

August 31, 2025

Interim Report

As reported on November 18, 2025



CITY OF
FORT SASKATCHEWAN
ALBERTA

Interim Report | August 2025

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OPERATING HIGHLIGHTS

The City continues to move forward with exciting developments and community-focused initiatives. Here's what's been happening over the past eight months:

GROWTH AND DEVELOPMENT

- **Keyera Expansion Projects** - Keyera has approved a \$500 million Frac III expansion in Fort Saskatchewan, expected in service by 2028, following the Frac II debottlenecking project set for mid-2026.
- **Keyera Acquisition** - Keyera is acquiring Plains Midstream Canada's NGL business, expanding its operations. The deal is expected to close in early 2026.
- **DOW Path2Zero Update** - The City continues to support Path2Zero and related projects. Despite a slowdown announced in April, construction is ongoing.

RECENT APPROVALS AND UPDATES

- **Aquatics Facility** – approval for the City to borrow up to \$72 million to design and construct the new Aquatic Facilities project.
- **Helmuth Ritter Fire Station** – amendment to the 2025 capital budget to add \$2.089 million to complete detailed designs for the new fire station.
- **2025 Property Tax Rate Bylaw** – approved with amendments to reduce Automated Traffic Enforcement revenue offset by a one time transfer from reserves.
- **Roseburn Area Structure Plan** – approved by Council with an addition of the Roseburn Neighborhood Structure Plan for new development areas south of the City.
- **Commercial Revitalization Grants Program** – approved to replace the Business Incentives Grants program.
- **Water Tower Lighting** – approval to move ahead with \$115,000 for lighting from the capital projects reserve.
- **Legacy Radio Replacement Plan** – amended 2025 Capital Budget to replace the City's existing two-way radio communication system.
- **City Ambassador Program** – report from administration requested on relaunch of this program.

TRENDS TO WATCH

1. Well-Planned Community and Resilient Economy

- Municipal Development Plan five year update is underway.
- Community Standards Bylaw regarding derelict properties scheduled for review in 2026.

2. Strategically Managed Infrastructure

- Stormwater Maintenance and Reserve Funding Strategy will be presented in 2026.
- Aquatics facility construction expected to commence in spring 2026.
- Detailed design for proposed Firehall expected mid 2026.

3. Welcoming, Compassionate, and Active Community

- Inclusion in the Heartland conference scheduled in October 2025.
- Film Festival highlighting diversity will run through to the end of December 2025.
- Final unveiling of the Healing Hands of Reconciliation project coming in September 2025.

4. Environmental Stewardship

- Funding approved, additional tree planting initiatives are planned for spring 2026.
- Completion of the 2025 Trail Monitoring report expected to be complete in fall 2025.

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5. Operational Excellence and Continuous Improvement

- Staff education for Emergency Social Services and Emergency Managements plans are on going throughout 2025.
- The City's website is getting a major update and is scheduled to go live in November 2025.
- Staff engagement continues for the Records and Information Management Modernization Project slated for completion in late 2028.

FINANCIAL RESULTS FROM OPERATIONS

Expressed in \$000's	Eight months ended August 31, 2025			Year ended December 31, 2025		
	Budget	Actual	Variance	Budget	Forecast	Variance
Operating Revenue						
Property Taxes	61,741	61,498	(243)	61,741	61,498	(243)
Utility User Rates	16,334	16,349	15	24,048	24,016	(32)
User Fees and Charges	5,779	8,756	2,977	8,391	11,426	3,035
Fines and Penalties	680	1,034	354	951	1,335	384
Government Transfers – Operating	988	733	(255)	2,023	1,621	(402)
Investment Income	1,885	2,381	496	3,002	3,499	497
Other Revenue	16	1,366	1,350	22	1,415	1,393
Total Operating Revenue	87,423	92,117	4,694	100,178	104,810	4,632
Operating Expenses						
Salaries, Wages, and Benefits	(25,924)	(25,269)	655	(38,949)	(38,491)	458
Purchases from other Governments	(13,477)	(12,173)	1,304	(20,046)	(18,507)	1,539
Contracted Services	(5,316)	(5,200)	116	(8,493)	(8,908)	(415)
Service and Maintenance Contracts	(2,336)	(2,294)	42	(3,326)	(3,617)	(291)
Materials and Supplies	(2,917)	(2,748)	169	(4,410)	(4,482)	(72)
Utilities	(2,370)	(2,379)	(9)	(3,482)	(3,509)	(27)
Transfers to Organizations and Individuals	(1,399)	(1,329)	70	(2,054)	(1,984)	70
Interest on Long Term Debt	(387)	(325)	62	(761)	(633)	128
Insurance	(464)	(467)	(3)	(707)	(706)	1
Training and Development	(550)	(435)	115	(826)	(721)	105
Advertising and Printing	(373)	(266)	107	(582)	(527)	55
General Administration	(776)	(614)	162	(1,059)	(934)	125
Other Expenses	(485)	(305)	180	(662)	(641)	21
Total Operating Expenses	(56,774)	(53,804)	2,970	(85,357)	(83,660)	1,697
Operating Budget Surplus before Other Items	30,649	38,313	7,664	14,821	21,150	6,329
Other Items						
Repayment of Long-Term Debt	(1,048)	(1,094)	(46)	(2,075)	(2,204)	(129)
Transfers to Reserves	(15,086)	(16,367)	(1,281)	(15,333)	(16,613)	(1,280)
Operations funded from Reserves	1,864	1,534	(330)	2,587	2,938	351
Net Other Items	(14,270)	(15,927)	(1,657)	(14,821)	(15,879)	(1,058)
Operating Budget Surplus	16,379	22,386	6,007	-	5,271	5,271

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 Report for the eight months ended August 31, 2025 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

FINANCIAL HIGHLIGHTS

The first eight 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 \$6 million operating budget surplus so far this year. Most of this—\$5.2 million—comes from municipal operations.

Looking ahead, the City is forecasting a year-end operating budget surplus of \$5.3 million, including \$4.6 million from municipal operations and \$685,000 from utility operations.

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

- **Capital Projects:** The City has 49 active capital projects in 2025. At August 30, 2025, eight projects were completed, while the remaining 41 were in progress. Significant projects include ongoing design and construction 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 \$76.41 million, compared to \$42.03 million at the end of 2024 and \$64.37 million at August 30, 2024. The City's balance of net financial assets is typically highest in August after property taxes are levied in May.²

ANALYSIS OF SIGNIFICANT VARIANCES

USER FEES AND CHARGES

User fees and charges were \$2,977,000 higher than expected in the first eight months of 2025 and are forecasted to be \$3,035,000 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

Expressed in \$000s	Eight months ended August 31, 2025			Year Ended December 30, 2025		
	Budget	Actual	Variance	Budget	Forecast	Variance
Wastewater Management Services	5,545	5,457	(88)	8,036	7,946	(90)
Policing Services	4,333	3,534	(799)	6,686	5,811	(875)
Water Supply Services	2,968	2,533	(435)	4,347	3,743	(604)
Commuter Transit Services	294	266	(28)	468	440	(28)
Assessment Services	292	314	22	438	471	33
Other	45	69	24	71	96	25
Total Purchases from Other Governments	13,477	12,173	(1,304)	20,046	18,507	(1,539)

Purchases from Other Governments were \$1,304,000 below budget in the first eight months of 2025 and are forecast to be \$1,539,000 below budget in 2025. Policing services are forecast to be \$875,000 under budget by the end of the year due to RCMP staffing vacancies. Water supply services are forecast to be \$604,000 below budget as the actual commission rate is \$0.22m³ lower than budget and lower than anticipated consumption.

¹ See Appendix 3,
Capital Projects

² See page 9, Financial Position Highlights

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SALARY, WAGES AND BENEFITS

Expressed in \$000s	Eight months ended August 31, 2025			Year Ended December 30, 2025		
	Budget	Actual	Variance	Budget	Forecast	Variance
Compensation	21,290	18,956	(2,334)	32,216	29,782	(2,434)
Benefits	5,169	6,313	1,144	7,586	8,709	1,123
Budgeted Vacancy / Rate Allowance	(535)	-	535	(853)	-	853
Net Staff Surplus	25,924	25,269	(655)	38,949	38,491	(458)

Salaries, wages, and benefits were \$655,000 lower than budget in the first eight months of 2025 and forecasted to be \$458,000 under budget by the end of the year. Staff costs are forecast to be \$1,311,000 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 contributions for Access for Everyone program and 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 eight months.
- Contracted services are forecasted to be \$415,000 over budget for 2025 due to various operating projects that were carried forward into 2025 and are offset by grant revenue and reserve transfers.
- Service maintenance contracts are forecasted to be \$291,000 over budget due to increased usage at the Transfer station which is offset by higher revenue.
- 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 the Dow contributions for the new aquatics facility transfer and higher than expected balances in interest bearing reserve accounts.

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UTILITY OPERATIONS

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

Eight months ended August 31, 2025						
<i>Expressed in \$000s</i>	Budget	Water Service	Sewer Service	Solid Waste	Total Utilities	Variance
Revenue						
Utility User Rates	16,334	6,086	8,262	2,001	16,349	15
Other Revenue	781	418	27	452	897	116
Expenses						
Salaries, Wages, and Benefits	(2,008)	(847)	(399)	(592)	(1,838)	170
Commission charges	(8,513)	(2,533)	(5,457)	-	(7,990)	523
Contracted services	(2,072)	(293)	(297)	(1,406)	(1,996)	76
Other expenses	(565)	(509)	(65)	(39)	(613)	(48)
Reserve transfers and debt repayment	(5,384)	(2,572)	(2,405)	(484)	(5,461)	(77)
	(1,427)	(250)	(334)	(68)	(652)	775

Year ended December 31, 2025						
<i>Expressed in \$000s</i>	Budget	Water Service	Sewer Service	Solid Waste	Total Forecast	Forecast Variance
Revenue						
Utility User Rates	24,048	8,938	12,075	3,003	24,016	(32)
Other Revenue	1,046	576	32	591	1,199	153
Expenses						
Salaries, Wages, and Benefits	(3,017)	(1,304)	(681)	(918)	(2,903)	114
Commission charges	(12,382)	(3,743)	(7,947)	-	(11,690)	692
Contracted services	(3,253)	(506)	(711)	(2,157)	(3,374)	(121)
Other expenses	(881)	(746)	(98)	(60)	(904)	(23)
Reserve transfers and debt repayment	(5,561)	(2,621)	(2,534)	(504)	(5,659)	(98)
	-	594	136	(45)	685	685

The City's utility operations had a \$775,000 surplus compared to budget in first eight months of 2025 and is forecast to have a \$685,000 surplus for the year.

The combined utility user rates revenue from water and sewer were \$19,000 above budget in the first eight months of 2025 due to increased residential construction.

CAPITAL BUDGET HIGHLIGHTS

The 2025 Capital Program included 24 new projects and 25 multi-year projects that were carried forward from 2024. At August 31, 2025, the City had completed 8 capital projects and 41 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	Budget Amendments in 2025	Authorized Capital Expenditure	2025 Expenditure	Forecast Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Engineering Structures	5,800	10,470	-	16,270	(3,464)	(12,705)	101
Vehicles, Machinery & Equipment	3,717	3,346	650	7,713	(1,768)	(5,641)	304
Buildings	9,237	20	68,689	77,946	(5,362)	(72,584)	-
Land Improvements	180	383	-	563	(359)	(519)	(315)
Total	18,934	14,219	69,339	102,492	(10,953)	(91,449)	90

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. A grand re-opening celebration was held on June 30, 2025.

AQUATICS FACILITY

In 2025, Council has approved a \$72 million budget to design and construct a new aquatic facility at the Dow Centennial Centre. Detailed design is underway and construction scheduled to begin in spring 2026. The new facility will include 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 feature multipurpose rooms, viewing areas, and full accessibility. Site enhancements will include a new lobby corridor, more than 140 new parking stalls, and a ring road around the northwest lot.

HERITAGE TRAILS PARK

Heritage Trails Park project has been completed. Formerly known as Fort Centre Park, this 40-acre green space is located along the North Saskatchewan River. The park has been enhanced with new picnic shelters, Wayfinding and Interpretative signage. Designed to support both active and passive recreation, the park features:

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

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 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.

DISC GOLF COURSE

The Disc Golf Course project was completed and opened to public on August 21, 2025. Located at West River's Edge, it is the City's first 9-hole disc golf course. This provides residents with an accessible, low-cost, and environmentally friendly outdoor recreation option.

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 August 2025, the City's net financial assets totaled \$76.4 million, reflecting a seasonal peak following the annual property tax levy in May. This balance represents a 19% increase over August 2024 and a 31% increase over August 2023, continuing a multi-year trend of strengthening financial position. The August high point is consistent with historical patterns, as revenues from property taxes temporarily increase financial assets to fund expenditures in subsequent months.

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 August 31, 2025, the City had \$69,604,000 in various operating accounts (December 31, 2024 - \$30,247,000) held at a weighted average rate of return of 3.29% (December 31, 2024 – 3.78%).

INVESTMENTS

	August 31, 2025 Carrying Value \$000	December 31 2024 Carrying Value \$000
Investment Measured at Cost or Amortized Cost		
Shore Term Portfolio	-	10,000
Long Term Portfolio (a)	29,467	29,627
	29,467	39,627
Investment Measured at Fair Value		
Principal Protected Notes (b)	10,303	6,750
Total Investments	39,770	46,377

- (a) 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 \$17,699,000 as at August 31, 2025.
- (b) 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 Bank Administration Bylaw C19-25.

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PROPERTY TAXES RECEIVABLE

	August 31, 2025 \$000	December 31, 2024 \$000	August 31, 2024 \$000
Current Taxes Receivable			
Tax Installment Accounts	7,653	-	6,571
Non-Tax Installment Accounts	1,295	722	960
Grants in Place of Taxes	434	-	328
Total Current Taxes Receivable	9,382	722	7,859
Tax Arrears Receivable	195	172	426
Total Property Taxes Receivable	9,577	894	8,285

At August 31, 2025, \$9,577,000 was outstanding in property taxes receivable compared to \$894,000 at December 31, 2024, and \$8,285,000 at August 31, 2024. The current property taxes receivable are higher than August 2024 due to increased participation in the City's monthly tax installment plan.

The tax arrears receivable of \$195,000 is property taxes levied in prior years that remain outstanding as at August 31, 2025 compared to \$426,000 tax arrears at August 31, 2024.

LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Aug 31, 2025 \$000	Dec 31, 2024 \$000	Fully Repaid
Debentures				
Sewer Service Reline	2.327%	865	1,044	December 2029
City Hall	3.308%	7,298	7,720	December 2033
100 Avenue Rehab	3.571%	3,447	3,628	September 2035
Protective Services Building	3.136%	6,622	6,920	December 2036
Pointe Aux Pins Waterline	4.990%	134	136	December 2042
Total Debentures		18,366	19,448	
Capital Leases				
Capital Lease Obligations	9.108%	59	37	April 2030
Total Long-Term Debt		18,425	19,485	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at August 31, 2025, is \$18,425,000. During the first eight months of the year, the City paid \$1,082,000 in principal and \$319,000 in interest expense to service debentures.

In 2025, Council has approved the City to borrow up to \$72 million from a financial institution to fund design and construction of the new aquatics facility.

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 2030 with implied interest of 4.60% to 14.68%.

At August 30, 2025, the City was at 12.3% 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 August 31, 2025, the City had \$77,202,000 in financial reserves, of which \$17,322,000 is committed to various capital and operating projects. The uncommitted balance was \$59,878,000 and the City's 2025 optimal uncommitted balance for reserves is \$49,773,000.

At August 31, 2025, stabilization and contingency reserves and infrastructure lifecycle reserves were \$3,979,000 and \$3,885,000 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.

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Appendix 1

SUPPLEMENTARY FINANCIAL INFORMATION

STATEMENT OF FINANCIAL POSITION

(Unaudited)

	August 31, 2025	December 31, 2024	August 31, 2024
	\$000s	\$000s	\$000s
Financial Assets			
Cash and Cash Equivalents	69,604	30,247	43,876
Revenues Receivable			
Property Taxes Receivable	9,577	894	8,285
Government Transfers Receivable	912	2,218	1,134
Trade and Other Receivables	7,100	6,248	6,293
Inventory Held for Resale	1,461	1,461	1,461
Investments	39,770	46,377	58,366
Total Financial Assets	128,424	87,445	119,415
Liabilities			
Accounts Payable and Accrued Liabilities			
Trade Payables	(18,870)	(10,779)	(19,656)
Employee Benefit Obligations	(3,264)	(2,996)	(2,997)
Payroll and Remittances	6	(1,629)	17
Interest Payable	(95)	(95)	(105)
Deposits on Account	(2,514)	(2,236)	(2,194)
Deferred Revenue	(3,628)	(3,091)	(4,646)
Liability for Contaminated Sites	(1,381)	(1,381)	(1,356)
Asset Retirement Obligations	(3,842)	(3,720)	(3,547)
Long-Term Debt	(18,425)	(19,485)	(20,559)
Total Liabilities	(52,013)	(45,412)	(55,043)
Net Financial Assets	76,411	42,033	64,372
Other Assets			
Tangible Capital Assets	548,833	546,495	537,417
Prepaid Expenses	1,041	1,382	690
Inventories of Supplies	644	569	793
Total Other Assets	550,518	548,446	538,900
Accumulated Surplus			
Accumulated Operating Surplus	626,540	590,479	603,272
Accumulated Remeasurement Gains	389	-	-
Total Accumulated Surplus	626,929	590,479	603,272

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.

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

STATEMENT OF OPERATIONS

(Unaudited)

	Eight months ended August 31		
	2025	2025	2024
<i>Expressed in \$000s</i>	Budget	Actuals	Actuals
Operating Revenue			
Property Taxes	61,741	61,498	56,628
Utility User Rates	16,334	16,349	15,319
User Fees & Charges	5,779	8,756	7,258
Fines and Penalties	680	1,034	1,464
Government Transfers - Operating	988	733	829
Investment Income	1,885	2,381	2,052
Other Revenue	16	1,366	275
Total Operating Revenue	87,423	92,117	83,825
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(14,205)	(12,969)	(6,446)
Fleet, Facilities, & Engineering	(8,578)	(7,608)	(6,122)
Planning & Development	(1,605)	(1,671)	(1,367)
Economic Development	(819)	(674)	(888)
Sustainability	(90)	(22)	-
	(25,297)	(22,944)	(14,823)
Community and Protective Services			
Culture & Recreation Services	(5,511)	(5,431)	(5,197)
Protective Services	(6,769)	(5,772)	(5,875)
Fire Services	(4,167)	(4,096)	(3,675)
Family & Community Support Services	(1,030)	(975)	(830)
	(17,477)	(16,274)	(15,577)
Corporate Services Division			
Information Technology	(2,915)	(2,528)	(2,220)
Legislative Services	(1,223)	(1,189)	(1,062)
People Services	(1,527)	(1,395)	(1,046)
Financial Services	(1,404)	(1,160)	(1,095)
Corporate Communications	(649)	(612)	(597)
	(7,718)	(6,884)	(6,020)
Senior Leadership	(1,461)	(1,554)	(1,187)
Elected Officials	(381)	(338)	(325)
Fiscal Services	(2,112)	(2,410)	(2,181)
Utilities	(14,906)	(14,277)	(12,302)
Total Operating Expenses	(69,352)	(64,681)	(52,415)
Surplus before Other Items	18,071	27,436	31,410
Other Items			
Contributed Tangible Capital Assets	11,670	2,522	-
Government Transfers - Capital	4,377	1,610	6,970
Developer Agreements and Offsite Levies	-	3,475	1,313
Community Capital Funding	-	1,018	10
Net Other Items	16,047	8,625	8,293
Operating Surplus	34,118	36,061	39,703

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.

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

NET OPERATING BUDGET VARIANCES BY DEPARTMENT

Expressed in 000's	Eight months ended August 31, 2025			Year ended December 31, 2025		
	Budget	Actuals	Variance	Budget	Forecast	Variance
Infrastructure & Planning Division						
Public Works	(7,036)	(6,357)	679	(10,296)	(9,602)	694
Fleet, Facilities, & Engineering	(7,278)	(6,874)	404	(10,074)	(9,702)	372
Planning & Development	(198)	2,032	2,230	(520)	1,808	2,328
Economic Development	(460)	(278)	182	(724)	(585)	139
Sustainability	32	-	(32)	(2)	(4)	(2)
Total Infrastructure & Planning Division	(14,940)	(11,477)	3,463	(21,616)	(18,085)	3,531
Community & Protective Services Division						
Culture and Recreation Services	(3,027)	(2,708)	319	(4,158)	(3,836)	322
Protective Services	(5,458)	(4,114)	1,344	(8,189)	(6,733)	1,456
Fire Services	(4,460)	(4,311)	149	(6,417)	(6,492)	(75)
Family & Community Support Services	(488)	(247)	241	(721)	(643)	78
Total Community & Protective Services Division	(13,433)	(11,380)	2,053	(19,485)	(17,704)	1,781
Corporate Services Division						
Information Technology	(2,858)	(2,756)	102	(3,978)	(4,019)	(41)
Legislative Services	(1,221)	(1,180)	41	(1,841)	(1,805)	36
People Services	(1,492)	(1,375)	117	(2,256)	(2,105)	151
Financial Services	(1,134)	(1,089)	45	(1,741)	(1,717)	24
Corporate Communications	(599)	(582)	17	(911)	(926)	(15)
Total Corporate Services Division	(7,304)	(6,982)	322	(10,727)	(10,572)	155
Senior Leadership	(1,224)	(1,072)	152	(1,871)	(1,738)	133
Elected Officials	(381)	(338)	43	(569)	(530)	39
Fiscal Services	55,089	54,288	(801)	54,268	53,215	(1,053)
Utilities	(1,427)	(652)	775	-	685	685
Operating Budget Surplus	16,380	22,387	6,007	-	5,271	5,271

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31 2024 Balance	2025 Activity			Aug 31 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	1,778	-	(977)	12,302	682	11,618	14,649	(3,031)
Snow and Ice Removal	367	-	-	-	367	-	367	1,315	(948)
Total Stabilization and Contingency	11,868	1,778	-	(977)	12,669	682	11,985	15,964	(3,979)
Projects									
Municipal Operating Projects	885	204	-	(412)	677	959	(282)	618	(900)
Utility Operating Projects	203	65	-	(31)	237	95	143	95	48
Future Facility Operating	3,701	1,101	-	(3,501)	1,301	316	984	-	984
Capital Projects	8,844	3,775	-	(2,168)	10,451	4,579	5,873	4,056	1,817
Land Purchases	2,072	-	-	(28)	2,044	-	2,044	-	2,044
Total Projects	15,705	5,145	-	(6,140)	14,710	5,949	8,762	4,769	3,993
Infrastructure Lifecycle									
Municipal Infrastructure and Equipment	12,820	4,476	481	(1,692)	16,085	4,847	11,238	17,457	(6,219)
Facility Lifecycle and Maintenance	2,110	65	67	-	2,242	-	2,242	2,076	166
Utilities Infrastructure and Equipment	10,043	5,076	458	(1,114)	14,463	5,042	9,241	7,253	2,168
Total – Infrastructure Lifecycle	24,973	9,617	1,006	(2,806)	32,790	9,889	22,901	26,786	(3,885)
Specific Purpose									
Art in Public Places	211	20	-	-	231	150	81	-	81
Economic Development	808	26	-	(51)	783	104	678	750	(72)
Family and Community Support Services	81	-	-	-	81	-	81	-	81
Health, Safety, and Wellness	747	-	-	(29)	718	83	634	-	634
River Valley Enhancement	584	89	-	-	673	5	668	-	668
Total - Specific Purpose	2,431	135	-	(80)	2,486	342	2,142	750	1,392
Restricted Reserves									
Contributions in Lieu of Municipal Reserve Land	343	205	14	-	562	-	562	-	562
Youth Drug and Safety Education	19	-	1	-	20	-	20	-	20
Access for Everyone Endowment	-	719	12	-	731	-	731	-	731
Fire Waterline	773	-	-	-	773	-	773	-	773
Perpetual Care	705	60	23	-	788	21	767	1,504	(737)
Westpark Estates Community Enhancement	551	-	-	-	551	-	551	-	551
Total - Restricted Reserves	2,391	984	50	-	3,425	21	3,404	1,504	1,900
Developer Levies	7,825	3,086	289	(78)	11,122	439	10,684	-	10,684
Total Reserves	65,193	20,745	1,345	(10,081)	77,202	17,322	59,878	49,773	10,105

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Appendix 2 - Strategic Plan Update

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 August 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.	<ul style="list-style-type: none">• The Municipal Development Plan was finalized in January of 2021. The 5-year update project is underway.• The new Land Use Bylaw project is ongoing. Information about the project, including progress on the individual zones, is available at www.fortsask.ca/lub.
Undertake downtown initiatives to attract visitors, new development, and increase the vibrancy of downtown.	<ul style="list-style-type: none">• The Downtown Development Strategy was finalized on May 2, 2025. The Strategy builds upon the momentum created by the Downtown Action Plan but focused on attracting private investment.• In June, a review of vacant and underutilized lots in the downtown was presented for information. The review sought to better understand the potential barriers and opportunities for redevelopment within the downtown. The analysis included development of proformas and cash flow models.• Results showed that townhouses offer strong investment returns, estimated between 9.4% and 20.0% with the downtown incentive programs.• Apartment developments were also analyzed through the review. A cash flow analysis showed rental apartments were a viable long-term investment, while the returns for condominium style apartments was low. Based on the analysis, efforts to attract additional residential units to the downtown should focus on townhouses and rental apartments.• A barrier that was identified through the analysis was that multiple underutilized downtown sites are too small to accommodate the minimum residential unit requirement set through the incentive programs. The incentive programs were amended to reduce the minimum residential unit requirement from six to four units.

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Strategic Initiatives	Progress
Undertake downtown initiatives to attract visitors, new development, and increase the vibrancy of downtown. (cont'd)	<ul style="list-style-type: none"> • No changes to the funding availability through the incentive programs was recommended. • The City is attending the Infill Development Symposium in Edmonton to promote downtown Fort Sask to a broader audience of local developers, realtors, and brokers. • In May, Council adopted the new Commercial Revitalization Grants Program, which offers two streams: the Storefront Improvement Grant and the Commercial Improvement Grant. The revamped grant program is designed to support revitalization of older buildings, primarily in the downtown. The program was formally launched on June 4. As of August 31, six applications have been received. • The Downtown Mural Art Walk launched in summer 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.	<ul style="list-style-type: none"> • New Land Use Bylaw project is underway. • Roseburn Area Structure Plan and Northeast Roseburn Neighbourhood Structure Plan were adopted for lands that were annexed in 2020. • 5-year Update to the Municipal Development Plan is underway
Participate in regional economic development initiatives with strategic and economic benefit for the City.	<ul style="list-style-type: none"> • The Industrial Heartland Career Forum was the recipient of the 2025 Minister's Awards for Municipal and Public Library Excellence in the Partnership Category. The event was recognized for fostering career development and inclusive participation. The City, in partnership with Strathcona, Sturgeon, Lamont County, and Alberta's Industrial Heartland Association (AIHA), is planning on hosting this event again in 2026. • In May, the City supported AIHA by attending the APIC conference in Bangkok, sharing the advantages of the region for petrochemical investment. • The City attended the AIHA Canadian Petrochemical Summit in June in Lake Louise, where discussions focused on global supply trends and logistics, emerging market opportunities, and navigating complex trade relationships. Staff were able to connect with several target sector businesses, service providers, and regional partners. • In May, the City and Edmonton Global toured a global value-added agriculture company exploring sustainable fuel opportunities around multiple sites in Fort Saskatchewan - a lead generated from an RFI submission. The City also hosted a diversified global oil and energy company interested in opportunities in Alberta's Industrial Heartland in collaboration with Invest Alberta and AIHA.

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Strategic Initiatives	Progress
Prioritize potential and current industrial development expansions and opportunities, including Dow Chemical Canada's Path2Zero project and other major projects.	<ul style="list-style-type: none"> In May, Keyera announced the sanctioning of a \$500 million FracIII expansion at their Fort Saskatchewan site, expected to be in-service in 2028. This follows their February sanctioning of their FracII debottlenecking which is currently under construction and expected to be in service mid-2026. Multiple departments are supporting the planning of this project. In June, Keyera announced a \$5.15 billion acquisition of Plains Midstream Canada's natural gas liquids (NGL) business, with the transaction expected to close in Q1 2026. The acquisition supports Keyera's long-term strategy by expanding its integrated NGL platform and significantly increases the scale of operations, including the recently completed expansion at Plains' Fort Saskatchewan facility. There is no additional expected support required from the City at this time. The City continues to support Path2Zero and associated projects (Dow, Linde, Cosmos/Watco, and Ravago). Although a "slow down" was announced in April for parts of Path2Zero, construction is continuing on site. The City attended a site selector conference in June in London, with a focus on FDI trends and evolving global market dynamics. Staff also met with the Trade Commissioner Service at the High Commission of Canada Office and Invest Alberta, to discuss Fort Saskatchewan's investment value proposition and explore opportunities to align on future outreach.
Development of growth/annexation area servicing plans and levy plans to prepare lands for future use	<ul style="list-style-type: none"> A Servicing Design Brief for the Annexed Lands was completed in 2023. The Pointe Aux Pins Area Structure Plan was approved in January 2025. First reading for the Roseburn Area Structure Plan was approved in May 2025. Off-site levies bylaw was adopted for annexed lands in August 2025.
Work with Alberta's Industrial Heartland Association members to update the financing model to reflect the current economic climate.	<ul style="list-style-type: none"> Conversations regarding the AIHA funding model are continuing.
Coordination for designated industrial zone policy and development permit processes with Alberta Industrial Heartland Association to manage and encourage sustainable industrial growth.	<ul style="list-style-type: none"> The 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.	<ul style="list-style-type: none"> Strategies for addressing derelict properties were presented to the Committee of the Whole in March. 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	<ul style="list-style-type: none"> The Joint Use Planning Agreement (JUPA) has been reviewed by all parties and is now in the signing stage. This agreement will clarify expectations for the next five years.

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STRATEGICALLY MANAGED INFRASTRUCTURE

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

Strategic Initiatives	Progress
Undertake a Wastewater System Master Plan to support wastewater service and system planning.	<ul style="list-style-type: none">Project was funded through the 2025 budget. Request for Proposal submissions will be evaluated in mid 2025
Asset Management continued implementation of the program that enables coordinated, cost effective and sustainable approaches for stewardship of the City's resources.	<ul style="list-style-type: none">Several business units have been actively using and testing the new Asset Management software for daily operational work orders.Fort Report service requests were integrated into the City's asset management system. This transition streamlines workorder management and provides a clear link between resident concerns, infrastructure and long-term financial planning.Additional operational functions, such as job costing, are being tested with select business units.
Assess existing storm ponds and develop a Stormwater Drainage Plan that ensures best practices and climate change readiness standards that are incorporated into development regulations and maintenance processes.	<ul style="list-style-type: none">Amendments to the Reserve Policy were approved by Council in August 2025 to enable saving for future storm pond and major culvert refurbishment projects.A stormwater maintenance and reserve funding strategy will be presented to Council in 2026 during a Committee of the Whole meeting.
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.	<ul style="list-style-type: none">The Aquatics borrowing bylaw was approved by Council in August 2025. Detailed design is underway with construction expected to commence in Spring 2026.Design of a new Materials Handling Site was approved through the 2025 budget. Site selection is underway. A land purchase recommendation will come to Council in 2026.The Veterans Way Corridor Widening and Pedestrian Crossings project have been delayed in the 10-year Capital Plan until after Dow Canada's Path2Zero's construction.Council approved a design concept and design budget for the second Firehall in June 2025. Procurement is underway for a design/construction team. Construction approval and borrowing bylaw are expected to come to Council in July 2026.

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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.	<ul style="list-style-type: none"> Established a refreshed creative platform to support Fort Sask's Vision Zero marketing initiatives and developed a comprehensive annual marketing plan addressing all key objectives and target audiences. Created and launched updated marketing materials to increase community awareness and compliance, incorporating guerrilla marketing tactics such as When Eyes Lock sidewalk stencils and pole magnets. The RCMP dedicated traffic position was filled in June and for this reporting period, issued 192 violation tickets and 108 warnings, 9 impaired driver charges were issued, and four suspended drivers were found. The RCMP General Duty Officers issued 476 violations from May – August. Distracted Driving Education: The RCMP and MES partner to run an Option 4 distracted-driving education program with 50 participants where they attended an educational Vision Zero session to have their ticket withdrawn. RCMP collaborating with Municipal Enforcement on 5 joint operations and advancing Vision Zero and Safe System traffic safety goals. The City started project TENSOR (Traffic Safety Noise/Speed Offence Reduction) with four joint operations partnering with outside agencies, this project focuses enforcement of speeding and noise reduction. Results were 125 tickets and 73 warnings. Commercial Vehicle Inspections: 75 Inspections, 18 passed, 37 placed out of service (fail), 20 required attention and a total of 378 commercial vehicle violations issued. Bike Rodeo – this annual event is a great success with over 100 participants and education provided on safe riding and rules of the road. Helmets are provided to youth to promote bike safety. Bike safety presentations in elementary schools complement this educational traffic safety initiative. Municipal Enforcement Officers issued: 1,355 traffic violations and 885 traffic warnings 5 additional speed display signs were added along Veterans Way. These signs help educate drivers on their speeds as they travel through the city. The speed display signs data is used to help guide enforcement initiatives.
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.	<ul style="list-style-type: none"> 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. The 2026 budget includes a funding request to update the Transportation Master Plan.

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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.	<ul style="list-style-type: none"> The City welcomed visitors from around the world, including Korea, France, Germany, and the UK to the Fort Heritage Precinct. Guided tours ran Mondays through Saturdays, giving us the chance to share Fort Saskatchewan's unique history while learning from diverse cultural perspectives. We also continued to host rentals and weddings throughout the season. Over 1,500 guests gathered at the Fort Heritage Precinct on August 30 for the Fort's Summer Send-Off - an amalgamation of the time-honoured Sheep Leaving Parade, the growing Alberta Day celebration, and the 150th anniversary of the arrival of the NWMP. The day was filled with spirit and activity, featuring cannon fire, historic demonstrations and interactives, children's activities, live music, and a fully activated historic village supported by community partners. Together, we bid farewell to our sheep and celebrated the rich history of our community. Approximately 600 participants joined us in this season's "Who Was Here Before Us?" program, engaging in hands-on activity stations, touring both the NWMP Fort and Historical Village, and filling the site with energy, laughter, and learning. The Fort Heritage Precinct hosted two free temporary exhibits: Bayanihan: The Filipino Experience in Fort Saskatchewan (May 9–June 23, 2025), created in partnership with Kabisig Society of Fort Saskatchewan, and From Fort to City (July 1–present), marking 40 years since Fort Saskatchewan achieved official city status. The new 9-hole disc golf course is now open, experiencing steady use from players of all ages and skill levels, and has received positive reviews on the UDisc app. The City welcomed the Wildrose Fiddlers and the Grand National Fiddle Championship to Fort Saskatchewan in July. Always well-attended, this annual event continues to thrive and grow within our community. The 2024-25 Theatre season to an end with almost 9,500 tickets out! Amazing support from the community for this program that saw Jann Arden (2 sold out shows), Matt Andersen and Matthew Good return to the community. Artists from all over the world graced the Shell Theatre stage for well-attended events that received great comments from attendees.
Undertake Jubilee Recreation Centre modernization.	<ul style="list-style-type: none"> The Jubilee Recreation Centre grand opening on June 30, welcomed over 200 people for facility tours, cake and refreshments. Ribbon cutting with Mayor, Council, City Staff, community and sports group members took place followed by facility tours. The first lacrosse game occurred on July 4. The facility is open to the public for use, including the new multipurpose room.

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Strategic Initiatives	Progress
Diversity, Equity, and Inclusion Action Plan continued implementation with emphasis on community accessibility of City venues and community and employee mental health and wellness.	<ul style="list-style-type: none"> The City hosted a 3-part community information series through May and June facilitated by The John Howard Society. The sessions were full at 30 participants each. The City participated in Pride Week events and raised the Pride flag at City Hall, and also supported the Filipino flag raising in June 2025. The City co-lead on regional accessibility & equity table, meeting monthly The City is preparing for Inclusion in the Heartland conference, to be hosted October 2025 The City launched film festival highlighting diversity in August 2025, will run through to December 2025
Undertake outdoor parks and trails plans and projects including Open Spaces Master Plan and Fort Centre Park Phase One development.	<ul style="list-style-type: none"> Heritage Trails Park (Formerly Fort Centre Park) development is complete. The grand opening ceremony was hosted in June of 2025.
Continue to implement the Truth and Reconciliation and Indigenous Relations Multi-Year Plan including relationship building, knowledge gathering, and education.	<ul style="list-style-type: none"> The City partnered with Elk Island Public Schools to host the Witness Blanket exhibition at the Fort Heritage Precinct, welcoming classrooms from across the division as well as residents from the wider community from May to June 2025. The City delivered a Multi-Year Plan progress update ("Truth and Reconciliation Update") to City Council in June 2025, at a Committee of the Whole meeting, outlining progress since 2022 and how the plan and its management have evolved through key learnings. The City hosted a National Indigenous Peoples Day celebration in June 2025, featuring cultural booths, vendors, and performances. The City launched the Healing Hands of Reconciliation community project at the Legacy Park Family Festival and continued outreach throughout the summer to invite broad community participation. The City continued Indigenous consultation and engagement to guide updates to the Fort Heritage Precinct's school programming curriculum, ensuring content reflects Indigenous perspectives and priorities.
Investigate methods to support Heartland Housing Foundation's efforts to provide affordable and near-market housing options.	<ul style="list-style-type: none"> Zoning that was created for Windsor Pointe and Roseburn enable townhomes of various sizes, increasing the availability of market affordable housing options. Roseburn Area Structure Plan includes shallow lots. This housing form accommodates four separate units in a building that looks like semi-detached and delivers higher density and affordable housing through ground-oriented development.

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ENVIRONMENTAL STEWARDSHIP AND CLIMATE CHANGE READINESS

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

Strategic Initiatives	Progress
Operationalize the new Eco/Transfer Station and implement Provincial Extended Producer Responsibility standards to help encourage waste reduction and diversion programs.	<ul style="list-style-type: none"> In April 2025, Extended Producer Responsibility was successfully implemented throughout the community, impacting the blue bag program, communal recycling dumpsters, and general recycling services at the Eco Station.
Prepare an Urban Forest Protection and Enhancement Plan to further improve and add to existing assets while also preventing unnecessary or premature loss.	<ul style="list-style-type: none"> The City has applied for funding for the 2025/2026 tree planting plan through the Growing Canada's Community Canopy initiative led by the Federation of Canadian Municipalities. The funding request has been approved for the tree planting project which is anticipated to start in the spring of 2026.
Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.	<ul style="list-style-type: none"> In addition to the James E. Graham Public Works Yard, the City currently use four satellite yards to deploy maintenance staff around the City. This creates operational efficiency by reducing travel time to work sites. The Parks Growth Plan will make full use of these satellite yards, starting in 2028 through the purchase of two new mowers and the hiring of three new temporary staff to be assigned to the Lesley Macmillan Park location.
Naturalize strategically selected greenspaces for environmental and economic benefit and monitor the health/well-being of naturalized spaces.	<ul style="list-style-type: none"> The City continues to naturalize 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 and seventh area around the west Allard Way and Dog Park storm ponds have been prepared and monitored for naturalization. Preparation includes removal of unwanted vegetation to allow plants to grow.
Assess the condition of the riverbank to ensure land uses are not creating slope instability.	<ul style="list-style-type: none"> The City continues to monitor erosion on single use trails annually. The 2025 report is expected to be completed this fall. Results are shared with the Fort Saskatchewan Trail Alliance who maintain single use trails in the river valley. The City is working with the Trail Alliance to divert trails away from the riverbank, therefore reducing slope instability near the river and encouraging natural growth.

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Appendix 2 - Strategic Plan Update

OPERATIONAL EXCELLENCE AND CONTINUOUS IMPROVEMENT

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

Strategic Initiatives	Progress
Ongoing implementation of programs and processes for risk management and insurance to identify, evaluate and mitigate risk within City operations.	<ul style="list-style-type: none"> The City has 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.	<ul style="list-style-type: none"> The review of City branding is complete. Next steps are in progress and include developing a Master Brand Strategy in 2026, consolidating marketing budgets and centralizing oversight of all City marketing and advertising efforts, and adjusting the department's team structure to better align with internal and external marketing needs. The website update is in progress and scheduled to go live in mid-November 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.	<ul style="list-style-type: none"> 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.
Ongoing review and refinement of advocacy strategies to direct and strengthen the City's message when addressing policies, issues, and funding with other levels of government, regional neighbours and agencies including Machinery and Equipment assessment, regional transportation, and Veterans Way improvements.	<ul style="list-style-type: none"> The City continues monitoring and provide updates to Council as new information is available. Most recently, the City has been analysing the new mandate letter issued to Municipal Affairs and will include an update on provincial-municipal relationship as part of the upcoming council orientation. The City is working with Alberta's Industrial Heartland Association to promote infrastructure projects necessary to support the region.
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.	<ul style="list-style-type: none"> Following the dissolution of the Edmonton Metropolitan Region Board, the City continues to engage regional municipalities through regular dialogue and meetings. An opportunity to meet and network is planned for the 13 regional municipalities' Mayors and Chief Administrative Officers in December 2025.

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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.	<ul style="list-style-type: none"> The City has completed 15 of the 27 recommendations in the Fire Services Master Plan and will be looking to complete another 5 in 2026. The next update to the plan is in 2027.
Investigate utility billing fee structures that more accurately reflect actual costs, with specific consideration for summer water usage.	<ul style="list-style-type: none"> A report outlining alternative options was presented to Council 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.	<ul style="list-style-type: none"> 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. The project scope should be finalized in late 2025.
Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and mental health.	<ul style="list-style-type: none"> The City hosted 2 Supervisor Leadership Training Sessions in May and 1 in September. The sessions were well attended, indicating strong interest and engagement from staff in leadership roles. The City Work from Home and EDO Programs contribute to employee retention and the attraction of high-quality talent. The City coordinated a “Fundamentals of DEI” Lunch & Learn webinar in June to build awareness and understanding of diversity, equity, and inclusion, supporting our ongoing efforts to foster these principles across workplace practices and culture. Continue 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. The City completed a review of its employee benefit program in early 2025 which will result in improvements to the program in 2026. Communication on these changes has started, and employee education sessions are planned for early in the new year.
Develop a recommendation for the future of the Citywide Emergency siren System.	<ul style="list-style-type: none"> City Council decided to remove the existing three sirens in 2025 and moved to the Alberta Emergency Alert system with the province.
Continue focus on organizational technology and modernization including Microsoft 365/Teams, records management, Enterprise Resource Planning and IT Security and Data Management to ensure innovation advancement across the organization.	<ul style="list-style-type: none"> The “Microsoft Office 365 & SharePoint File Migration” project charter has been replaced by one titled “Records and Information Management Modernization”. The new charter prioritizes corporate records and process management. Staff engagement has already begun and will continue until the end of 2025. As this project complements the ERP project in many ways, the timeframe for completion is December 2028. The 2025 Cyber Security Enhancements have been completed. They include 6 new IT policies, Incident Response Plan, Disaster Recovery Plan and Network Assessment testing. There was also a simulation exercise to practice the Incident Response Plan.

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Appendix 3 - Capital Projects

CAPITAL PROJECTS

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion	Comments
Engineering Structures							
19008	Neighbourhood Rehabilitation	18,370	18,164	42	164	Dec 2026	Additional spending related to developer contributions and NRED grant Overage funded from Light / Medium Industrial Area Levy
19010	450 mm Water Main	1,000	1,150	-	(150)	Complete	
19018	Sump Pump Retrofit Program	5,100	5,034	66	-	Dec 2025	-
21034	TWP Road 542 Culvert Replacement	1,325	898	342	85	Dec 2025	-
23002	Traffic Calming	1,700	1,323	377	-	Dec 2025	-
23011	Secondary/Alternative Water Source	1,700	475	1,225	-	Dec 2028	-
24011	100 Ave / Legacy Park Road Enhancements	1,100	922	178	-	Oct 2025	-
24100	Local Road Rehab (2024)	100	98	-	2	Complete	-
24200	Neighbourhood Rehabilitation (2024)	4,745	2,152	2,593	-	Dec 2026	-
25008	Water Tower Refurbishment	1,300	13	1,287	-	Dec 2026	-
25024	Industrial Wastewater Extension	500	78	422	-	Dec 2026	-
25100	Local Road Rehab (2025)	3,374	822	2,552	-	Dec 2025	-
25200	Neighbourhood Rehab (2025)	5,220	1,598	3,621	-	Dec 2026	-
Total Engineering Structure		45,534	32,727	12,705	101		

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Appendix 3 - Capital Projects

		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	160	74	-	Dec 2025	
19027	Vehicle Replacement	6,129	5,845	-	285	complete	
	Protective Services Equipment Lifecycle						
20001	Replacement	70	40	30	-	Dec 2025	
	Dow Centennial Centre Equipment						
20047	Lifecycle Replacement	175	22	153	-	Dec 2025	
21014	Asset Management Software	175	141	34	-	Dec 2025	
	Fire Services Equipment Lifecycle						
22012	Replacement	2,700	199	2,501	-	Apr 2028	
23009	Mobile Computer Aided Despatch	60	-	60	-	Dec 2025	
	Portfolio Management Software						
24014	Replacement	125	91	34	-	Dec 2025	
24023	Fleet Addition - Grader with Gate	725	553	173	-	Oct 2025	
	Fleet and Equipment Lifecycle						
24400	Replacement	2,409	2,173	237	-	Dec 2025	
25004	Fleet Addition - Forklift	98	97	-	1	complete	
25010	Fleet Addition - New Local Transit Buses	480	-	480	-	Dec 2025	
	Fleet Addition - Parks Growth Plan						
25012	Equipment	83	64	-	18	complete	
	Playground Equipment Lifecycle						
25021	Replacement	350	-	350	-	Dec 2025	
25023	Fleet Addition -Utilities Growth Plan	190	-	190	-	Dec 2025	
	Additional Support Vehicle - SUV-Fire						
25026	Dep	100	73	27	-	Dec 2025	
25027	Additional Support Vehicle - SxS-Fire ATV	100	40	60	-	Dec 2025	
	Decommission Existing Outdoor Public						
25033	Warning System	25	-	25	-	Jan 2026	
25034	DCC Equip. Replacement	45	37	8	-	Dec 2025	
25036	Two Radio System Replacement	650	-	650	-	Jan 2026	
25300	IT Equip. Replacement (2025)	147	34	113	-	Dec 2025	
25400	Fleet & Equip. Replacement (2025)	1,028	588	440	-	Dec 2025	
Total Vehicles, Machinery & Equipment		16,098	10,157	5,639	304		

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Appendix 3 - Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion	Comments
Buildings							
22100	Jubilee Recreation Centre Modernization	17,819	17,398	421	-	complete	
24016	Aquatics Planning / Construction	72,000	1,945	70,055	-	Dec 2028	
25025	New Fire Station Planning	2,089	-	2,089	-	Dec 2026	
25031	City Hall Security Project	20	-	20	-	Dec 2028	
Total Buildings		91,928	19,343	72,585	-		

		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	2,744	11	(485)	Complete	Shortfall funded from surpluses in other projects, including inactive projects
18037	River Road Realignment	400	221	9	170	Complete	
21023	Heritage Trails Park - Phase 1	1,650	1,446	204	-	Dec 2025	
23030	92 Street Trail Conversion	150	139	11	-	Dec 2025	
25015	Disc Golf Course	50	48	2	-	Dec 2025	
25020	Bike Skills Park	63	52	11	-	Dec 2026	
25022	Materials Handling Site	130	-	130	-	Dec 2026	
25028	City 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	4,650	518	(315)		
City and Developer Capital Projects		158,412	66,877	91,447	90		