

August 31, 2024

Interim Report

As reported on October 9, 2024



CITY OF
FORT SASKATCHEWAN
ALBERTA

Interim Report | August 2024

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OPERATING HIGHLIGHTS

Significant developments in the eight months ended August 31, 2024 include the approval of changes to commuter transit services, expanding access to Sherwood Park, and the rollout of the 2024 Municipal Census with new questions on the planned aquatics facility.

Strategic updates were made to the 2023-2026 Strategic Plan, and progress on several major projects was presented to Council, including the Urban Forest Protection and Enhancement Plan, the Snow Melt and Material Handling Site feasibility study, and the Neighbourhood Rehabilitation Asset Management Plan. Key decisions like accepting an offer for the Old Hospital lands and approving the amended 2024 Fees and Charges bylaw were finalized.

The 2024 municipal census revealed a population increase to 29,857, representing a 4.31% rise from 2023. This growth reflects the ongoing development within the City. The census results also indicated strong community support for the construction of a new aquatics facility, with 69.7% of respondents in favor.

Economic activity surged following Dow Chemical's final investment decision on their Path2Zero project in late 2023. This \$8.9 billion (\$6.5 billion USD) investment, along with an adjacent \$2 billion investment from Linde, led to a significant increase in permitting activity. In response, the City increased staffing levels in its Planning and Development Department to maintain service levels during these projects.

Subsequent to this period, Dow Chemical announced a \$6.8 million financial contribution to support the new aquatics facility, reducing costs for the City and enhancing community access through the Access for Everyone program. Additionally, Dow committed \$2 million to the Fort Saskatchewan Nourishment Centre, aiding in the construction of a new building and the acquisition of a refrigerated vehicle to expand food bank services.

The City also focused on long-term planning, continuing work on an alternate water supply and setting annual policing priorities, including traffic safety and property crime reduction. The Drought Preparation Plan and the 2024 property tax bylaw were also critical steps in enhancing the City's resilience and financial planning.

Trends to watch for include:

1. **Infrastructure Planning and Environmental Readiness:** The focus on the Urban Forest Protection and Enhancement Plan, Snow Melt Site feasibility, and Drought Preparation Plan signals an ongoing trend toward enhancing environmental resilience and readiness for climate challenges. These efforts indicate a priority on sustainable infrastructure.
2. **Community Growth and Development:** The approval of changes in commuter transit services and ongoing work on an alternate water supply reflect the City's focus on accommodating growth and improving connectivity. The census's focus on the new aquatics facility suggests that resident needs and community amenities remain a key consideration for future development.
3. **Public Safety and Community Engagement:** Annual policing priorities, emphasizing traffic safety and community relations, point to a trend of strengthening community engagement and safety. This, along with strategic updates and the acceptance of new property tax measures, suggests an ongoing commitment to transparency and resident-focused planning.

FINANCIAL RESULTS FROM OPERATIONS

Expressed in \$000's	Eight months ended August 31, 2024			Year ended December 31, 2024		
	Budget	Actual	Variance	Budget	Forecast	Variance
Operating Revenue						
Property Taxes	57,044	56,628	(416)	57,044	56,628	(416)
Utility User Rates	15,210	15,319	109	22,335	22,464	129
User Fees and Charges	5,155	7,258	2,103	7,767	10,415	2,648
Fines and Penalties	2,103	1,464	(639)	3,135	2,491	(644)
Government Transfers – Operating	739	818	79	1,896	1,940	44
Investment Income	2,075	2,052	(23)	2,918	2,987	69
Other Revenue	13	276	263	18	277	259
Total Operating Revenue	82,339	83,815	1,476	95,113	97,202	2,089
Operating Expenses						
Salaries, Wages, and Benefits	(24,066)	(23,922)	144	(36,179)	(36,357)	(178)
Purchases from other Governments	(12,674)	(12,089)	585	(18,434)	(18,009)	425
Contracted Services	(4,827)	(5,428)	(601)	(7,954)	(8,464)	(510)
Service Maintenance Contracts	(2,703)	(2,545)	158	(4,134)	(4,155)	(21)
Materials and Supplies	(2,451)	(2,624)	(173)	(3,806)	(3,945)	(139)
Utilities	(2,112)	(2,225)	(113)	(3,197)	(3,426)	(229)
Transfers to Organizations and Individuals	(1,363)	(1,373)	(10)	(1,988)	(2,031)	(43)
Interest on Long Term Debt	(361)	(360)	1	(871)	(870)	1
Insurance	(472)	(427)	45	(704)	(644)	60
Training and Development	(488)	(364)	124	(734)	(612)	122
Advertising and Printing	(338)	(238)	100	(526)	(413)	113
General Administration	(761)	(785)	(24)	(1,041)	(1,080)	(39)
Other Expenses	(172)	(137)	35	(263)	(246)	17
Total Operating Expenses	(52,788)	(52,517)	271	(79,831)	(80,252)	(421)
Operating Budget Surplus before Other Items	29,551	31,298	1,747	15,282	16,950	1,668
Other Items						
Repayment of Long-Term Debt	(1,071)	(1,075)	(4)	(2,131)	(2,134)	(3)
Transfers to Reserves	(13,635)	(13,896)	(261)	(13,949)	(14,200)	(251)
Operations funded from Reserves	441	408	(33)	798	890	92
Net Other Items	(14,265)	(14,563)	(298)	(15,282)	(15,444)	(162)
Operating Budget Surplus	15,286	16,735	1,449	-	1,506	1,506

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, 2024 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

FINANCIAL HIGHLIGHTS

The first eight months of 2024 have 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 \$1.45 million operating surplus as of August 31, 2024, with a forecasted year-end surplus of \$1.51 million. Higher-than-expected revenues from user fees and industrial development offset lower revenue from property taxes and traffic fines.
- **Capital Projects:** Of the 39 capital projects in 2024, 11 were completed, 26 are in progress, and 2 are on hold. Significant projects include ongoing work on the new aquatics 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 \$64.35 million, 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.²

ANALYSIS OF SIGNIFICANT VARIANCES

SURPLUS VARIANCES

User Fees and Charges

User fees and charges were \$2,103,000 higher than expected in the first eight months of 2024 and are forecasted to be \$2,648,000 higher than budget for 2024. Major industrial projects have led to higher than usual permit revenue and related service fees for planning and development which is forecast to be \$2,141,000 higher than budget for 2024. Revenue from the Shell Theatre is expected to be \$257,000 higher than budget.

Purchases from Other Governments

Expressed in \$000s	Eight months ended August 31, 2024			Year Ended December 31, 2024		
	Budget	Actual	Variance	Budget	Forecast	Variance
Wastewater Management Services	5,062	4,930	(132)	7,159	7,135	(24)
Policing Services	4,146	3,785	(361)	6,219	5,883	(336)
Water Supply Services	2,811	2,807	(4)	4,094	4,090	(4)
Commuter Transit Services	295	223	(72)	451	370	(81)
Assessment Services	287	292	5	425	437	12
Other	73	52	(21)	86	94	8
Total Purchases from Other Governments	12,674	12,089	(585)	18,434	18,009	(425)

Purchases from Other Governments were \$585,000 below budget in the first eight months of 2024 and are forecast to be \$425,000 below budget in 2024. Policing services are forecast to be \$336,000 under budget by the end of the year due to RCMP staffing vacancies.

Other Revenue

Other revenue is higher than expected due to refunds from Fortis related to new streetlights installed in developing areas.

¹ See Appendix 3,
Capital Projects

² See page 9, Financial Position Highlights

Financial Report for the eight months ended August 31, 2024 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

DEFICIT VARIANCES

Fines and Penalties

Revenue from fines and penalties were \$639,000 below budget in the first eight months of 2024 and are forecast to be \$644,000 below budget for the year due to fewer than expected traffic fines.

Traffic fine revenue was \$750,000 below budget in the period and is forecast to be \$749,000 under budget for the year. The decrease in traffic fine revenue is offset by a decrease in the service maintenance contract expense.

Expressed in \$000s	Eight months ended August 31, 2024			Year Ended December 31, 2024		
	Budget	Actual	Variance	Budget	Forecast	Variance
Traffic fines	1,741	991	(750)	2,613	1,864	(749)
Fine Processing Costs	(477)	(154)	323	(815)	(492)	323
Net loss in revenue from traffic fines	1,264	837	(427)	1,798	1,372	(426)

Salary, Wages and Benefits

Salaries, wages, and benefits are forecast to be \$178,000 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.

Other Deficit Variances

- Contracted services are forecasted to be \$510,000 over budget for 2024 due to various operating projects that were carried forward into 2024 and are offset by grant revenue and reserve transfers.
- Property taxes are forecast to be below budget in 2024 due to the province funding only 50% of the grants in place of taxes for provincially owned properties
- Transfers to reserves are forecast to be higher than expected due to higher balances in interest bearing reserve accounts.
- Utility costs are forecast to be higher than expected in 2024 due to electricity transmission charges and increased natural gas consumption.

Financial Report for the eight months ended August 31, 2024 (UNAUDITED)

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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, 2024						
<i>Expressed in \$000s</i>	Budget	Water Service	Sewer Service	Solid Waste	Total Utilities	Variance
Revenue						
Utility User Rates	15,210	5,682	7,194	2,444	15,320	110
Other Revenue	732	493	29	350	872	140
Expenses						
Salaries, Wages, and Benefits	(1,837)	(913)	(373)	(543)	(1,829)	8
Commission charges	(7,873)	(2,807)	(4,930)	-	(7,737)	136
Contracted services	(2,166)	(448)	(318)	(1,482)	(2,248)	(82)
Other expenses	(550)	(420)	(64)	(32)	(516)	34
Reserve transfers and debt repayment	(4,971)	(2,404)	(1,881)	(697)	(4,982)	(11)
	(1,455)	(817)	(343)	40	(1,120)	335

Year ended December 31, 2024						
<i>Expressed in \$000s</i>	Budget	Water Service	Sewer Service	Solid Waste	Total Utilities	Variance
Revenue						
Utility User Rates	22,335	8,329	10,480	3,654	22,463	128
Other Revenue	1,033	648	39	487	1,174	141
Expenses						
Salaries, Wages, and Benefits	(2,780)	(1,323)	(577)	(867)	(2,767)	13
Commission charges	(11,252)	(4,090)	(7,135)	-	(11,225)	27
Contracted services	(3,317)	(630)	(483)	(2,321)	(3,434)	(117)
Other expenses	(815)	(660)	(109)	(54)	(823)	(8)
Reserve transfers and debt repayment	(5,204)	(2,446)	(2,070)	(710)	(5,226)	(22)
	-	(172)	145	189	162	162

The City's utility operations had a \$335,000 surplus compared to budget in first eight months of 2024 and are forecast to be \$162 under budget at the end of the year.

The combined utility-user rates revenue from water and sewer were \$110,000 above budget in the first eight months of 2024 which was mostly due higher than expected housing starts, construction water, and additional waste carts.

CAPITAL BUDGET HIGHLIGHTS

The 2024 Capital Program included 18 new projects and 21 multi-year projects that were carried forward from 2023. At August 31, 2024, the City had completed 11 capital projects, while 26 were in progress, and 2 were on hold. The capital programs are summarized below. Additional project level details are attached in Appendix 3.

	Carried Forward from 2023	2024 Capital Budget	Authorized in 2024	Authorized Capital Expenditure	2024 Expenditure	Forecast Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Engineering Structures	3,569	11,645	0	15,214	(3,675)	(11,777)	(238)
Vehicles, Machinery & Equipment	2,113	6,247	60	8,420	(2,681)	(5,787)	(48)
Buildings	14,734	2,000	3,400	20,134	(6,034)	(14,187)	(87)
Land Improvements	2,811	0	0	2,811	(875)	(1,954)	(18)
Total	23,227	19,892	3,460	46,579	(13,265)	(33,705)	(391)

NEIGHBOURHOOD

REHABILITATION

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 will continue in 2024.

LOCAL ROAD REHABILITATION

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

JUBILEE RECREATION CENTRE

MODERNIZATION CONSTRUCTION

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

AQUATICS

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. A budget reallocation will be completed in late 2024 to enable the installation of a feature sign.

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. Work is underway on the first phase of landscaping. Phase 1 includes several enhancements intended to encourage passive and active recreation, including:

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

FINANCIAL POSITION HIGHLIGHTS

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

NET FINANCIAL ASSETS

As of August 31, 2024, the City had net financial assets of \$64,354,000 compared to the net financial assets of \$37,752,000 at December 31, 2023.

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

CASH AND CASH EQUIVALENTS

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

At August 31, 2024, the City had the following cash and short-term deposits:

	August 31, 2024		December 31 2023	
	Balance	Interest Rate	Balance	Interest Rate
Cash and Cash Equivalents	\$000		\$000	
Operating Accounts	43,638	5.04%	20,279	4.05%
Notice of Demand Accounts	345	5.15%	332	5.94%
Total	43,983	5.04%	20,611	4.08%

The City's notice of demand accounts earn interest at 5.15% and are redeemable upon 90 days' notice. The City's operating and notice of demand accounts earn variable rates of interest and are therefore subject to interest rate risk.

INVESTMENTS

	August 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	4.92%	0.56	19,000	4.87%	0.09	18,500
Guaranteed Investment Certificates	3.39%	2.04	18,000	2.58%	1.87	35,000
Long Term Bond	5.01%	6.59	13,474	-	-	-
Principal Protected Notes	Variable	8.66	7,750	-	0.36	1,000
Other	n/a	n/a	142	9.82%	n/a	120
Total	3.80%	3.48	58,366	3.33%	1.33	54,620

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

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

Financial Report for the eight months ended August 31, 2024 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

PROPERTY TAXES RECEIVABLE

	August 31, 2024 \$000	December 31, 2023 \$000	August 31, 2023 \$000
Current Taxes Receivable			
FEPP Accounts	6,571	-	4,709
Non-FEPP Accounts	960	799	1,222
Grants in Place of Taxes	328	-	3
Total Current Taxes Receivable	7,859		5,934
Tax Arrears Receivable	426	267	366
Total Property Taxes Receivable	8,285	1,066	6,270

At August 31, 2024, \$8,285,000 was outstanding in property taxes receivable compared to \$1,066,000 at December 31, 2023, and \$6,270,000 at August 31, 2023.

Current taxes receivable includes \$6,571,000 (August 31, 2023 – \$4,709,000) on accounts enrolled in the Fort Electronic Payment Plan (FEPP) and will be paid prior to the end of 2024.

The tax arrears receivable is property taxes levied in prior years that remain outstanding as at August 31, 2024, and includes \$318,000 levied in 2023 and \$108,000 levied in prior years.

LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Aug 31, 2024 \$000	Dec 31, 2023 \$000	Fully Repaid
Debentures				
Sewer Service Reline	2.327%	1,220	1,394	December 2029
City Hall	3.308%	8,134	8,542	December 2033
100 Avenue Rehab	3.571%	3,806	3,981	September 2035
Protective Services Building	3.136%	7,213	7,502	December 2036
Pointe Aux Pins Waterline	4.990%	142	144	June 2042
Total Debentures		20,515	21,563	
Capital Leases				
Capital Lease Obligations	14.677%	37	56	December 2025
Total Long-Term Debt		20,552	21,619	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at August 31, 2024, is \$20,552,000. During the first eight months of the year, the City paid \$1,048,000 in principal and \$352,000 in interest expense to service debentures and \$19,000 in principal and \$8,000 in interest to service capital leases.

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

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

FINANCIAL RESERVES

At August 31, 2024, the City had \$73,228,000 in financial reserves, of which \$ 25,711,000 is committed to various capital and operating projects. The uncommitted balance was \$47,515,000 and the City's 2024 optimal uncommitted balance for reserves is \$45,342,000.

At August 31, 2024, stabilization and contingency reserves and infrastructure lifecycle reserves were \$6,214,000 and \$2,670,000 below their optimal balances respectively. Project reserves, specific purpose reserves, and restricted reserves were all above their 2024 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, 2024	December 31, 2023	August 31, 2023
	\$000s	\$000s	\$000s
Financial Assets			
Cash and Cash Equivalents	43,983	20,611	45,784
Revenues Receivable			
Property Taxes Receivable	8,285	1,066	6,270
Government Transfers Receivable	1,287	940	1,100
Trade and Other Receivables	6,284	6,901	6,739
Inventory Held for Resale	1,461	1,456	1,442
Investments	58,366	54,620	59,089
Total Financial Assets	119,666	85,594	120,424
Liabilities			
Accounts Payable and Accrued Liabilities			
Trade Payables	(19,889)	(8,567)	(19,493)
Employee Benefit Obligations	(2,997)	(2,620)	(1,562)
Payroll and Remittances	-	(1,091)	(1,129)
Interest Payable	(105)	(124)	(809)
Deferred Revenue	(4,666)	(6,750)	(8,455)
Deposits on Account	(2,194)	(2,164)	(2,428)
Liability for Contaminated Sites	(1,356)	(1,355)	(1,358)
Asset Retirement Obligations	(3,552)	(3,552)	(3,507)
Long-Term Debt	(20,552)	(21,619)	(23,293)
Total Liabilities	(55,311)	(47,842)	(62,035)
Net Financial Assets	64,355	37,752	58,389
Other Assets			
Tangible Capital Assets	537,306	524,055	516,094
Prepaid Expenses	793	734	666
Inventories of Supplies	690	534	717
Total Other Assets	538,789	525,323	517,477
Accumulated Surplus	603,144	563,075	575,866

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

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

STATEMENT OF OPERATIONS

(Unaudited)

	Eight months ended August 31		
	2024	2024	2023
<i>Expressed in \$000s</i>	Budget	Actuals	Actuals
Operating Revenue			
Property Taxes	57,044	56,628	54,319
Utility User Rates	15,210	15,319	13,744
User Fees & Charges	5,155	7,258	5,381
Fines and Penalties	2,103	1,464	759
Government Transfers - Operating	739	818	752
Investment Income	2,075	2,052	2,459
Other Revenue	13	276	509
Total Operating Revenue	82,339	83,815	77,923
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(15,741)	(13,183)	(13,043)
Fleet, Facilities, & Engineering	(12,036)	(8,079)	(8,509)
Planning & Development	(1,421)	(1,367)	(1,394)
Economic Development	(891)	(888)	(671)
	(30,089)	(23,517)	(23,617)
Community and Protective Services			
Culture & Recreation Services	(5,598)	(5,576)	(5,170)
Protective Services	(7,019)	(5,959)	(6,626)
Fire Services	(4,069)	(3,845)	(2,892)
Family & Community Support Services	(1,042)	(830)	(890)
	(17,728)	(16,210)	(15,578)
Corporate Services Division			
Information Technology	(2,732)	(2,318)	(2,302)
Legislative Services	(1,214)	(1,062)	(1,340)
People Services	(1,066)	(1,046)	(1,100)
Financial Services	(1,138)	(1,095)	(1,029)
Corporate Communications	(549)	(597)	(518)
	(6,699)	(6,118)	(6,289)
Senior Leadership	(1,549)	(1,365)	(1,564)
Elected Officials	(369)	(325)	(322)
Fiscal Services	(1,361)	(2,179)	(2,005)
Utility Operations	(14,706)	(14,087)	(13,022)
Total Operating Expenses	(72,501)	(63,801)	(62,397)
Surplus before Other Items	9,838	20,014	15,526
Other Items			
Contributed Tangible Capital Assets	3,460	-	-
Government Transfers - Capital	12,308	6,970	4,236
Developer Levies	-	1,313	748
Community Capital Funding	-	10	-
Net Other Items	15,768	8,293	4,984
Operating Surplus	25,606	28,307	20,510

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.

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, 2024			Year ended December 31, 2024		
	Budget	Actuals	Variance	Budget	Forecast	Variance
Infrastructure & Planning Division						
Public Works	(6,177)	(6,024)	153	(9,349)	(9,274)	75
Fleet, Facilities, & Engineering	(6,416)	(6,701)	(285)	(9,416)	(9,752)	(336)
Planning & Development	(342)	1,125	1,467	(607)	1,461	2,068
Economic Development	(617)	(381)	236	(740)	(669)	71
Total Infrastructure & Planning Division	(13,552)	(11,981)	1,571	(20,112)	(18,234)	1,878
Community & Protective Services Division						
Culture and Recreation Services	(3,017)	(2,993)	24	(4,193)	(4,021)	172
Protective Services	(5,092)	(4,705)	387	(7,009)	(6,759)	250
Fire Services	(4,223)	(4,001)	222	(6,156)	(5,958)	198
Family & Community Support Services	(445)	(347)	98	(678)	(588)	90
Total Community & Protective Services Division	(12,777)	(12,046)	731	(18,036)	(17,326)	710
Corporate Services Division						
Information Technology	(2,605)	(2,661)	(56)	(3,578)	(3,642)	(64)
Legislative Services	(1,178)	(1,023)	155	(1,785)	(1,615)	170
People Services	(1,017)	(1,016)	1	(1,546)	(1,672)	(126)
Financial Services	(1,138)	(1,088)	50	(1,746)	(1,725)	21
Corporate Communications	(549)	(597)	(48)	(820)	(839)	(19)
Total Corporate Services Division	(6,487)	(6,385)	102	(9,475)	(9,493)	(18)
Senior Leadership	(1,278)	(1,176)	102	(1,933)	(1,830)	103
Elected Officials	(369)	(325)	44	(560)	(516)	44
Fiscal Services	51,204	49,768	(1,436)	50,116	48,743	(1,373)
Utility Operations	(1,455)	(1,120)	335	-	162	162
Operating Budget Surplus (Deficit)	15,286	16,735	1,449	-	1,506	1,506

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31 2023 Balance	2024 Activity			Aug 31 2024 Balance	Remaining Commitments	Uncommitted Balance	2024 Optimal Balance	Over (Under) Funded
<i>Expressed in 000's</i>									
Stabilization and Contingency									
Financial Stabilization and Contingency	11,106	520	-	(90)	11,536	1,369	10,166	15,848	(5,682)
Snow and Ice Removal	581	-	-	-	581	-	581	1,113	(532)
Total Stabilization and Contingency	11,687	520	-	(90)	12,117	1,369	10,747	16,961	(6,214)
Projects									
Municipal Operating Projects	828	-	-	(45)	783	303	480	600	(120)
Utility Operating Projects	210	-	-	(36)	174	24	150	180	(30)
Future Facility Operating	9,072	1,171	-	(1,677)	8,566	8,683	(117)	-	(117)
Capital Projects	7,403	3,745	-	(1,273)	9,875	4,683	5,193	5,605	(412)
Land Purchases	2,190	221	-	(79)	2,332	355	1,976	-	1,976
Total Projects	19,703	5,137	-	(3,110)	21,730	14,048	7,682	6,385	1,297
Infrastructure Lifecycle									
Municipal Infrastructure and Equipment	12,518	2,731	377	(1,599)	14,027	5,637	8,391	11,545	(3,154)
Facility Lifecycle and Maintenance	2,087	65	58	-	2,210	-	2,210	1,676	534
Utilities Infrastructure and Equipment	7,511	4,525	309	(1,516)	10,829	3,882	6,947	6,997	(50)
Total – Infrastructure Lifecycle	22,116	7,321	744	(3,115)	27,066	9,519	17,548	20,218	(2,670)
Specific Purpose									
Art in Public Places	191	20	-	-	211	-	211	-	211
Economic Development	885	23	-	(83)	825	165	659	750	(91)
Family and Community Support Services	67	14	-	-	81	-	81	-	81
Health, Safety, and Wellness	806	-	-	-	806	128	678	-	678
River Valley Enhancement	498	89	-	(7)	580	42	538	-	538
Total - Specific Purpose	2,447	146	-	(90)	2,503	335	2,167	750	1,417
Restricted Reserves									
Contributions in Lieu of Municipal Reserve Land	59	7	2	-	68	-	67	-	67
Youth Drug and Safety Education	20	-	1	-	21	-	21	-	21
Fire Waterline	773	-	-	-	773	-	773	-	773
Perpetual Care	605	50	17	-	672	21	652	1,028	(376)
Westpark Estates Community Enhancement	551	-	-	-	551	-	551	-	551
Total - Restricted Reserves	2,008	57	20	-	2,085	21	2,064	1,028	1,036
Developer Levies	6,233	1,313	181	-	7,727	419	7,307	-	7,307
Total Reserves	64,194	14,494	945	(6,405)	73,228	25,711	47,515	45,342	2,173

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Appendix 2 - Strategic Plan Update

STRATEGIC PLAN UPDATE

In June 2022, the City adopted a strategic plan for 2023 – 2026, identifying five goals and several strategic initiatives to advance those goals. The report below indicates the progress made toward those goals between May to August 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.	• The new Land Use Bylaw (LUB) project aims to ensure consistency with the MDP, streamline regulatory documents, and eliminate outdated practices. The project focuses on creating land use regulations tailored to specific place types rather than housing types, thereby reducing administrative processes and improving regulatory efficiency. • The project team is drafting sections of the LUB, including Administrative and Interpretive sections, the Land Use Map, and Place Types (Zones/Districts). Districts will be categorized as either Standard or Comprehensive Place Types, with specific regulations tailored to the characteristics of each area. • An update on the project was presented to Council in July, which included the "What We Heard" report from recent public engagement. • Administration conducted an internal and external engagement sessions after the period in September.

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Appendix 2 - Strategic Plan Update

Strategic Initiatives	Progress
Undertake downtown initiatives to attract visitors, new development, and increase the vibrancy of downtown.	• The final Downtown Action Plan report was presented to Council on April 9, 2024. • Work on the Downtown Development Strategy commenced in May. A jurisdictional scan of other downtown specific development programs and incentives has been completed. • The Downtown Retail Gap Analysis is expected to be complete by end of the year. The Analysis will provide some updated statistics that can be compared to the 2019 Analysis. • Economic Development has approved two Brownfield Incentive Program applications, supporting the addition of 98 units within the downtown. • The annual Downtown Development Incentives Update was presented in June of 2024. Two adjustments to the program were recommended: temporarily increase the fund for the grant program and reduce the minimum number of residential units. The recommendation will be implemented in 2025 following the finalization of the land sale for the Old Health Centre Site and completion of the Land Use Bylaw. • The Business Development Incentives program is under review. Potential changes include the introduction of a Commercial Revitalization Incentive aimed at reducing commercial vacancies in older buildings. Administration is also considering the elimination or reduction of the less sustentative incentives (e.g. Small Business Marketing, Small Business Equipment and Technology).
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.	• Eight Implementation items have been completed to date, including develop terms of reference for preparation of area structure plan, develop a downtown strategic action plan, prepare and Urban Forest Protection and Enhancement Plan, develop labour profiles, among others. • Implementation items in progress include the creation of a new Land Use Bylaw and updating the City's Industrial Area Structure Plans. • A consultant has been selected to update the Industrial Area Structure Plans. A kick-off meeting is scheduled for October. • Two Area Structure Plans are being created for the annexed lands. The Pointe Aux Pins Area Structure Plan will be presented for Council approval before the end of the year, depending on the EMRB Regional Evaluation Framework process.
Participate in regional economic development initiatives with strategic and economic benefit for the City.	• The City of Fort Saskatchewan is leading the creation of the Industrial Heartland Career Forum with Strathcona County, Sturgeon Country, Lamont County, AIHA, the Government of Alberta, multiple schoolboards and other organization to promote workforce development in the region. The goals of this event include: ○ Highlight In-Demand Careers: Provide detailed information about the careers that are currently in high demand in industry and the trades in our region and the opportunities they present. ○ Educational Pathways: Guide attendees on where to receive the necessary training and education, including the next steps in their career preparation process. ○ Resource Availability: Share information about various resources that can aid in training and education, such as scholarships, bursaries, and support systems. The event is planned on January 30, 2025, to be hosted at the Dow Centennial Centre. Four-hundred students expected to attend the afternoon session. An additional 400 tickets will be available for people interested in upskilling or entering the industrial workforce for the evening session.

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Appendix 2 - Strategic Plan Update

Strategic Initiatives	Progress
Prioritize potential and current industrial development expansions and opportunities, including Dow Chemical Canada's Path2Zero project and other major projects.	- Economic Development continues to work to support our major industrial partners, including the Plains Midstream Expansion, Aurora Hydrogen's new pilot build at Sherritt Technologies site, ATCO's Hydrogen Demonstration Centre, as well as everything associated with Dow's Path2Zero. - Economic Development has received five Heartland Incentive Program applications, with four related to the Path2Zero site. - In December of 2023, Council approved the Industrial Competitiveness Strategy and Toolset Implementation Plan. Progress is underway on multiple implementation items, including: - The Major Incentive Bylaw was approved in June of 2024, creating an incentive program for three of the City's target sectors. - Economic Development continues to work with Planning & Development on the new Land Use Bylaw and Area Structure Plans reviews to explore the feasibility of upzoning the City's light industrial lands. - Economic Development continues to work with Corporate Communications on significant updates to the Investfortsask.ca website and marketing materials, with specific pieces being created for industrial attraction. - Economic Development has responded to 10 RFIs this year, with one resulting in a site visit. Communications and support continue.
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. - Permission has been granted for the creation of two Area Structure Plans within the annexed lands. - A model of the offsite levy formula is under review by Administration. 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.
Create a new assessment class for derelict properties within the downtown.	A jurisdictional scan of Derelict Properties and Community Standards Bylaws has been completed. A committee comprised of Economic Development, Legislative Services, Finance, and Municipal Enforcement has begun meeting to discuss options to address derelict and abandoned building issues. Conclusions from the committee's research and discussions will be shared with Council in T1 of 2025.

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Appendix 2 - Strategic Plan Update

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.	The Neighbourhood Rehabilitation Asset Management Plan was presented to Council on February 20, 2024. The program funding has been adjusted in the 2025-2034 10-Year Capital Plan to account for both program growth and inflation.
Determine the preferred option to meet future water needs as the City's demands continue to increase.	- On June 27, 2023, a Functional Planning Study was presented to Council. - A preliminary business case was presented to Council in January of 2024. Based on the analysis, a direct connection is the best strategy to meet Fort Saskatchewan's future water needs compared to the status quo.
Undertake a Wastewater System Master Plan to support wastewater service and system planning.	Scheduled for 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 rollout of the new asset management software continues. Administration is currently onboarding Utilities and Parks while the rollout to Roads, Finance, and Waste is in progress. The rollout will include a refresh of Fort Report that will integrate service requests and work order management.
Ongoing review and refinements to 10-year Capital Plan content, process and supporting documentation.	An update on the 10-Year Capital Plan was presented to Council at the June 25 meeting. Any further refinements to the plan will be addressed through the annual budget process.
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, with potential annual reserve contributions starting in 2026.
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 design budget was approved by Council on June 25, 2024. Council approved the related borrowing bylaw on August 27, 2024. - Design budget for the Materials Handling Site is included in the 2025 capital budget. - Design work expenditures for the new fire station are forecasted within the 10-year capital plan and will be presented for Council approval outside of the 2025 capital budget process.

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Appendix 2 - Strategic Plan Update

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.	• 7 new pedestrian signals have been installed in 2024. • A review of crossings of the Pineview ring-road is being created to determine the best way to manage and enhance pedestrian crossings within the neighbourhood. • Municipal Enforcement and the RCMP focus on traffic enforcement with several traffic operations that have taken place between May – August. • 3 focused traffic operations for vehicle noise – no decibel violations found. • Conducted Option 4 program and presentation for stop signs. 51 violations issued and 42 individuals attended the presentation over two days. • Total of 13 Traffic Operations conducted. Speeding, distracted driving, stop signs, noise and vehicle equipment. • 40 Commercial Vehicle Inspections which resulted in 18 put out of service due to safety violations, six required attention and 16 passed inspection, a total of 132 violations were found. • Annual Bike Rodeo was conducted in June with the highest attendance on record of 127 participants. This event is in partnership with the RCMP and Fire with assistance from the Policing Committee. • School Zone safety awareness occurred in August to remind drivers that school zones are coming into effect.
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.

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Appendix 2 - Strategic Plan Update

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.	• Planning is underway for a 20th year anniversary of the Dow Centennial Centre in late September. • The Shell Theatre's 20th anniversary Performance Series was announced at the Canada Day celebration. There will be 26 events which will be bringing back some memorable shows from the past. • The City also offered cultural and recreation opportunities to families and individuals affected by wildfire evacuation in Jasper with 54 free passes provided. • Community led Special Event Permits saw 59 community initiatives during this period, a 22% increase from 2023. These permits action all city supports for the events and ensure they are run safely. • Legacy Park Family Festival (June 1) partnered again with YouthFest this year with local groups also represented onsite and onstage the estimated event attendance was at an estimated record level. • Canada Day (July 1) had a record number of entries into the parade this year with one entry (a marching band) coming from the states to participate. Afternoon activities and the evening concert saw increases in attendance (even with looming weather concerns). • Movie Under the Stars (postponed due to weather to Aug 23) featuring a new location in the field behind Co-Op saw attendance increases through the onsite engagements and activations. • Community partnerships with the Lion's Club, Co-Op and Dow played major roles in onsite support of the summer events. From parking support to pancakes and popcorn, these community partnerships assisted with event execution. • The third annual Alberta Day was held August 31 at the Fort Heritage Precinct with support of the Government of Alberta. The event had Indigenous Programming and Facilitators, an Indigenous vendors alley, live entertainment and pop-up play activities and free food. Free admission was allow provided to all our culture and recreation facilities including the Dow Centennial Centre, Harbour Pool, and the Precinct. • In T2 the attendance at the Dow Centennial Centre for spontaneous use and drop-in programs was 32,182. • City Summer Camp programs had 637 participants. An increase of 129 participants from 2023. • In T2, the spontaneous attendance at Harbour Pool was 16,527. Events included Community Loonie swims, Mother's Day Swim, Youth Swim, Out of School Bash, and event swims every Friday. • Harbour Pool opened the Lifejacket Loaner Station in May 2024 and closed following the September long weekend. Total usage showed that 79 lifejackets were borrowed throughout the season, with the highest usage in July.

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Appendix 2 - Strategic Plan Update

Strategic Initiatives	Progress
Development of Community Social Response Framework to understand issues, City roles and responses that reflect our commitment to an inclusive and welcoming community.	Framework completed, was accepted as information by Council in June. The recommendations have been detailed in an Action Plan by Administration. Implementation has started and will be ongoing.
Undertake Jubilee Recreation Centre modernization.	Construction is underway with completion expected to be on budget and on schedule.
Diversity, Equity, and Inclusion Action Plan continued implementation with emphasis on community accessibility of City venues and community and employee mental health and wellness.	- DEI department plans are being created for each department, about 25% done - Community DEI conference October 10. This conference is a collaboration between Industry, the Chamber of Commerce and the City. It has been funded by the GOA and Industry partners. The conference will offer a look at inclusive employment and strategies for equity in the workplace, while giving participants the opportunity to engage with diverse entertainment and food. The intent is for this to be an annual occurrence.
Undertake outdoor parks and trails plans and projects including Open Spaces Master Plan and Fort Centre Park Phase One development.	- Fort Centre Park was renamed to Heritage Trails Park in July of 2024. - Heritage Trails Park Phase One is underway with completion expected in fall 2024. A public engagement on a potential Bike Skills Park was completed in July. A draft report on the public engagement and review of potential locations is under development and scheduled for presentation to Council in September of 2024.
Undertake an Indoor Recreation Infrastructure Service Level Review to collect relevant information and data to help inform future aquatic, indoor ice, and fitness/wellness infrastructure.	Completed review findings were used to inform Aquatics design approval by Council on June 25, 2024.
Continue to implement the Truth and Reconciliation and Indigenous Relations Multi-Year Plan including relationship building, knowledge gathering, and education.	On June 20th in celebration of National Indigenous Peoples Day the City collaborated with Indigenous facilitators to provide opportunities to local grade 3-5 classes to listen to Elders' stories, craft with Indigenous artists, explore a tipi, and to learn to write their names in Cree. In addition, that evening an event was held from 5 to 7 pm at Legacy Park featuring Indigenous artists and vendors who shared their culture and history through their performances and wares.
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 social services to tenants of Muriel Abdurham Court. Heartland identified that many residents were having trouble accessing social services. FCSS provides office hours at MAC every week for 2 hours and has had 28 client interactions in September.

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Appendix 2 - Strategic Plan Update

ENVIRONMENTAL STEWARDSHIP AND CLIMATE CHANGE READINESS

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

Strategic Initiatives	Progress
Operationalize the new Eco/Transfer Station and implement Provincial Extended Producer Responsibility standards to help encourage waste reduction and diversion programs.	In July of 2024, Council selected the “opt-out” servicing model. Starting April 1, 2025, Circular Materials will assume responsibility for the collection, hauling, and disposing of recyclable materials.
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 was adopted by Council as a guiding document in May of 2024. - Public Works developed a 2-year planting program, to be implemented in 2025 and 2026, conditional to grant funding. - Council passed a motion in August of 2024 supporting the City’s application to the Green Municipal Fund’s Growing Canada’s Community Canopies grant program.
Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.	Study is underway and expected to be complete before the end of 2024.
Naturalize strategically selected greenspaces for environmental and economic benefit and monitor the health/well-being of naturalized spaces.	Parks Services continue the implementation of the Naturalization. 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 Fort Saskatchewan Community Hall, 112 Street and River Road, and the Allard Way West storm pond.
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 was developed during the first third of 2024. - Parks Services 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 May 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.

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Appendix 2 - Strategic Plan Update

Strategic Initiatives	Progress
Preparation of an Urban Agricultural Plan to increase awareness and understanding for business and residents of the importance of agriculture and agri-food sectors within urban service areas, to help grow the regional economy, as well as promote the ecological and social benefits urban agriculture provides to communities. (Regional Agriculture Master Plan-Edmonton Metropolitan Region Board).	• The MDP will be updated in September to reflect the Regional Agriculture Master Plan. • Administration is completing a review of the final draft of the Urban Agriculture Plan.

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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.	- An Alberta Municipal Health & Safety Association (AMHSA) driver training program is being rolled-out to staff that operate City-owned vehicles. The training program is wholly funded by credits earned by the City's Risk Management Officer for their participation in risk management professional development. - The City's vandalism prevention and awareness campaign is being rolled out in stages, with print media being circulated to schools in the coming weeks. This is an important initiative for the City, as vandalism accounted for \$132,000 in damage to City property in 2023.
Undertake review of City branding as well as a comprehensive update of City's website to meet future requirements.	- The City Brand Review is complete, and a summary of findings was presented to Committee of the Whole on June 18, 2024. Key next steps from the project include the development of a master brand strategy, slated for 2025. - The City Website Update is in progress. The City has secured a new platform and is collaborating with a digital strategist to enhance key sections of the website, including Culture and Recreation, and Economic Development. The new platform is expected to launch in early 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 with a contractor to complete a rewrite of our Emergency Management plans and update response and recovery plans by the end of the year.
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.	Current advocacy priorities include working with the AIHA on process water, submission of the regional transit partnership grant, alternative water source discussions, and continuing to work with the local school boards on the school site agreement and future school sites.
Continue to collaborate in regional partnerships with the Edmonton Metropolitan Region Board, Strathcona County Inter-municipal Relations Committee and other regional initiatives that may gain efficiency and effectiveness for the City from a regional approach.	- The City is actively engaged with the Edmonton Metropolitan Regional Board, the Mid-sized Cities Mayors Caucus, and the Alberta Municipalities Association. - The City also leverages its relationships with regional partners such as Strathcona County and Sturgeon County. - These regional partners allow for shared advocacy on issues that impact the region as well as information exchange and shared learning on various municipal matters.

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Appendix 2 - Strategic Plan Update

Strategic Initiatives	Progress
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. Administration will present Council with information and options prior to the end of April 2025.
Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and mental health.	• The 2025 Employee Engagement Survey concluded and overall, the results suggest an engaged and committed professional body of employees. As part of the post survey work, the City's Leadership Team is meeting with all departments / staff to debrief the survey results and ask for further commentary on any area that has potential to be improved or to highlight areas of improvement not captured through the survey. • Administration is supporting leadership and ongoing staff development through education and professional development opportunities. Leadership sessions are being delivered to all supervisors in 2024 with additional training planned for early 2025 for a broader group of staff.
Develop a recommendation for the future of the Citywide Emergency siren System.	• Currently working on a Siren System Information Report to be presented to Council in October.

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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							
16050	119 Street & Hwy 15 Intersection Upgrades	2,150	2,289	2	(142)	Complete	Overage funded from offsite levy
18028	Water Reservoir Lifecycle Renewal	1,920	1,793	-	127	Complete	
19008	Neighbourhood Rehabilitation (2019 - 2023)	18,094	17,854	240	-	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	4,203	297	-	Ongoing	
20021	Transfer Site Enhancement	4,144	4,267	-	(123)	Complete	Overage funded from surpluses in various projects
21034	TWP Road 542 Culvert Replacement	1,325	118	1,157	50	Dec 2024	
23002	Traffic Calming	1,700	91	1,609	-	Dec 2024	
23011	Secondary/Alternative Water Source	1,700	434	1,266	-	Dec 2028	
24011	100 Ave / Legacy Park Road Enhancements	1,100	526	574	-	Dec 2024	
24100	Local Road Rehabilitation	3,462	896	2,566	-	Dec 2024	
24200	Neighbourhood Rehabilitation (2024)	4,745	679	4,066	-	Dec 2026	
Total Engineering Structure		45,840	34,300	11,777	(238)		

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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							
19006	Culture Equipment Lifecycle Replacement	276	274	-	2	Complete	
19012	Computer Network Infrastructure	156	155	-	1	Complete	
19013	Transit Smart Fare Equipment	234	160	74	-	Apr 2024	
19027	Vehicle Replacement	6,129	5,581	548	-	Dec 2024	
20001	Protective Services Equipment Lifecycle Replacement	70	-	70	-	Dec 2024	
20047	Dow Centennial Centre Equipment Lifecycle Replacement	175	-	175	-	Dec 2024	
21014	Asset Management Software	175	117	108	(50)	Dec 2024	Overage funded by annual capital funding
22012	Fire Services Equipment Lifecycle Replacement	2,000	-	2,000	-	Dec 2025	
23009	Mobile Computer Aided Despatch	60	-	60	-	Dec 2024	
23101	Firehall Renovations	250	243	7	-	Jun 2024	
24004	Fleet Addition - Hydraulic Lift Trailer	28	29	-	(1)	Complete	
24013	City Wide Security Cameras Upgrades	403	331	42	30	Dec 2024	
24014	Portfolio Management Software Replacement	125	55	70	-	Nov 2024	
24015	Upgrading Municipal Enforcement Radio System	60	-	60	-	Dec 2024	
24022	IT - River Road/Windsor Pointe Lift Station's SCADA Network Connection	190	220	-	(30)	Complete	
24023	Fleet Addition - Grader with Gate	725	-	725	-	Dec 2025	
24300	Information Technology Equipment Lifecycle Replacement	122	9	113	-	Dec 2024	
24400	Fleet and Equipment Lifecycle Replacement	2,409	676	1,733	-	Dec 2025	
Total Vehicles, Machinery & Equipment		13,587	7,850	5,785	(48)		

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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							
16021	City Hall Space Development	1,100	1,186	-	(86)	Complete	Additional funding from ICIP
22100	Jubilee Recreation Centre Modernization	17,819	9,032	8,787	-	Jul 2025	
24016	Aquatics Planning / Construction	5,400	-	5,400	-	Dec 2026	
Total Buildings		24,319	10,218	14,187	(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	On Hold
14040	River Valley Enhancements	195	74	121	-	On Hold	On Hold
15014	Southfort Meadows - Park Amenity	2,519	2,712	-	(193)	Complete	Funding reallocated from projects completed in 2023
18037	River Road Realignment	400	216	9	175	Complete	
21023	Heritage Trails Park - Phase 1	1,650	908	742	-	Dec 2024	
23030	92 Street Trail Conversion	150	139	11	-	Dec 2025	
12025	River Valley Trail Systems	4,201	3,130	1,071	-	On Hold	On Hold
14040	River Valley Enhancements	195	74	121	-	On Hold	On Hold
Total Land Improvements		9,115	7,179	1,954	(18)		

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Appendix 4 - Business Support

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
Sculpted Beauty Bar	Education	\$2,197	\$500
Creative Canvas	Equipment & Technology	\$4,959	\$2,480
Miller's Ice Cream	Equipment & Technology	\$8,265	\$4,132
OK Tire Fort Saskatchewan	Equipment & Technology	\$13,285	\$5,000
Dreyco	Equipment & Technology	\$15,000	\$5,000
The Fort Distillery	Export Development	\$4,000	\$2,000
CSN Fort Saskatchewan	Equipment & Technology	\$22,236	\$5,000
Voshell Architecture and Design, Inc.	Equipment & Technology	\$6,000	\$3,000
Beyond Diversity Inc.	Equipment & Technology	\$5,500	\$2,750
Ingram Custom Homes	Equipment & Technology	\$10,900	\$5,000
Mind & Body Massage Therapy	Equipment & Technology	\$14,365	\$5,000
Precision Tax Services	Equipment & Technology	\$4,700	\$2,350
Reset Heating and Cooling Ltd	Equipment & Technology	\$11,237	\$5,000
Haro Developments	Marketing	\$7,670	\$4,057
Fort Foundation	Equipment & Technology	\$6,070	\$3,035
Akashic Professional Bookkeepers	Equipment & Technology	\$11,440	\$5,000
		\$147,824	\$59,304