages, and Benefits	(3,017)	(1,314)	(757)	(891)	**(2,962)**	55
Commission charges	(12,382)	(3,985)	(7,971)	-	**(11,956)**	426
Contracted services	(3,253)	(440)	(761)	(2,125)	**(3,326)**	(73)
Other expenses	(881)	(690)	(86)	(60)	**(836)**	45
Reserve transfers and debt repayment	(5,561)	(2,627)	(2,456)	(498)	**(5,581)**	(20)
	-	**149**	**(166)**	**(89)**	**(106)**	**(106)**

The City's utility operations had an $8,000 surplus compared to budget in first four months of 2025 but are forecast to have a $106,000 deficit for the year.

The combined utility user rates revenue from water and sewer were $166,000 below budget in the first four months of 2025 due to lower-than-expected consumption, offset by increased fixed rates for new development.

CAPITAL BUDGET HIGHLIGHTS

The 2025 Capital Program included 23 new projects and 24 multi-year projects that were carried forward from 2024. At April 30, 2025, the City had completed 3 capital projects and 44 were in progress. The capital programs are summarized below. Additional project level details are attached in Appendix 3.

	Carried Forward from 2024	2025 Capital Budget	Authorized Capital Expenditure	2025 Expenditure	Forecast Expenditure	Forecast Surplus (Deficit)
	$000s	$000s	$000s	$000s	$000s	$000s
Engineering Structures	9,607	10,470	20,077	(74)	(20,067)	(64)
Vehicles, Machinery & Equipment	3,723	3,346	7,069	(906)	(5,928)	235
Buildings	9,237	20	9,257	(3,285)	(5,972)	-
Land Improvements	180	383	563	(181)	(697)	(315)
Total	**22,747**	**14,219**	**36,966**	**(4,446)**	**(32,664)**	**(144)**

Jubilee Recreation Centre Modernization

This project includes upgrades to the Jubilee Recreation Centre's lobby, washrooms, showers, concession, meeting rooms, change rooms, and leased spaces. Completion is anticipated in 2025.

Aquatics

Council has allocated $5.4 million for the design of a new aquatics facility at the Dow Centennial Centre. The validation phase is expected to wrap up by mid-2025, with construction beginning in spring 2026, dependent on Council approval. The facility will feature a 10-lane lap pool, leisure and tot pools, hot and cold plunge pools, sauna, steam room, water slides, lazy river, diving boards, climbing wall, and therapy areas. Additional amenities include multipurpose rooms, viewing areas, and full accessibility. Site upgrades include a new lobby corridor, over 140 new parking spaces, and a ring road around the northwest lot.

Local Road Rehabilitation

The 2025 program includes resurfacing sections of 79 Street, 98 Avenue, Highway 21 northbound to Southridge Blvd, and Highway 15 between 94 and 101 Streets. It also includes paving the eastern area of the Public Works Yard.

Neighbourhood Rehabilitation

Work continues on Lowe Avenue from Langley Drive to O'Brien Drive. Additional upgrades include the alley south of 100 Avenue near 104 Street. Remaining tasks from previous years will also be completed, including sections of 103 Street, 104 Street, 108 Street, and Lowe Avenue.

Heritage Trails Park

Previously known as Fort Centre Park, Heritage Trails Park is a 40-acre green space along the North Saskatchewan River. In early 2025, picnic shelters were installed, and more tree planting is planned. The park is being developed to support both active and passive recreation, featuring:

- A 1.8 km gravel trail system
- Two earth staircases
- Naturalized pond surroundings
- A pollinator-friendly garden
- Day-use areas with tables, shelters, and fire pits
- A shaded seating zone for small educational gatherings
- Concrete play features throughout the park

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 of April 30, 2025, the City had net financial assets of $29,589,000 compared to the net financial assets of $42,030,000 at December 31, 2024.

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 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, 2025, the City had $22,482,000 in various operating accounts (December 31, 2024 - $30,427,000) held at a weighted average of 2.77% (December 31, 2024 – 3.78%).

INVESTMENTS

	April 30, 2025 Carrying Value $000	December 31 2024 Carrying Value $000
Investment Measured at Cost or Amortized Cost		
Shore Term Portfolio (a)	9,000	10,000
Long Term Portfolio (b)	27,335	29,627
	35,191	**39,627**
Investment Measured at Fair Value		
Principal Protected Notes (c)	6,678	6,750
Total Investments	**43,013**	**46,377**

(a) The short-term portfolio is comprised of a guaranteed investment certificate that has the effective interest rate of 5.00%. Short term investments are for fixed terms and have maturity dates of less than three years at the time of purchase.

(b) The long-term portfolio is comprised of guaranteed investment certificates, corporate and government bonds that have effective interest rates of 2.65% to 6.60%, with maturity dates between 2025 and 2034. These investments are comprised of both marketable and non-marketable securities. Marketable securities in this category have an aggregate fair value of $15,709,000 as at April 30, 2025.

(c) Investments with embedded derivatives is comprised of equity linked principal protected notes and are classified as level 2 within the fair value hierarchy.

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, and Raymond James Ltd. are designated financial institutions for investment purposes, pursuant to the Banking Administration Bylaw C24-18.

PROPERTY TAXES RECEIVABLE

At April 30, 2025, $545,000 was outstanding in property taxes receivable compared to $1,066,000 at December 31, 2024, and $812,000 at April 30, 2024.

The tax arrears receivable is property taxes levied in prior years that remain outstanding as at April 30, 2025, and includes $385,000 levied in 2024 and $58,000 levied in prior years.

LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Apr 30, 2025 $000	Dec 31, 2024 $000	Fully Repaid
Debentures				
Sewer Service Reline	2.327%	1,044	1,044	December 2029
City Hall	3.308%	7,452	7,720	December 2033
100 Avenue Rehab	3.571%	3,447	3,628	September 2035
Protective Services Building	3.136%	6,920	6,920	December 2036
Pointe Aux Pins Waterline	4.990%	136	136	December 2042
Total Debentures		**18,998**	**19,448**	
Capital Leases				
Capital Lease Obligations	14.677%	37	37	December 2028
Total Long-Term Debt		**19,035**	**19,485**	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at April 30, 2025, is $18,998,000. During the first four months of the year, the City paid $450,000 in principal and $136,000 in interest expense to service debentures.

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 2025 with implied interest of 14.68%

At April 30, 2025, the City was at 12.7% of its provincial Debt Limit (December 31, 2024 – 13%) and 11% of its provincial Service on Debt Limit (December 31, 2024 –11%). The City's capital leases do not impact its debt limit or debt service limit.

FINANCIAL RESERVES

At April 30, 2025, the City had $78,555,000 in financial reserves, of which $21,714,000 is committed to various capital and operating projects. The uncommitted balance was $56,843,000 and the City's 2025 optimal uncommitted balance for reserves is $49,773,000.

At April 30, 2025, stabilization and contingency reserves and infrastructure lifecycle reserves were $2,690,000 and $6,034,000 below their optimal balances respectively. Project reserves, specific purpose reserves, and restricted reserves were all above their 2025 optimal balances.

The optimal balances for the reserves are calculated in accordance with the Financial Reserves Policy, FIN-021-C.

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

SUPPLEMENTARY FINANCIAL INFORMATION

STATEMENT OF FINANCIAL POSITION

(Unaudited)

	April 30, 2025	December 31, 2024	April 30, 2024
	$000s	$000s	$000s
Financial Assets			
Cash and Cash Equivalents	**22,482**	30,247	16,254
Revenues Receivable			
Property Taxes Receivable	**545**	894	812
Government Transfers Receivable	**2,365**	2,218	931
Trade and Other Receivables	**4,502**	6,248	5,848
Inventory Held for Resale	**1,461**	1,461	1,461
Investments	**43,013**	46,377	48,117
Total Financial Assets	**74,368**	87,445	73,423
Liabilities			
Accounts Payable and Accrued Liabilities			
Trade Payables	**(12,327)**	(10,779)	(2,661)
Employee Benefit Obligations	**(3,297)**	(2,996)	(2,923)
Payroll and Remittances	**33**	(1,629)	14
Interest Payable	**(95)**	(95)	(105)
Deposits on Account	**(2,479)**	(2,236)	(2,251)
Deferred Revenue	**(2,383)**	(3,091)	(14,668)
Liability for Contaminated Sites	**(1,381)**	(1,381)	(1,356)
Asset Retirement Obligations	**(3,781)**	(3,720)	(3,547)
Long-Term Debt	**(19,069)**	(19,485)	(21,173)
Total Liabilities	**(44,779)**	(45,412)	(48,670)
Net Financial Assets	**29,589**	42,033	24,753
Other Assets			
Tangible Capital Assets	**545,322**	546,495	528,002
Prepaid Expenses	**1,196**	1,382	1,051
Inventories of Supplies	**847**	569	743
Total Other Assets	**547,365**	548,446	529,796
Accumulated Surplus	**576,954**	590,479	554,549

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 2025.

STATEMENT OF OPERATIONS

(Unaudited)

	Four months ended April 30		
	2025	2025	2024
Expressed in $000s	Budget	Actuals	Actuals
Operating Revenue			
Utility User Rates	7,697	**7,525**	7,276
User Fees & Charges	3,028	**4,806**	3,667
Fines and Penalties	386	**567**	739
Government Transfers - Operating	307	**331**	468
Investment Income	810	**1,195**	746
Other Revenue	16	**580**	163
Total Operating Revenue	12,244	**15,004**	13,059
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(6,637)	**(6,144)**	(2,858)
Fleet, Facilities, & Engineering	(3,777)	**(3,573)**	(2,605)
Planning & Development	(750)	**(853)**	(613)
Economic Development	(420)	**(387)**	(397)
	(11,584)	**(10,957)**	(6,473)
Community and Protective Services			
Culture & Recreation Services	(2,540)	**(2,532)**	(2,541)
Protective Services	(3,123)	**(2,587)**	(2,614)
Fire Services	(1,982)	**(1,911)**	(1,705)
Family & Community Support Services	(505)	**(474)**	(449)
	(8,150)	**(7,504)**	(7,309)
Corporate Services Division			
Information Technology	(1,397)	**(1,236)**	(1,138)
Legislative Services	(593)	**(548)**	(548)
People Services	(728)	**(617)**	(510)
Financial Services	(664)	**(546)**	(532)
Corporate Communications	(273)	**(273)**	(238)
	(3,655)	**(3,220)**	(2,966)
Senior Leadership	(704)	**(750)**	(623)
Elected Officials	(189)	**(155)**	(154)
Fiscal Services	(1,078)	**(1,180)**	(1,016)
Utilities and Sustainability	(6,721)	**(6,553)**	(5,442)
Total Operating Expenses	(32,081)	**(30,319)**	(23,983)
Deficit before Other Items	(19,837)	**(15,315)**	(10,924)
Other Items			
Contributed Tangible Capital Assets	11,670	**-**	-
Government Transfers - Capital	4,377	**206**	2,038
Developer Levies	-	**1,483**	109
Community Capital Funding	-	**-**	-
Net Other Items	16,047	**1,689**	2,147
Operating Deficit	(3,790)	**(13,626)**	(8,777)

This statement of operations 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 statements be consolidated with the Library. This statement does not reflect changes to PSAS that are effective for 2025.

NET OPERATING BUDGET VARIANCES BY DEPARTMENT

	Four months ended April 30, 2025			Year ended December 31, 2025		
Expressed in 000's	Budget	Actuals	Variance	Budget	Forecast	Variance
Infrastructure & Planning Division						
Public Works	(3,258)	(3,003)	255	(10,296)	(10,062)	234
Fleet, Facilities, & Engineering	(3,687)	(3,765)	(78)	(10,074)	(9,923)	151
Planning & Development	(63)	1,318	1,381	(520)	1,120	1,640
Economic Development	(138)	(55)	83	(724)	(652)	72
Total Infrastructure & Planning Division	(7,146)	(5,505)	1,641	(21,614)	(19,517)	2,097
Community & Protective Services Division						
Culture and Recreation Services	(1,395)	(1,303)	92	(4,158)	(3,936)	222
Protective Services	(2,956)	(2,189)	767	(8,189)	(7,492)	697
Fire Services	(2,403)	(2,271)	132	(6,417)	(6,358)	59
Family & Community Support Services	(236)	(49)	187	(721)	(681)	40
Total Community & Protective Services Division	(6,990)	(5,812)	1,178	(19,485)	(18,467)	1,018
Corporate Services Division						
Information Technology	(1,566)	(1,635)	(69)	(3,978)	(4,057)	(79)
Legislative Services	(592)	(539)	53	(1,841)	(1,793)	48
People Services	(728)	(615)	113	(2,256)	(2,121)	135
Financial Services	(529)	(517)	12	(1,741)	(1,799)	(58)
Corporate Communications	(273)	(273)	-	(911)	(904)	7
Total Corporate Services Division	(3,688)	(3,579)	109	(10,727)	(10,674)	53
Senior Leadership	(586)	(509)	77	(1,871)	(1,803)	68
Elected Officials	(189)	(155)	34	(569)	(543)	26
Fiscal Services	(5,276)	(5,587)	(311)	54,268	54,123	(145)
Utilities and Sustainability	(2,970)	(3,028)	(58)	(2)	(106)	(104)
Operating Budget Surplus	**(26,845)**	**(24,175)**	**2,670**	**-**	**3,013**	**3,013**

FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31 2024 Balance	2025 Activity			Apr 30 2025 Balance		Remaining Commitments	Uncommitted Balance		2025 Optimal Balance	Over (Under) Funded
		Contributions	Interest	Withdrawals							
Expressed in 000's											
Stabilization and Contingency											
Financial Stabilization and Contingency	11,501	900	-	(1)	12,400		441	11,959		14,649	(2,690)
Snow and Ice Removal	367	-	-	-	367		-	367		1,315	(948)
Total Stabilization and Contingency	**11,868**	**900**	**-**	**(1)**	**12,767**		**441**	**12,326**		**15,964**	**(3,638)**
Projects											
Municipal Operating Projects	885	204	-	(176)	913		1,157	(244)		618	(862)
Utility Operating Projects	203	65	-	-	268		125	143		95	48
Future Facility Operating	3,701	1,101	-	(2,583)	2,219		1,235	984		-	984
Capital Projects	8,844	3,763	-	(734)	11,873		6,868	5,005		4,056	949
Land Purchases	2,072	-	-	(28)	2,044		-	2,044		-	2,044
Total Projects	**15,705**	**5,133**	**-**	**(3,521)**	**17,317**		**9,385**	**7,932**	-	**4,769**	**3,163**
Infrastructure Lifecycle											
Municipal Infrastructure and Equipment	12,820	4,383	270	(1,195)	16,278		4,855	11,423		17,457	(6,034)
Facility Lifecycle and Maintenance	2,110	65	37	-	2,212		-	2,213		2,076	137
Utilities Infrastructure and Equipment	10,043	5,076	259	(7)	15,371		6,149	9,222		7,253	1,969
Total – Infrastructure Lifecycle	**24,973**	**9,524**	**566**	**(1,202)**	**33,861**		**11,004**	**22,858**	-	**26,786**	**(3,928)**
Specific Purpose											
Art in Public Places	211	20	-	(5)	226		145	81		-	81
Economic Development	808	23	-	(38)	793		116	676		750	(74)
Family and Community Support Services	81	-	-	-	81		-	81		-	81
Health, Safety, and Wellness	747	-	-	(10)	737		101	636		-	636
River Valley Enhancement	584	89	-	-	673		5	668		-	668
Total - Specific Purpose	**2,431**	**132**	**-**	**(53)**	**2,510**	-	**367**	**2,142**		**750**	**1,392**
Restricted Reserves											
Contributions in Lieu of Municipal Reserve Land	343	200	7	-	550		-	550		-	550
Youth Drug and Safety Education	19	-	-	-	19		-	20		-	20
Fire Waterline	773	-	-	-	773		-	773		-	773
Perpetual Care	705	31	12	-	748		-	749		1,504	(755)
Westpark Estates Community Enhancement	551	-	-	-	551		-	551		-	551
Total - Restricted Reserves	**2,391**	**231**	**19**	**-**	**2,641**		**-**	**2,643**		**1,504**	**1,139**
Developer Levies	**7,825**	**1,483**	**151**	**-**	**9,459**		**517**	**8,942**		**-**	**8,942**
Total Reserves	**65,193**	**17,403**	**736**	**(4,777)**	**78,555**	-	**21,714**	**56,843**	-	**49,773**	**7,070**

STRATEGIC PLAN UPDATE

In June 2022, the City adopted a strategic plan for 2024 – 2026, identifying five goals and several strategic initiatives to advance those goals. The report below indicates the progress made toward those goals between January to April 2025.

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.	• Drop-in engagements were held for Pineview residents, building upon workshops that were held during November. A What We Heard Report was produced and published online. Staff will incorporate the feedback received in the final draft of the Pineview district. • Conducted public engagement for the Downtown Gateway District. This included two workshops in March. • Public engagement for the Downtown Fringe District is scheduled mid 2025. • The City continues to work on other sections of the document.
Undertake downtown initiatives to attract visitors, new development, and increase the vibrancy of downtown.	• The Downtown Development Strategy is in-progress. In-depth engagement work, research, and proformas have been completed to inform proposed amendments to the Downtown Development Incentives as well as updates to the proposed Land Use Bylaw. • The third annual Downtown Clean-Up was held in April with about 100 volunteers. 280 pounds of garbage was collected and removed from the downtown area, helping it to look its best before the busy summer season. • The annual report on the Downtown Development Incentives is scheduled for mid 2025.
Implement the Municipal Development Plan (2021) policies, strategies, and planning projects to help achieve the Community Direction Statement for the future of the City with 50,000 residents.	• The City is collaborating with developers on the development of new Area Structure Plans within the annexed lands. The Pointe Aux Pins Area Structure Plan received final readings in January of 2025. The Roseburn Area Structure Plan received first reading in April of 2025. • Work is underway on the Industrial Area Structure Plan. The project scope is currently under review to ensure the City receives sufficient information to guide next steps.

Interim Report | April 2025

Appendix 2 - Strategic Plan Update

Strategic Initiatives	Progress
Participate in regional economic development initiatives with strategic and economic benefit for the City.	• On January 30, 2025, the City partnered with Alberta Industrial Heartland Association (AIHA), Sturgeon County, Lamont County, and Strathcona County to host the Industrial Heartland Career Forum. Almost 300 students attended the afternoon session, and more than 350 adults looking to increase their skills to find more desirable industry and trade careers attended the evening session. Feedback from attendees and exhibitors was positive, and plans are in place to make it an annual event. • The City met with both Edmonton Global and AIHA several times in the first trimester regarding strategy for our target sectors and is working to incorporate some of the new information into our investment attraction and marketing strategies.
Prioritize potential and current industrial development expansions and opportunities, including Dow Chemical Canada's Path2Zero project and other major projects.	• The City continues to support existing industrial companies and expansion projects, including Path2Zero and associated projects (Dow, Linde, Cosmos/Watco, and Ravago), as well as the $200M Plains Midstream expansion expected to be in operation this year. • In February 2025, Keyera announced sanctioning of an $85M debottlenecking project in Fort Saskatchewan to be operational by mid-2026 and anticipates the sanctioning of a major expansion of Keyera's core fractionation hub in the City sometime in 2025, with an in-service date of mid-2028. • In April 2025, Aurora Hydrogen shared their pilot project was in-process of commissioning. • Economic Development responded to 7 requests for information in the first trimester, three of which resulted in site visits from investors. • Target sector and incentives promotional marketing items have been developed, and City website updates are underway.
Development of growth/annexation area servicing plans and levy plans to prepare lands for future use	• The Pointe Aux Pins Area Structure Plan was approved in January. • First reading for the Roseburn Area Structure Plan was approved in April. A model of the offsite levy formula is under review by the City. Next steps include engaging the development community.
Coordination for designated industrial zone policy and development permit processes with Alberta Industrial Heartland Association to manage and encourage sustainable industrial growth.	• The City continues to participate in Joint Task Team meetings, regarding the review of air emissions requirements for new projects and for retrofitting current projects within the Heartland and the ongoing discussions regarding centralized wetland initiatives and harmonized permitting.
Create a new assessment class for derelict properties within the downtown.	• Strategies for addressing derelict properties were presented to the Committee of the Whole on March 18, 2025. Feedback from Council indicated support for the City's recommendation to amend the Community Standards Bylaw to better address derelict and problem properties. • The Community Standards Bylaw is scheduled for review by Council in 2026 to add more provisions to deal with derelict properties in the city.
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	• The City continues to work with School Boards on drafting the Joint Use Planning Agreement (JUPA), which will clarify expectations for the next five years.

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
Undertake a Wastewater System Master Plan to support wastewater service and system planning.	• Project was funded through the 2025 budget. Development of the request for proposal is underway, work expected to be complete in mid 2026.
Asset Management continued implementation of the program that enables coordinated, cost effective and sustainable approaches for stewardship of the City's resources.	• The City updated Fort Report to integrate with the City's Asset Management Information System, allowing for the seamless integration to workorders and asset history. • The City also completed the first audit of TCA assets within the asset management software.
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.	• Overall storm pond assessment was completed in 2024. An on-going yearly water assessment program is being developed by the City. The City is planning to create a new Stormwater Reserve for Council consideration at the 2026 budget deliberation.
Continued evaluation and planning for major capital projects within the 10-year Capital Plan including: Veterans Way Corridor Widening and Pedestrian Crossings, Fire Station, Aquatics and Materials Handling/Snow Dump Site.	• The Aquatics design has been awarded, and work will commence in mid 2025. • Council approved the scope for the project in April 2025. • Design of a new Materials Handling Site was approved through the 2025 capital budget. • The Veterans Way Corridor Widening and Pedestrian Crossings project have been delayed in the 10-year Capital Plan until after Path2Zero's construction (2029 construction). • March 11, 2025, Council received 3 concepts for consideration on a new fire station. The City is coming back with more information on certain topics for Council to review before a detailed design decision is made in mid 2025.

Strategic Initiatives	Progress
Continued use and implementation of Vision Zero strategies and the Safe Systems Model with resultant changes to roadway infrastructure and traffic safety culture.	• Vision Zero strategies are a shared responsibility across multiple departments for the City. The Traffic Safety Working Group meet quarterly to discuss traffic safety concerns and take action to remedy any concerns. • A Vision Zero video was released to help educate the public on Vision Zero in the city. An educational campaign for Vision Zero is being rolled out over the next several months. • PARTY Program was presented to several groups of students on impaired driving. This program is a partnership between the City and the RCMP. • The Option 4 Program is a partnership with the City and RCMP to educate drivers on safe driving practices. This session was on distracted driving. A total of 52 violations were issued during the event and an attendance of 46 drivers at the presentations. • An additional 5 speed display signs were purchased for Veterans Way use. • Total of 791 traffic tickets issued and 673 warnings issued between January – April 2025. • Commercial Vehicle Enforcement: 9 Inspections resulted in 5 put out of service, 1 required attention and 3 passed inspection, a total of 23 violations were issued. • Scheduled school presentations for bike/scooter safety at 3 schools for the upcoming Bike Rodeo on June 8th. • Eight out of the City's nine intersection safety device cameras were removed from the Automated Traffic Enforcement Program in January due to new Provincial Regulations.
Continued study and future planning of roadways to guide the City's transportation infrastructure including the Transportation Master Plan update (2026) which will incorporate an Active Transportation Master Plan.	• The City was successful in its Northern and Regional Economic Development grant application and will receive $212,500 to support the funding of the Wastewater and Transportation Masterplan updates.

WELCOMING, COMPASSIONATE AND ACTIVE COMMUNITY

Goal	**Support diverse community needs to create a complete community where everyone, regardless of circumstances, can 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 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.	• Dance festival season at the Shell Theatre saw an increase in larger multi-day festivals. • For the 2025-26 Season, the City had outstanding performances that included Rhythm of the Dance (Ireland), The Great Canadian Road Trip 2.0, The Arrogant Worms and a special 30th anniversary show with Inuk performer Susan Aglukark. Local talent was also displayed with Fort's Got Talent and Rare Form Theatre. There were opportunities for younger audiences with Axis Theatre performance of "Where have all of the Buffalo's Gone". • Community rental clients have increased their use of the City's ticketing system. • The Fort Heritage Precinct continues to attract visitors through seasonal events, rentals, and heritage programming that showcase local history. • The Fort Heritage Precinct's school programs remain in high demand, consistently fully booked with lengthy waitlists—highlighting the site's strong educational value and regional draw. • Over 450 guests joined the City at the Fort Heritage Precinct in April for the annual Easter Event. • Work is currently underway to re-evaluate distribution of the "Guide to Fort Saskatchewan" to provincial Visitor Information Centres and local hotels. Over the past year as there has been a greater interest in the publications from these locations and increased attendance in local attractions.
Undertake Jubilee Recreation Centre modernization.	• The Jubilee Recreation Centre is scheduled to be turned over to the City and on-track to be operational by mid 2025.
Diversity, Equity, and Inclusion Action Plan continued implementation with emphasis on community accessibility of City venues and community and employee mental health and wellness.	• A public education series for diversity, equity and inclusion launched in March 2025.
Undertake outdoor parks and trails plans and projects including Open Spaces Master Plan and Fort Centre Park Phase One development.	• Heritage Trails Park (formerly Fort Centre Park) development is complete, minor adjustments to be completed by mid 2025. Grand opening ceremony is scheduled.
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.	• The Indoor Infrastructure Service Level review for Recreation was completed in 2023.

Strategic Initiatives	Progress
Continue to implement the Truth and Reconciliation and Indigenous Relations Multi-Year Plan including relationship building, knowledge gathering, and education.	• Work is underway on a full review and Information Report to be presented to Council in late 2025, outlining the City's implementation of the Truth and Reconciliation Multi-Year Plan and Areas of Focus. The report will summarize programming, events, training, administrative tools, and cross-departmental contributions, and highlight how relationship-building, knowledge gathering, and education are being integrated into City operations. • Planning is underway for two large-scale, Indigenous led events to be facilitated by the City: National Indigenous Peoples Day (June 21) and National Day for Truth and Reconciliation (September 30). The City continues to offer financial and administrative support for other community-led events that advance Truth and Reconciliation. • Planning is also underway for staff training to be offered in 2025, including cultural workshops and hands-on learning opportunities. • Indigenous performers came to the Shell Theatre during this time; these shows are an important sharing of cultures within our community. • The City hosted a training session facilitated by the Fyrefly institute for Gender and Sexual Diversity. This program focuses on bringing culturally relevant teachings based on Indigenous ways of knowledge. Teachings include traditional and contemporary perspectives on Indigenous gender and sexual diversity.

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.	• As of April 1, 2025, Circular Materials has assumed responsibility for the collection, hauling, and processing of all recyclable materials from residential properties, including curbside and multi-family developments. The City is working closely with Circular Materials to ensure a smooth transition. • The City will continue to operate recycling services at the Eco Station. Circular Materials is financially responsible for these services as of April 1, 2025.
Prepare an Urban Forest Protection and Enhancement Plan to further improve and add to existing assets while also preventing unnecessary or premature loss.	• Urban Forest Protection and Enhancement Plan was completed in May 2024. • The City has applied for funding for the 2025/2026 tree planting plan. Planting may start in the fall, should funding be received.
Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.	• The City Public Works Yard Assessment has been drafted. Completion expected in late 2025.
Naturalize strategically selected greenspaces for environmental and economic benefit and monitor the health/well-being of naturalized spaces.	• The City continues to naturalize strategic areas. The process requires a staged approach over a period of three to four years. Monitoring of naturalization sites has shown positive results on biodiversity through habitat support for plants, animals, and insects. • As of 2024, five areas have been converted. In 2025, a sixth area around the west Allard Way and West Rivers Edge Dog Park storm ponds have been added to the program.
Assess the condition of the riverbank to ensure land uses are not creating slope instability.	• Recreational trails along the North Saskatchewan River were assessed in 2022 and an action plan was developed in 2024. Parks continues to monitor for surface erosion on and around the trails.
Create a Drought Preparation Plan and development strategies that can be used to reduce potable water use throughout the city during high-demand periods.	• A Drought Preparation Plan was shared with Council in 2024. This document outlines specific water restrictions and bans that will be implemented if forecasted reservoir capacity reaches 65% or lower. A landing page was created on the City's website to communicate water conservation measures.
Review alternatives and cost impacts to determine preferred fuel sources for the City's small and large fleet to best serve the community for next 10 to 20-year period.	• The City was one of multiple municipalities to evaluate transit fleet electrification. A study was conducted by the Canadian Urban Transit Research and Innovation Consortium (CUTRIC) at no cost to the City. The final study will be published in 2025.

Strategic Initiatives	Progress
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).	• The Urban Agriculture Plan was finalized in November 2024, meeting the two-year requirement following the Regional Agriculture Master Plan (RAMP) approval in December 2022.

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 implementation of programs and processes for risk management and insurance to identify, evaluate and mitigate risk within City operations.	• The City has been working to train summer seasonal staff in incident reporting processes and the role of risk management at the new employee orientation, as well as continued check-ins. • Claims Management processes are under review to create efficiencies and increase clarity for City staff and the public. • Defensive driving courses have been assigned to seasonal City staff to help reduce minor incidents. This initiative was fully grant funded. • The City's vandalism awareness campaign is being relaunched, as incidents of vandalism typically peak during spring and summer months.
Undertake review of City branding as well as a comprehensive update of City's website to meet future requirements.	• The City branding review was completed in 2024. A Corporate Designer was hired in 2025, with a Master Brand Strategy planned for 2026. • Major digital strategies and sitemaps are confirmed for a website update. Content documents and high-level design frameworks are now in development.
Continued evolution of the City's Emergency Management Program to ensure strong plans, measures and programs are in place pertaining to prevention, preparedness, response, and recovery.	• The City has now completed the Emergency Social Service plan and Emergency Management plans. The City will be working to educate city staff throughout 2025 and present the changes to Council at the Emergency Advisory Committee meeting in the fall of 2025.
Continue to collaborate in regional partnerships with the Edmonton Metropolitan Region Board, Strathcona County Inter-municipal Relations Committee and other regional initiatives that may gain efficiency and effectiveness for the City from a regional approach.	• The Edmonton Regional Network Transportation Study (ERNS) is underway with draft results expected in mid 2025.
Investigate utility billing fee structures that more accurately reflect actual costs, with specific consideration for summer water usage.	• A report outlining alternative options was presented to Council on May 20, 2025.

Strategic Initiatives	Progress
Undertake a Fire Services Master Plan to guide the department over the long-term including operations, facilities, emergency preparedness, service levels, and costing.	• This plan was completed in 2023 and presented to council. The City has completed 14 of the 27 recommendations and will be looking to complete another 5 in 2026. Administration recently provided an update of the Fire Master Plan to Council during the Fire Station Scoping Study presentation in May 2025.
Continued focus on business planning framework including refinements to department service level documentation and development of performance measures to inform program delivery and support continuous improvement.	• Research was completed into business planning frameworks and performance measurement methodologies in other municipalities. • A project plan is currently in development to outline the scope of work to pursue completing this work within existing City staff capacity. This work is expected to be complete by late 2025.
Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and mental health.	• The City hosted a Supervisor Leadership Training Session in April for staff and will offer two additional sessions in May. The session was well attended, indicating strong interest and engagement from staff in leadership roles. • The City's continued Work from Home and EDO Programs contribute to employee retention and the attraction of high-quality staff. • The City coordinated a Lunch and Learn webinar in collaboration with the Mental Health Foundation. The first session titled "Beyond Stigma" was delivered to employees in April with additional sessions in the series planned for in the coming months. • The City continues to offer EAP support to all employees. This confidential resource provides access to professional support services reinforcing our commitment to employee mental health and overall well-being.
Develop a recommendation for the future of the Citywide Emergency siren System.	• The City went to Council in early 2025 with a recommendation to review the system and use Alberta Emergency Alerts moving forward. The removal of the Emergency Siren system was completed in May.
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.	• A renewed project charter is being developed for the SharePoint / 365 project as the City prepares to onboard additional departments. An engagement session will be held with onboarded departments to ensure operational needs are being met and any lessons learned with the project to-date will be incorporated into further rollouts. • The City will be bringing forward a new records management bylaw for Council's approval; this new bylaw will reflect the City's digital records management solutions.

CAPITAL PROJECTS

		Project Budget $000s	Expenditure To Date $000s	Forecast Expenditure $000s	Forecast Variance $000s	Estimated Completion	Comments
	Engineering Structures						
19008	Neighbourhood Rehabilitation (2019 - 2025)	18,370	18,163	207	-	Dec 2026	Additional spending related to developer contributions and NRED grant
19010	450 mm Water Main - Area 3 to Dow Main	1,000	1,150	-	(150)	Complete	Overage funded from Light / Medium Industrial Area Levy
19018	Sump Pump Retrofit Program	5,100	3,834	1,266	-	Ongoing	
21034	TWP Road 542 Culvert Replacement	1,325	898	342	85	Ongoing	
23002	Traffic Calming	1,700	1,323	377	-	Dec 2025	
23011	Secondary/Alternative Water Source	2,900	445	2,455	-	Dec 2028	
24011	100 Ave / Legacy Park Road Enhancements	1,100	922	178	-	Aug 2025	
24200	Neighbourhood Rehabilitation (2024)	4,745	2,152	2,593	-	Dec 2026	
25008	Water Tower Refurbishment	1,300	5	1,295	-	Dec 2026	
25024	Industrial Wastewater Extension	500	-	500	-	Dec 2026	
25025	New Fire Station Planning	2,200	-	2,200	-	Dec 2026	
25100	Local Road Rehab (2025)	3,474	-	3,474	-	Dec 2025	
25200	Neighbourhood Rehab (2025)	5,220	40	5,180	-	Dec 2026	
	Total Engineering Structure	**48,934**	**28,932**	**20,067**	**(65)**		

		Project Budget $000s	Expenditure To Date $000s	Forecast Expenditure $000s	Forecast Variance $000s	Estimated Completion	Comments
	Vehicles, Machinery & Equipment						
19013	Transit Smart Fare Equipment	234	153	81	-	Apr 2025	
19027	Vehicle Replacement	6,129	5,845	-	285	complete	
20001	Protective Services Equipment Lifecycle Replacement	70	40	30	-	Dec 2025	
20047	Dow Centennial Centre Equipment Lifecycle Replacement	175	22	153	-	Dec 2025	
21014	Asset Management Software	175	125	100	(50)	May 2025	
22012	Fire Services Equipment Lifecycle Replacement	2,700	192	2,508	-	Dec 2026	
23009	Mobile Computer Aided Despatch	60	-	60	-	Mar 2025	
24014	Portfolio Management Software Replacement	125	77	48	-	Apr 2025	
24023	Fleet Addition - Grader with Gate	725	553	173	-	Apr 2025	
24400	Fleet and Equipment Lifecycle Replacement	2,409	1,980	430	-	Dec 2025	
25004	Fleet Addition - Forklift	98	-	98	-	Dec 2025	
25010	Fleet Addition - New Local Transit Buses	480	-	480	-	Dec 2025	
25012	Fleet Addition - Parks Growth Plan Equipment	83	-	83	-	Dec 2025	
25021	Playground Equipment Lifecycle Replacement	350	-	350	-	Dec 2025	
25023	Fleet Addition-Utilities Growth Plan	190	-	190	-	Dec 2025	
25026	Additional Support Vehicle - SUV-Fire	100	-	100	-	Dec 2025	
25027	Additional Support Vehicle - SxS-Fire ATV	100	-	100	-	Dec 2025	
25033	Decommission Existing Outdoor Public Warning System	25	-	25	-	Jan 2026	
25034	Power mill Climber Replacements	45	-	45	-	Dec 2025	
25300	IT Equip. Replacement (2025)	147	34	113	-	Dec 2025	
25400	Fleet & Equip. Replacement (2025)	1,028	268	761	-	Dec 2025	
	Total Vehicles, Machinery & Equipment	**15,448**	**9,289**	**5,928**	**235**		

		Project Budget $000s	Expenditure To Date $000s	Forecast Expenditure $000s	Forecast Variance $000s	Estimated Completion	Comments
	Buildings						
22100	Jubilee Recreation Centre Modernization	17,819	16,479	1,339	-	Aug 2025	
24016	Aquatics Facility	5,400	787	4,613	-	Dec 2028	
25031	City Hall Security Project	20	-	20	-	Dec 2028	
	Total Buildings	**23,239**	**17,266**	**5,972**	**-**		

		Project Budget $000s	Expenditure To Date $000s	Forecast Expenditure $000s	Forecast Variance $000s	Estimated Completion	Comments
	Land Improvements						
15014	Leslie MacMillan Park Outdoor Rink	2,269	2,729	26	(485)	Complete	Funding reallocated from projects completed in 2024
18037	River Road Realignment	400	221	9	170	Apr 2025	
21023	Heritage Trails Park - Phase 1	1,650	1,382	268	-	Dec 2025	
23030	92 Street Trail Conversion	150	139	11	-	Dec 2025	
25015	Disc Golf Course	50	-	50	-	Dec 2025	
25020	Bike Skills Park	63	-	63	-	Dec 2026	
25022	Materials Handling Site	130	-	130	-	Dec 2026	
25028	City Limit Entrance Signs Design	100	-	100	-	Dec 2025	
25029	Park Signage - rename Sienna Park to Don Westman Park	20	-	20	-	Dec 2025	
25030	Park Signage - rename Forest Ridge Park to Petroski Park	20	-	20	-	Dec 2025	
	Total Land Improvements	**4,852**	**4,471**	**697**	**(315)**		