December 31, 2024

Annual Report

As reported on April 11, 2025

CITY OF
FORT SASKATCHEWAN
ALBERTA

Annual Report | December 2024

As reported on April 11, 2024

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OPERATING HIGHLIGHTS

As the 2024 year has ended, one of the most significant drivers of the City's optimism continues to be the Dow Path2Zero project. This $11 billion investment is not just a milestone for Fort Saskatchewan but for Alberta and Canada as a whole. The project brings thousands of jobs and long-term economic benefits, positioning our city as a leader in sustainable industrial development. This development also supports small and medium-sized businesses through supply chain opportunities, creating a ripple effect of economic activity across the region. Given the magnitude of this project, Dow is not going-it alone. Project partnerships with Linde, Ravago, Watco and other global companies highlight our region's appeal as a hub for innovation and sustainability. Our community also deeply appreciate Dow's generous contributions to our health and well-being. This includes a $5.6 million sponsorship for our new aquatics facility and $1.2 million for the Access for Everyone program.

Other key recreational projects such as the new Disc Golf course at West Rivers Edge, and the completion of the Heritage Trails Park project will significantly enhance the variety of amenities available to our growing community, promoting active lifestyles and fostering community well-being.

Within the past year, the City has doubled the response capacity within the firehall by adding a second shift. The City can now run two staffed trucks out of the hall 24 hours a day, seven days a week. This investment also included additional resourcing for our community emergency management planning and enhances our ability to undertake proactive fire inspections.

The City is planning to add additional officers to our staffing complement over the next 2 years. These additional resources will support crime prevention, community outreach, and law enforcement efforts, and will give the City one of the best police-to-population ratios for urban municipalities in Alberta.

Citizens can anticipate a final decision on the new aquatics facility, the new firehall, further investment announcements within the City's boundaries, and of course, another municipal election this coming October.

Trends to watch for in 2025 include:

1. **Well Planned Community and Resilient Economy**: Continued work on the new Land Use Bylaw project, preparation of Area Structure Plans for the lands annexed in 2020, and information about how to best address derelict properties.
2. **Strategically Managed Infrastructure**: Continued evaluation of the Fire Station, aquatics facility, and the Material Handling/Snow Dump site.
3. **Welcoming, Compassionate and Active Community**: Completion of the Jubilee Recreation Centre Modernization and official opening of Heritage Trails Park (formerly known as Fort Centre Park).
4. **Environmental Stewardship**: Implementation of Extended Producer Responsibility standards and the Urban Forest Protection and Enhancement Plan.

Operational Excellence and Continuous Improvement: Continued evolution of the City's Emergency Management Program, including a recommendation for the future of the Citywide Emergency Siren System, as well as comprehensive update to the City's website.

FINANCIAL RESULTS FROM OPERATIONS

Expressed in $000's	Budget	2024	Variance	2023
Operating Revenue				
Property Taxes	57,044	**56,777**	(267)	54,431
Utility User Rates	22,335	**22,781**	446	20,445
User Fees and Charges	7,767	**10,383**	2,616	7,941
Fines and Penalties	3,135	**2,187**	(948)	1,137
Investment Income	2,918	**3,251**	333	3,374
Government Transfers – Operating	1,896	**2,089**	193	2,195
Other Revenue	16	**611**	595	563
Total Operating Revenue	**95,111**	**98,079**	**2,968**	**90,086**
Operating Expenses				
Salaries, Wages, and Benefits	(36,179)	**(36,556)**	(377)	(34,750)
Purchases from other Governments and Agencies	(18,434)	**(18,159)**	275	(16,821)
Contracted Services	(7,954)	**(8,368)**	(414)	(8,595)
Service Maintenance Contracts	(4,134)	**(3,947)**	187	(3,384)
Materials and Supplies	(3,806)	**(4,217)**	(411)	(4,121)
Utilities	(3,197)	**(3,305)**	(108)	(3,246)
Transfers to Organizations and Individuals	(1,988)	**(2,008)**	(20)	(3,142)
General Administration	(871)	**(685)**	186	(1,025)
Interest on Long Term Debt	(704)	**(638)**	66	(792)
Insurance	(734)	**(575)**	159	(854)
Training and Development	(526)	**(405)**	121	(513)
Advertising and Printing	(1,041)	**(1,011)**	30	(367)
Contaminated Sites Revaluation	-	**26**	26	(11)
Accretion Expense	-	**(7)**	(7)	-
Other Expenses	(261)	**(334)**	(73)	(217)
Total Operating Expenses	(79,829)	**(80,189)**	(360)	(77,838)
Operating Budget Surplus before Other Items	**15,282**	**17,890**	**2,608**	**12,248**
Other Items				
Net Operating Transfers (to) from Reserves	(13,151)	**(13,768)**	(617)	(10,408)
Repayment of Long-Term Debt	(2,131)	**(2,133)**	(2)	(3,416)
Net Other Items	(15,282)	**(15,901)**	(619)	(13,824)
Operating Budget Surplus (Deficit)	**-**	**1,989**	**1,989**	**(1,576)**

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

At the end of 2024 the City has seen significant progress in strategic planning, infrastructure projects, and community-focused initiatives, leading to notable financial highlights detailed below:

- **Operating Performance**: The City reported a $1.989 million operating surplus as of December 31, 2024, with a $1.897 million surplus from municipal operations and a $92,000 surplus from utility operations. Higher-than-expected revenues from user fees, investment interest, light turning and industrial development offset lower revenue from property taxes and traffic fines.
- **Capital Projects**: Of the 39 capital projects in 2024, 16 were completed, 21 are in progress, and 2 are on hold. Significant projects include ongoing 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 increased to $42.03 million in 2024, up from $37.75 million at the end of 2023. This growth is mainly attributed to increased cash from property tax collections and investment income, and government receivables.[2]

ANALYSIS OF SIGNIFICANT VARIANCES

SURPLUS VARIANCES

User Fees & Charges

User fees & charges were $2.62 million above budget in 2024. Major industrial projects have led to higher than usual permit revenue and related service fees for planning and development. Revenue for culture and recreation were above budget due to admissions to the Shell Theatre and the Dow Centennial Centre.

Investment Income

Investment income was $333,000 above budget in 2024. While overall cash and investment balances were 1.8% lower than expected, effective interest rates were 11.4% higher than budgeted in the year.

Purchases from Other Governments

	Results for the Year Ended December 31, 2024		
Expressed in $000s	**Budget**	**Actuals**	**Variance**
Wastewater Management Services	7,159	7,267	108
Policing Services	6,219	5,805	(414)
Water Supply Services	4,094	4,173	79
Commuter Transit Services	451	364	(87)
Assessment Services	425	437	12
Other	88	112	24
Total Purchases from Other Governments and Agencies	18,436	18,158	(278)

Purchases from other governments were $278,000 below budget in 2024.

Policing services were $414,000 under budget by the end of the year due to the final reconciliation of the RCMP's fiscal year coming in lower than expected.

[1] See Appendix 3, Capital Projects

[2] See page 10, Financial Position Highlights

Service and Maintenance Contracts

Spending on service and maintenance contracts was $187,000 below budget in 2024.

The budget variance is mainly due to lower fees for automated traffic enforcement camera ticketing which offsets the lower fines and penalties revenue and wastewater maintenance.

Other Surplus Variances

- Other revenues were higher than budgeted in 2024 primarily due to revenue from Fortis light installation reimbursements.

Deficit Variances

Fines and Penalties

Revenue from fines and penalties were $947,000 below budget in 2024. Court fines from automated traffic enforcement ticketing are lower than budgeted while fine revenue from tax penalties is above budget.

Court fines were $1.03 million below budget in 2024. The decrease in traffic fine revenue is due to the change over period where tickets were not being issued. The City expects the court fine revenue to decrease in 2025 due to the changes in automated traffic enforcement regulations. The decrease in court fine revenue is partially offset by a decrease in the service maintenance contract expense for ticketing processing.

Court Fines		**Year Ended December 31, 2024**	
Expressed in $000s	**Budget**	**Actuals**	**Variance**
Traffic fines	(2,613)	(1,584)	1,029
Fine Processing Costs	815	327	(488)
Net loss in revenue from traffic fines	(1,798)	(1,257)	541

Contracted Services

Expenses for contracted services were $414,000 higher than budget in 2024, which relates primarily to projects and studies that are offset by grant revenue or reserve funded.

The City incurred higher than expected expenses for licenses and permits due to additional software licenses.

Salary, Wages and Benefits

Salaries, wages, and benefits were $377,000 higher than budget in 2024. This variance relates to WCB premiums being higher than budget due a rate increase in the year. The variance from WCB premiums is partially offset by lower staffing levels.

		Year Ended December 31, 2024	
Expressed in $000s	**Budget**	**Actuals**	**Variance**
Compensation	30,622	30,318	(304)
Benefits	6,170	5,628	(542)
WCB Premiums	260	610	350
Budgeted vacancy / rate allowance	(873)	-	873
Net Staff Surplus	36,179	36,556	377

Other Deficit Variances

- Materials and supplies are over budget at the end of the year due to furnishings and equipment and increased costs for snow and ice removal materials that are reserve funded.
- Property taxes are below budget in 2024 due to the province funding only 50% of the grants in place of taxes for provincially owned properties
- Transfers to reserves are higher than expected due to higher balances in interest bearing reserve accounts.
- Utility costs are higher than expected in 2024 due to electricity transmission charges and increased natural gas consumption.

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.

		Year ended December 31, 2024				
Expressed in $000s	Budget	Water Service	Sewer Service	Solid Waste	Total Utilities	Variance
Revenue						
Utility User Rates	22,335	8,460	10,634	3,686	**22,780**	445
Other Revenue	1,033	480	42	564	**1,086**	53
Expenses						
Salaries, Wages, and Benefits	(2,780)	(1,359)	(579)	(852)	**(2,790)**	(10)
Commission charges	(11,252)	(4,174)	(7,267)	0	**(11,441)**	(189)
Contracted services	(3,317)	(756)	(512)	(2,285)	**(3,553)**	(236)
Other expenses	(815)	(648)	(99)	(14)	**(761)**	54
Reserve transfers and debt repayment	(5,204)	(2,442)	(2,081)	(706)	**(5,229)**	(25)
	-	**(439)**	**138**	**393**	**92**	**92**

The City's utility operations had a $92,000 surplus compared to budget in 2024.

The combined utility-user rates revenue from water and sewer were $357,000 higher than budget in 2024 which was mostly due to higher than expected housing starts, construction water, and additional waste carts and is offset by the increase to commission charges and contracted services.

CAPITAL BUDGET HIGHLIGHTS

The 2024 Capital Program included 15 new projects and 24 multi-year projects that were carried forward from 2023. At December 31, 2024, the City had completed 16 capital projects, while 21 were in progress, and two 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 Variance
	$000s	$000s	$000s	$000s	$000s	$000s	$000s
Engineering Structures	3,569	11,645	-	15,214	(9,292)	(5,003)	919
Vehicles, Machinery & Equipment	2,113	6,247	60	8,420	(4,676)	(3,766)	(22)
Buildings	14,734	2,000	3,400	20,134	(10,982)	(9,238)	(86)
Land Improvements	2,811	-	-	2,811	(1,189)	(1,645)	(23)
Total	**23,227**	**19,892**	**3,460**	**46,579**	**(26,139**	**(19,652)**	**788**

Neighbourhood Rehabilitation Projects

The 2024 neighbourhood rehabilitation program continues 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 continued in 2024.

Local Road Rehab

The 2024 local road rehabilitation program included 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

Construction commenced in summer 2023 and the project is expected to be completed in 2025. Renovations include the lobby, washrooms, showers, concession, meeting rooms, change rooms and lease spaces.

Aquatics

Following the results of the census in June 2024, Council approved $5.4 million to begin planning and design for a new aquatics centre.

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.

Heritage Trails Park

Heritage Trails Park (formerly Fort Centre Park) is a new 40-acre park along the North Saskatchewan River. Stormwater ponds in Heritage Trails Park were completed in 2023. 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

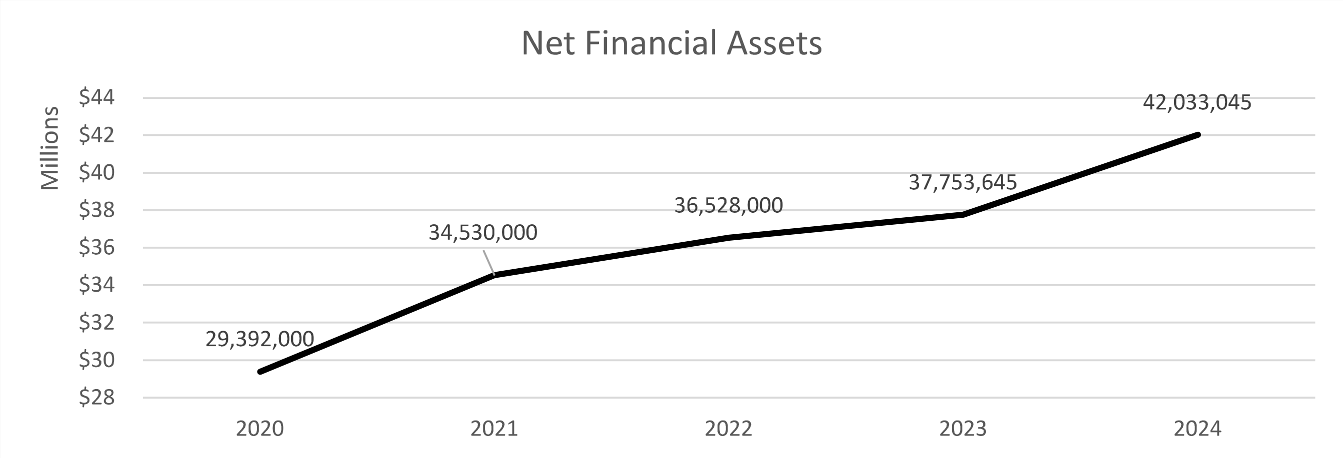
FINANCIAL POSITION HIGHLIGHTS

An unconsolidated statement of financial position for the City of Fort Saskatchewan has been included in Appendix 1. The statement of financial position reflects the adoption of new accounting standards in 2024, including PS3280 Asset Retirement Obligations.

NET FINANCIAL ASSETS

As at December 31, 2024, the City had net financial assets of $42.0 million compared to the net financial assets of $37.8 million at December 31, 2023.

Net financial assets refer to the financial assets of the City less all liabilities, including long-term debt.



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 December 31, 2024, the City had the following cash and cash equivalents:

	December 31, 2024		December 31 2023	
Cash and Cash Equivalents	**Balance $000**	**Interest Rate**	**Balance $000**	**Interest Rate**
Operating Accounts	**30,247**	**3.78%**	20,279	4.05%
Notice of Demand Accounts	**-**	**-**	332	5.95%
Total	**30,247**	**3.78%**	20,611	4.08%

The City's operating accounts earn variable rates of interest and are therefore subject to interest rate risk.

INVESTMENTS

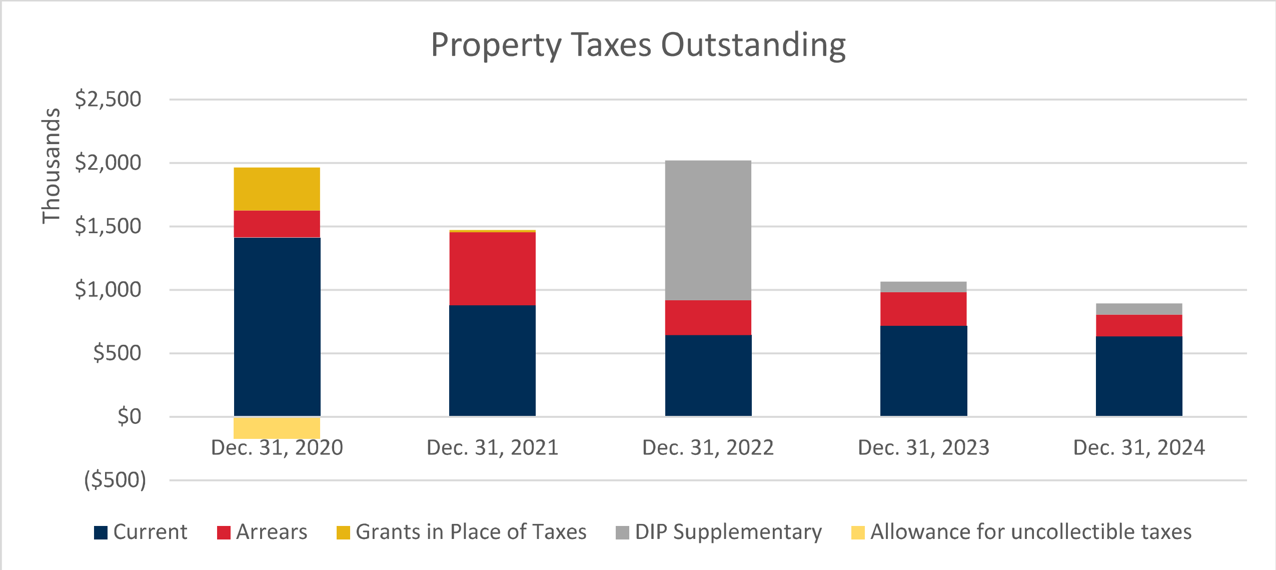
	December 31, 2024			December 31, 2023		
	Average Yield	Average Years to Maturity	Book Value $000	Average Yield	Average Years to Maturity	Book Value $000
Cashable Investments	**5.00%**	**0.57**	**9,000**	5.23%	0.09	18,500
Guaranteed Investment Certificates	**3.47%**	**1.71**	**16,000**	2.58%	1.87	35,000
Long-term Bond	**5.01%**	**5.99**	**13,473**	-	-	-
Principal Protected Notes	**variable**	**6.62**	**7,750**	-	0.36	1,000
Other	**9.96%**	**n/a**	**153**	9.82%	n/a	120
Total	**3.66%**	**3.99**	**46,377**	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 six years so that only a portion of the City's long-term portfolio is exposed to interest rate risk in any given year.

In 2024, the City earned $226,500 from redeemed principal protected notes with an effective yield of 9.11%.

ATB Financial, CIBC Wood Gundy, and Raymond James Ltd. are designated financial institutions for investment purposes, pursuant to the City's Banking Administration Bylaw (C24-18).

PROPERTY TAXES RECEIVABLE



At December 31, 2024, $894,000 in property taxes were receivable compared to $1.07 million at December 31, 2023. The outstanding property taxes consisted of $634,000 due from the 2024 tax year, $172,000 due from prior years, and $88,000 due for supplementary property taxes on designated industrial properties that were billed in December 2024. Property taxes outstanding from prior years consists of $153,000 was levied in 2023 and $19,000 in prior years.

LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Dec 31, 2024 $000	Dec 31, 2023 $000	Fully Repaid
Debentures				
Sewer Service Reline	2.327%	**1,044**	1,394	December 2029
City Hall	3.308%	**7,720**	8,543	December 2033
100 Avenue Rehab	3.571%	**3,628**	3,981	September 2035
Protective Services Building	3.136%	**6,920**	7,502	December 2036
Pointe Aux Pins Waterline	4.990%	**136**	141	December 2042
Total Debentures		**19,448**	21,562	
Capital Leases				
Capital Lease Obligations		**37**	56	June 2028
Total Long-Term Debt		**19,485**	21,618	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The debt outstanding at December 31, 2024, is $19.5 million.

During 2024, the City paid $2.1 million in principal and $689,000 in interest expense to service debentures and $19,000 in principal and $8,000 in interest to service existing and new 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 December 31, 2024, the City was using 13% of its provincial Debt Limit (December 31, 2023 – 16%) and 11% 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 2024, the City had $65,194,000 in financial reserves, of which $18,798,000 is committed and the remaining $46,396,000 is uncommitted. The City's 2024 optimal uncommitted balance for the reserves is $45,342,000.

At December 31, 2024, the stabilization and contingency reserves, projects reserves, and infrastructure lifecycles reserves were below their optimal balances.

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

SUPPLEMENTARY FINANCIAL INFORMATION

STATEMENT OF FINANCIAL POSITION

(Unaudited)

	December 31, 2024	December 31, 2023
	$000s	$000s
Financial Assets		
Cash and Cash Equivalents	**30,247**	20,611
Revenues Receivable		
Property Taxes Receivable	**894**	1,066
Government Transfers Receivable	**2,218**	940
Trade and Other Receivables	**6,248**	6,901
Inventory Held for Resale	**1,461**	1,456
Investments	**46,377**	54,620
Total Financial Assets	**87,445**	85,594
Liabilities		
Accounts Payable and Accrued Expenses		
Trade Payables	**(10,779)**	(8,567)
Employee Benefit Obligations	**(2,996)**	(2,620)
Payroll and Remittances	**(1,629)**	(1,091)
Interest Payable	**(95)**	(124)
Deposits on Account	**(2,236)**	(2,162)
Deferred Revenue	**(3,091)**	(6,751)
Liability for Contaminated Sites	**(1,381)**	(1,356)
Asset Retirement Obligations	**(3,720)**	(3,553)
Long-Term Debt	**(19,485)**	(21,618)
Total Liabilities	**(45,412)**	(47,842)
Net Financial Assets	**42,033**	37,752
Other Assets		
Tangible Capital Assets	**546,495**	524,055
Prepaid Expenses	**1,382**	534
Inventories of Supplies	**569**	734
Total Other Assets	**548,446**	525,323
Accumulated Surplus	**590,479**	563,075

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 2026.

STATEMENT OF OPERATIONS

(Unaudited)

	Year ended December 31		
	2024	2024	2023
Expressed in $000s	Budget	Actuals	Actuals
Operating Revenue			
Property Taxes	57,044	**56,777**	54,431
Utility User Rates	22,335	**22,781**	20,445
User Fees & Charges	7,767	**10,383**	7,941
Fines and Penalties	3,135	**2,187**	1,137
Investment Income	2,918	**3,251**	3,374
Government Transfers - Operating	1,896	**2,089**	2,195
Other Revenue	16	**611**	563
Total Operating Revenue	95,111	**98,079**	90,086
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(19,089)	**(19,394)**	(19,986)
Fleet, Facilities, & Engineering	(15,449)	**(11,093)**	(12,448)
Planning & Development	(2,177)	**(2,215)**	(2,073)
Economic Development	(1,263)	**(1,255)**	(999)
	(37,978)	**(33,957)**	(35,505)
Community and Protective Services			
Protective Services	(10,565)	**(9,271)**	(9,661)
Culture & Recreation Services	(8,183)	**(8,363)**	(7,924)
Fire Services	(6,040)	**(6,007)**	(4,820)
Family & Community Support Services	(1,485)	**(1,338)**	(1,283)
	(26,273)	**(24,979)**	(23,686)
Corporate Services Division			
Information Technology	(3,705)	**(3,521)**	(3,292)
Legislative Services	(1,836)	**(1,688)**	(1,938)
Financial Services	(1,746)	**(1,684)**	(1,590)
People Services	(1,614)	**(1,764)**	(1,687)
Corporate Communications	(820)	**(948)**	(812)
	(9,721)	**(9,605)**	(9,319)
Senior Leadership	(2,231)	**(2,474)**	(2,235)
Elected Officials	(560)	**(521)**	(508)
Fiscal Services	(2,338)	**(3,328)**	(5,103)
Utility Operations	(20,444)	**(21,278)**	(19,111)
Total Operating Expenses	(99,545)	**(96,142)**	(95,470)
Surplus (Deficit) before Other Items	(4,434)	**1,937**	(5,384)
Other Items			
Contributed Tangible Capital Assets	3,460	**12,513**	4,932
Government Transfers - Capital	12,308	**11,627**	7,295
Developer Levies	-	**1,313**	871
Community Capital Funding	-	**10**	-
Net Other Items	15,768	**25,463**	13,098
Operating Surplus	11,334	**27,400**	7,714

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 2024.

NET OPERATING BUDGET VARIANCES BY DEPARTMENT

	Year ended December 31, 2024		
Expressed in $000s	**Budget**	**Actuals**	**Variance**
Infrastructure & Planning Division			
Public Works	(9,349)	(9,162)	187
Fleet, Facilities, & Engineering	(9,416)	(9,309)	107
Planning & Development	(607)	1,433	2,040
Economic Development	(740)	(676)	64
Total Infrastructure & Planning Division	(20,112)	(17,714)	2,398
Community & Protective Services Division			
Culture and Recreation Services	(4,193)	(4,036)	157
Protective Services	(7,009)	(6,693)	316
Fire Services	(6,156)	(6,045)	111
Family & Community Support Services	(678)	(544)	134
Total Community & Protective Services Division	(18,036)	(17,318)	718
Corporate Services Division			
Information Technology	(3,578)	(3,716)	(138)
Legislative Services	(1,785)	(1,632)	153
People Services	(1,546)	(1,713)	(167)
Financial Services	(1,746)	(1,668)	78
Corporate Communications	(820)	(948)	(128)
Total Corporate Services Division	(9,475)	(9,677)	(202)
Senior Leadership	(1,933)	(1,801)	132
Fiscal Services	50,116	48,928	(1,188)
Elected Officials	(560)	(521)	39
Utility Operations	-	92	92
Operating Budget Surplus	-	1,989	1,989

FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31 2023 Balance	2024 Activity			Dec 31 2024 Balance	Remaining Commitments	Uncommitted Balance	2024 Optimal Balance	Over (Under) Funded
		Contributions	Interest	Withdrawals					
Expressed in 000's									
Stabilization and Contingency									
Financial Stabilization and Contingency	11,106	520	-	(125)	**11,501**	442	11,059	15,848	(4,789)
Snow and Ice Removal	581	-	-	(214)	**367**	-	367	1,113	(746)
Total Stabilization and Contingency	**11,687**	**520**	**-**	**(339)**	**11,868**	**442**	**11,426**	**16,961**	**(5,535)**
Projects									
Municipal Operating Projects	828	182	-	(126)	**884**	506	379	600	(221)
Utility Operating Projects	210	30	-	(37)	**203**	-	203	180	23
Future Facility Operating	9,072	1,171	-	(6,542)	**3,701**	3,818	(117)	-	(117)
Capital Projects	7,403	3,745	-	(2,304)	**8,844**	6,974	1,871	5,605	(3,734)
Land Purchases	2,190	4	-	(122)	**2,072**	29	2,043	-	2,043
Total Projects	**19,703**	**5,132**	**-**	**(9,131)**	**15,704**	**11,327**	**4,379**	**6,385**	**(2,006)**
Infrastructure Lifecycle									
Municipal Infrastructure and Equipment	12,578	2,748	549	(3,055)	**12,820**	3,372	9,448	11,545	(2,097)
Facility Lifecycle and Maintenance	2,087	65	86	(128)	**2,110**	-	2,110	1,676	434
Utilities Infrastructure and Equipment	7,511	4,495	442	(2,405)	**10,043**	2,972	7,071	6,997	74
Total – Infrastructure Lifecycle	**22,176**	**7,308**	**1,077**	**(5,588)**	**24,973**	**6,344**	**18,629**	**20,218**	**(1,589)**
Specific Purpose									
Art in Public Places	191	20	-	-	**211**	-	211	-	211
Economic Development	885	24	-	(101)	**808**	146	661	750	(89)
Family and Community Support Services	67	14	-	-	**81**	-	81	-	81
Health, Safety, and Wellness	806	-	-	(59)	**747**	78	669	-	669
River Valley Enhancement	498	89	-	(2)	**585**	101	484	-	484
Total - Specific Purpose	**2,447**	**147**	**-**	**(162)**	**2,432**	**325**	**2,106**	**750**	**1,356**
Restricted Reserves									
Contributions in Lieu of Municipal Reserve Land	59	281	3	-	**343**	281	62	-	62
Youth Drug and Safety Education	20	-	1	(2)	**19**	-	19	-	19
Fire Waterline	773	-	-	-	**773**	-	773	-	773
Perpetual Care	605	86	26	(12)	**705**	-	705	1,028	(323)
Westpark Estates Community Enhancement	551	-	-	-	**551**	-	551	-	551
Total - Restricted Reserves	**2,008**	**367**	**30**	**(14)**	**2,391**	**281**	**2,110**	**1,028**	**1,082**
Developer Levies	**6,233**	**1,313**	**280**	**-**	**7,826**	**79**	**7,746**	**-**	**7,746**
Total Reserves	**64,254**	**14,787**	**1,387**	**(15,384)**	**65,194**	**18,798**	**46,396**	**45,342**	**1,054**

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.	• Conducted public engagement within the Pineview Neighbourhood. This included five resident workshops during the month of November. A total of 168 residents attended the workshops with 212 registered. • A What We Heard Report was produced and published online. • The City received a significant amount of feedback which was used in consideration of a second draft. • 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 Retail Market Gap Analysis has been completed and can be found here. Key findings include: - The downtown population grew 3% to 4,433 since 2019, lagging behind the city's ~10% growth. - The vacancy rate increased slightly from 15.3% (2019) to 15.7%, remaining higher than the citywide rate of 5.3%. - 89% of downtown businesses are local, occupying 68% of floorspace, reinforcing downtown's independent business character. - The 65+ senior population is the downtown is 27.2%, twice the citywide average. There is also a growing pre-retirement demographic (ages 55-64) of 13.97%. • The annual Downtown Clean-Up with downtown businesses and Dow volunteers is planned for spring 2025. • The annual report on the Downtown Development Incentives is expected 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.	• Updates to the industrial Area Structure Plans are underway. Engagement has started with industry stakeholders. • 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 first reading in late 2024. • The new Land Use Bylaw is being drafted. A final draft will be presented for public feedback in late 2025, with first reading anticipated in early 2026.

Strategic Initiatives	Progress
Participate in regional economic development initiatives with strategic and economic benefit for the City.	• Projects within Fort Saskatchewan were highlighted during the Alberta Industrial Heartland Association (AIHA) Stakeholder event in September 2024. • AIHA and the City attended H2Meet is Seoul, South Korea in September 2024. The campaign promoted the Heartland's advantages (i.e. skilled workforce, cheap feedstock, geological storage, and established incentive programs) in hydrogen production and carbon capture utilization and storage. The City was able to connect with Trade Commissioners, Canadian businesses, and the Canadian Hydrogen Association. • AIHA and the City attended Gulf Petrochemicals and Chemicals Association (GPAC) Forum in Oman in December. Promotion efforts included a trade show booth and meetings with large multi-national petrochemical companies. Information on business barriers was gained through individual meetings, as well as seminars.
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 major industrial projects, including all the projects associated with Dow's Path2Zero and Linde's Hydrogen projects. The City is also supporting other industrial projects, including Plains Midstream and Keyera expansion projects, as well as ATCO's and Aurora Hydrogen's hydrogen projects. • Heartland Incentive Program and Major Incentive Programs continue to receive interest to support a variety of projects. • The City responded to 14 Requests for Information (RFI) in 2024, a significant increase from four in 2023. • Development of new marketing materials is underway, including website updates, a new RFI template, promotional videos, advertisements, and printed marketing materials. Materials include advantages sheets for the City's target sectors (Long-Duration Battery Storage, Specialty Metals Manufacturing, Plastic Component Manufacturing (carbon fiber), Hydrogen, and Agricultural Processing) as identified through the Investment Attraction Strategy (2022). • From November 1, 2023 to November 1, 2024, the InvestFortSask.ca site had a total of 51,339 views. This represents a 52% increase from last year and an 89% increase over the average for the past six years.
Development of growth/annexation area servicing plans and levy plans to prepare lands for future use	• A Servicing Design Brief for the Annexed Lands was completed in 2023. • First reading of the Pointe Aux Pins Area Structure Plan was approved in November 2024. Development of a second Area Structure Plan is underway. • A model of the offsite levy formula is under review by the City. Next steps include engaging the development community.
Work with Alberta's Industrial Heartland Association members to update the financing model to reflect the current economic climate.	• AIHA's projected finances was shared with the Board in 2024. Additional conversation is anticipated through a Strategic Planning session that is scheduled for early 2025.
Coordination for designated industrial zone policy and development permit processes with Alberta Industrial Heartland Association to manage and encourage sustainable industrial growth	• A recent initiative for DIZ is the Centralized Wetland Initiative, which is being designed to further support and fulfill the DIZ Directive Pillar for Harmonized Permitting. The initiative will examine opportunities for a unified approach to wetland management within Alberta's Industrial Heartland, alleviating jurisdictional overlap between municipal and provincial priorities. A feasibility study is planned for 2025. • The City continues to participate in IH – DIZ Joint Task Team meetings, especially regarding the Air Task Team's review of NOx requirements for new projects and for retrofitting current projects within the Heartland.
Create a new assessment class for derelict properties within the downtown.	• Research into strategies to address derelict properties has been completed. The City will be seeking Council's feedback to guide next steps in early 2025.

Strategic Initiatives	Progress
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
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.	• Work was presented to Council in the spring of 2024.
Determine the preferred option to meet future water needs as the City's demands continue to increase.	• Work is underway to explore multiple options.
Undertake a Wastewater System Master Plan to support wastewater service and system planning.	• Project was funded through the 2025 budget.
Asset Management continued implementation of the program that enables coordinated, cost effective and sustainable approaches for stewardship of the City's resources.	• The City has implemented the Fort Report Update to leverage efficiencies in how data is captured for various resources and equipment and to ultimately support lifecycle maintenance activities. The update will have minimal impact to public users of Fort Report.
Ongoing review and refinements to 10-year Capital Plan content, process and supporting documentation.	• The 10-year Capital Plan process is well established at this point and will continue as a regular operational item.
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.	• Assessments of the existing storm ponds is now complete. • A routine maintenance plan will commence in 2025. • A rehabilitation schedule for the ponds will be created in 2025. • A request to establish annual reserve contributions to prepare for future maintenance will be included in the 2026 budget.
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.	• Aquatics project design has been awarded and work will commence in the first quarter of 2025. • Design of a new Materials Handling Site was approved through the 2025 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). • In early 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.	• The RCMP and the City continue to educate the public on road safety through enforcement and educational programs. There was an Option 4 Program for School Zone Safety/Speeding in School zones conducted during this period. 50 participants attended the program and had their speeding tickets withdrawn for attendance. 7 new pedestrian signals have been installed in 2024. • The Traffic Safety Working Group continues to meet quarterly to discuss traffic safety concerns and address any issues from an engineering, enforcement and educational approach. • The City is working on a Vision Zero education campaign. New messaging going out in early 2025 to help educate drivers on Vision Zero and other traffic safety data. • The City and RCMP continue to do the PARTY Program, educating students on the dangers of operating a vehicle while under the influence. A session was held in late 2025 providing students with the opportunity to wear impaired goggles. • Positive Ticketing Program – this program helps reward youth who are seen doing something positive in the community. Four positive tickets were issued for wearing bike helmets during this reporting period. • 17 Commercial Vehicle inspections were conducted from September to December. • A total of 544 Provincial traffic tickets were also issued by the City during this time frame. • Provincial changes to Automated Traffic Enforcement have had an impact in Fort Saskatchewan with the removal of eight out nine Intersection Safety Device Cameras in December. This will leave one ISD camera operating with red light violations and mobile photo enforcement only operating in school zones and playground zones throughout the City.
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.	• An update to the Transportation Master Plan with an Active Transportation Master Plan is scheduled for 2026.

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 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.	• Sheep Leaving Parade saw over 2,500 community members enjoy activations and engagements with the sheep this year. • Alberta Day served as a great opportunity to engage in the history of Alberta and all of our Culture and Recreation facilities. With indigenous programming and facilitators in the Historical Precinct, live music in the Gazebo, Pop-up and Play activities in the Nature's Playground there was lots to do! Free Admission to the Dow Centennial Centre, Harbour Pool and Fort Heritage Precinct allowed our community to activate and engage in their own way thanks to provincial grant funding. • Lights Up continues to grow in attendance due to the partnerships with the Library, Fort Saskatchewan Music Festival and Hosting Ukrainians Society, our Lights Up event shines for our community. The Petting Zoo, costumed characters, caricature artists and Hula Hoop presentations were all huge hits and feedback from the community was great. • The Culture and Recreation department sold Halloween Coupon booklets of 10 coupons that could be used for a child or youth drop in admission to Harbour Pool or the Dow Centennial Centre. There were 600 coupon booklets sold. There was a 31% redemption rate of the coupons. • Shell Theatre series highlights for this time period. Include sold out events with Matthew Good, The Barra MacNeils, Matt Andersen and (2) shows with Jann Arden. We were able to isolate regional plays to Fort Saskatchewan for these artists which put our shows in high demand. Returning shows and tours as part of our of 20th Anniversary season went over really well and feedback from the audience was amazing! • In 2024, the Dow Centennial Centre celebrated its 20th Anniversary. There were free admissions for the day, bouncy castles, food and refreshment with 217 people in attendance for the day. In addition, this 20th anniversary had a special Shell Theatre Performance 2024-25 Series that brought back some of the most popular acts from the past 20 years. • Harbour Pool had 21,807 visits during late 2024 accessing programs, spontaneous swims, pool and room rentals and aqua fitness.
Development of Community Social Response Framework to understand issues, City roles and responses that reflect our commitment to an inclusive and welcoming community.	• The Community Social Development Framework was completed in June 2024 and is being used to guide work by the City as well as with partners in the social sector. The Framework highlights tools such as collaboration to ensure effective use of resources and excellent community service.

Strategic Initiatives	Progress
Undertake Jubilee Recreation Centre modernization.	• Construction is continuing schedule and on budget for a 2025 completion.
Diversity, Equity, and Inclusion Action Plan continued implementation with emphasis on community accessibility of City venues and community and employee mental health and wellness.	• The Inclusion in the Heartland conference had 120 attendees. This conference was a collaboration with industry and business and focused on increasing accessibility and inclusion in the Heartland. • Translation and sensory kits have been introduced at all forward facing City service counters. Residents are reporting positive feedback from being supported in this way. • A multi-cultural experience was added to the Light's Up Festival. This was led by FCSS with equity deserving groups partnering to display traditions of their culture.
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 work and adjustments to be completed by spring 2025.
Continue to implement the Truth and Reconciliation and Indigenous Relations Multi-Year Plan including relationship building, knowledge gathering, and education.	• The City held an event to honor the National Day for Truth and Reconciliation at West River's Edge. An open call for Indigenous performers was put out and the event was able to highlight a variety of Indigenous art forms from song to dance to spoken word.
Investigate methods to support Heartland Housing Foundation's efforts to provide affordable and near-market housing options.	• The City has partnered with Heartland Housing to provide navigation support to residents of MAC. In the first 3 months, over 100 supportive referrals had been made.

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.	• In early 2025, Circular Materials will assume 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 will be 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.	• The Urban Forest Protection and Enhancement Plan is complete. The City has developed a two-year planting program, to be implemented in 2025 and 2026, conditional on grant funding.
Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.	• This work was undertaken as part of the Public Works Yard Study which will be completed in the spring of 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. Current naturalization activities are in areas near the Community Hall, 112 Street and River Road, and the Allard Way West storm pond. In 2025, naturalization is also being considered for the dog park.
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. • The City is working with the Fort Saskatchewan Trail Alliance for trail maintenance, coordinate detours, re-alignment and signage.
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 February 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).	• Urban Agriculture Plan was finalized in November of 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 is conducting a comprehensive review of its claims management procedures to determine how claims can be most effectively managed in collaboration with the City's new insurance provider. • City fleet monitoring equipment is being considered to help deter irresponsible use of City equipment and support future incident investigations.
Undertake review of City branding as well as a comprehensive update of City's website to meet future requirements.	• The City's branding review was completed in 2024 with results presented to COW in June of 2024. Website review and content auditing is ongoing with a refresh of the website expected in Q3 of 2025.
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.	• Currently working on the EMP plans (Evacuations and Emergency Social Services). The City will return to the EAC committee in the fall to get approved. Decision on a potential Emergency Coordination Centre (ECC) will influence the scope of this program in the future.
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.	• The City continues to remain engaged with regional entities and monitor advocacy efforts on matters of interest to the City. Updates to Council are provided as part of the City Managers confidential Council report.
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.	• In November 2024, the Government of Alberta announced significant changes to the Edmonton Metropolitan Region Board (EMRB). The City continues to participate with its regional counterparts to explore options for the next phase of regional collaboration. The City is also investigating the impact of EMRB's dissolution on the City's land planning strategies and practices.
Investigate utility billing fee structures that more accurately reflect actual costs, with specific consideration for summer water usage.	• Data collection on alternative approaches to utility billing fee structures has begun using municipal comparators from across the province. The City will present Council with information and options in mid 2025.

Strategic Initiatives	Progress
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.	• The City is researching business planning framework and performance measurement methodologies in other municipalities to better understand potential applications within the organization. • The City expects to have identified a scope of work to pursue by mid 2025. • Implementation will depend upon City staff capacity.
Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and mental health.	• The City continues to provide programs that support a positive corporate culture and staff retention and attraction. • Supervisor Leadership Training took place in September and October 2024. • The post staff engagement sessions continued throughout 2024, with the majority completed by the end of the year.
Develop a recommendation for the future of the Citywide Emergency siren System.	• The City presented a recommendation to council on February 28th, 2025, to remove the siren system and continue with Alberta Emergency Alerts. Council approved the recommendation for the removal of the siren system to be completed before the end of 2025.
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.	• Microsoft 365 (which includes a suite of applications such as Teams, Copilot, and PowerBI) has been deployed and The City continues to explore opportunities for leveraging these resources. • SharePoint transition is ongoing – this transition will support cross-departmental collaboration and communication. • Security and data management enhancements are in progress including new City policies, incident response and disaster recovery plans.

CAPITAL PROJECTS

		Project Budget $000s	Expenditure To Date $000s	Forecast Expenditure $000s	Forecast Variance $000s	Estimated Completion	Comments
	Engineering Structures						
16050	119 Street & Hwy 15 Intersection Upgrades	2,150	2,294	2	(146)	Complete	Overage funded from offsite levy
18028	Water Reservoir Lifecycle Renewal	1,920	1,793	-	127	Complete	
19008	Neighbourhood Rehabilitation (2019 - 2023)	18,094	18,151	(57)	-	Dec 2025	
19010	450 mm Water Main - Area 3 to Dow Main	1,000	1,150	-	(150)	Complete	
19018	Sump Pump Retrofit Program	4,500	4,230	270	-	Ongoing	
20021	Transfer Station Site Enhancement	4,144	4,267	-	(123)	Complete	Overage funded from surpluses in various projects
21034	TWP Road 542 Culvert Replacement	1,325	898	477	50	Dec 2025	
23002	Traffic Calming	1,700	1,323	377	-	Dec 2025	
23011	Secondary Water Source	1,700	439	1,261	-	Dec 2028	
24011	100 Ave / Legacy Park Road Enhancements	1,100	922	178	-	Apr 2025	
24100	Local Road Rehabilitation	3,462	2,301	-	1,161	Dec 2024	Surplus carried forward to 2025 program
24200	Neighbourhood Rehabilitation (2024)	4,745	2,150	2,595	-	Dec 2026	
	Total Engineering Structure	**45,840**	**39,918**	**5,003**	**919**		

		Project Budget $000s	Expenditure To Date $000s	Forecast Expenditure $000s	Forecast Variance $000s	Estimated Completion	Comments
	Vehicles, Machinery & Equipment						
19006	Culture Equip Lifecycle Repl.	276	274	-	2	Complete	
19012	Computer Network Infrastructure	156	155	-	1	Complete	
19013	Transit Smart Fare Equipment	234	160	74	-	Dec 2025	
19027	Vehicle Replacement	6,129	5,581	548	-	Dec 2024	
20001	Protective Services Equip. Replacement	70	-	70	-	Dec 2024	
20047	DCC Equip Lifecycle Replacement	175	-	175	-	Dec 2025	
21014	Asset Management Software	175	125	100	(50)	Dec 2025	
22012	Fire Services Equipment Lifecycle Replacement	2,000	192	1,808	-	Dec 2026	
23009	Mobile Computer Aided Despatch	60	-	60	-	Aug 2025	
23101	Firehall Renovations	250	258	-	(8)	Complete	
24004	Fleet Addition - Hydraulic Lift Trailer	28	29	-	(1)	Complete	
24013	City Wide Security Cameras Upgrades	403	395	-	8	Complete	
24014	Portfolio Management Software Replacement	125	77	48	-	Aug 2025	
24015	Upgrading Municipal Enforcement Radio System	60	53	-	7	Complete	
24022	River Windsor Pointe Lift Station's SCADA NW Connection	190	202	-	(12)	Complete	Overage funded from surpluses in various projects
24023	Fleet Addition - Grader with Gate	725	553	173	-	Aug 2025	
24300	Information Technology Equipment Lifecycle Replacement	122	91	-	31	Complete	
24400	Fleet and Equipment Lifecycle Replacement	2,409	1,699	710	-	Dec 2025	
	Vehicles, Machinery & Equipment	**13,587**	**9,844**	**3,766**	**(22)**		

		Project Budget $000s	Expenditure To Date $000s	Forecast Expenditure $000s	Forecast Variance $000s	Estimated Completion	Comments
	Buildings						
16021	City Hall Space Development	1,100	1,186	-	(86)	Complete	Additional funding from ICIP grant & 21034
22100	Jubilee Recreation Centre Modernization	17,819	13,897	3,922	-	Jul 2025	-
24016	Aquatics Planning / Construction	5,400	84	5,316	-	Dec 2026	-
	Buildings	**24,319**	**15,167**	**9,238**	**(86)**		

		Project Budget $000s	Expenditure To Date $000s	Forecast Expenditure $000s	Forecast Variance $000s	Estimated Completion	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	Lesley Macmillan Park Outdoor Rink	2,519	2,712	-	(193)	Complete	Overage funded from surpluses in various projects
18037	River Road Realignment	400	221	9	170	Complete	-
21023	Heritage Trails Park - Phase 1	1,650	1,217	433	-	Dec 2025	-
23030	92 Street Trail Conversion	150	139	11	-	Dec 2025	-
	Total Land Improvements	**9,115**	**7,493**	**1,645**	**(23)**		

BUSINESS SUPPORT

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

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid
Creative Canvas	Equipment & Technology	$4,959	$2,480	$2,480
Miller's Ice Cream	Equipment & Technology	$8,265	$4,132	$4,132
OK Tire Fort Saskatchewan	Equipment & Technology	$13,285	$5,000	$5,000
Dreyco Inc	Equipment & Technology	$15,000	$5,000	$5,000
The Fort Distillery	Export Development	$4,000	$2,000	$1,309
Fort Saskatchewan Autobody Ltd	Equipment & Technology	$22,236	$5,000	$5,000
Voshell Architecture and Design, Inc.	Equipment & Technology	$6,000	$3,000	$3,000
Beyond Diversity Inc.	Equipment & Technology	$5,500	$3,789	$3,789
Ingram Custom Homes	Equipment & Technology	$10,900	$5,000	$5,000
Mind & Body Massage Therapy	Equipment & Technology	$14,365	$5,000	$5,000
Reset Heating and Cooling Ltd	Equipment & Technology	$11,237	$5,000	$5,000
Gimmes Golf Ltd	Marketing	$11,101	$5,000	$3,807
Fort Foundation	Equipment & Technology	$6,070	$3,035	$2,645
Akashic Professional Bookkeepers	Equipment & Technology	$11,120	$5,000	$5,000
Fort Saskatchewan Eyecare Ltd	Equipment & Technology	$45,045	$5,000	$5,000
Rose Hope Inc	Marketing	$11,854	$5,000	$5,000
You Renew Wellness Studio	Education	$399	$200	$200
Fort Saskatchewan Lions Club	Storefront Improvement	$15,000	$5,000	$5,000
		$216,336	**$73,636**	**$71,362**