

December 31, 2021

# Annual Report

As reported on April 13, 2022



CITY OF  
FORT SASKATCHEWAN  
ALBERTA

# Annual Report | December 2021

As reported on April 13, 2022

## Table of Contents

<b>OPERATING HIGHLIGHTS</b> .....	<b>2</b>
OPERATING BUDGET .....	3
CAPITAL PROJECTS .....	3
FINANCIAL POSITION .....	3
<b>FINANCIAL RESULTS FROM OPERATIONS</b> .....	<b>4</b>
ANALYSIS OF SIGNIFICANT VARIANCES.....	5
<b>CAPITAL BUDGET HIGHLIGHTS</b> .....	<b>8</b>
<b>FINANCIAL POSITION HIGHLIGHTS</b> .....	<b>9</b>
NET FINANCIAL ASSETS .....	9
CASH AND CASH EQUIVALENTS.....	9
INVESTMENTS .....	10
PROPERTY TAXES RECEIVABLE .....	10
LONG-TERM DEBT .....	11
FINANCIAL RESERVES.....	11
OTHER NET FINANCIAL ASSET IMPACTS .....	11
<b>SUPPLEMENTARY FINANCIAL INFORMATION</b> .....	<b>12</b>
STATEMENT OF FINANCIAL POSITION .....	12
STATEMENT OF OPERATIONS.....	13
NET OPERATING BUDGET VARIANCES BY DEPARTMENT.....	14
FINANCIAL RESERVE BALANCES AND COMMITMENTS .....	15
<b>STRATEGIC PLAN UPDATE</b> .....	<b>16</b>
POSITIONED FOR GROWTH .....	16
EXCELLENCE IN GOVERNMENT.....	17
A VIBRANT AND THRIVING COMMUNITY .....	19
WELL PLANNED AND MAINTAINED MUNICIPAL INFRASTRUCTURE .....	22
<b>CAPITAL PROJECTS</b> .....	<b>23</b>
<b>BUSINESS SUPPORT</b> .....	<b>27</b>

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## OPERATING HIGHLIGHTS

In 2021, the City continued to manage the impacts of the COVID-19 pandemic on the City's operations and its impact on residents and businesses. Despite the ongoing pandemic and public health restrictions, the City made significant progress in 2021 on a number of key issues.

Some of the operating highlights from 2021 include:

- Starting construction to redevelop and improve the Waste Transfer and Recycling Station that will increase capacity and streamline trips for users
- Making a number of enhancements to the City's outdoor spaces including:
  - paving and tree planting at West Rivers Edge
  - adding two new snow bank rinks
  - Adding Pickleball and Beach Volleyball Courts
  - In partnership with Shell Canada, approved construction planned in 2022 of a new natural playground at Legacy Park
- Becoming a founding member of the new Regional Transit Commission
- Bringing safety codes inspections in-house and partnering with Strathcona County through a mutual services arrangement to share capacity
- Adopting the Downtown Action Plan that encourages housing and mixed use development in the downtown core
- Supporting businesses through permit waivers for sidewalk cafes, offering \$1,000 Professional Services Grants to help small business access provincial and federal support programs, and the Heartland Incentives program for heavy industrial taxpayers
- Reopening City Facilities to the public and restarting cultural and recreational programs
- Together with the City of Wetaskiwin, advocating for mental health and wellness for first responders in the Province through Alberta Municipalities Annual Conference
- Holding the municipal election with the City's first on early drive through vote and voting stations
- Continuing to keep taxes low by adopting a 0.13% tax increase in 2021 and approving 2.78% property tax revenue increase in the 2022 operating budget
- Planning for the future by approving a number of key initiatives in the 2022 budget, such as:
  - Neighbourhood Rehabilitation Asset Management Planning Study
  - Materials Handling and Snow Dump Planning Study
  - Area Structure Plan Study for the newly annexed lands
  - Jubilee Recreation Centre Modernization
  - Renewal of the Allard Way storm pond

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*As reported on April 13, 2022*

## OPERATING BUDGET

In 2021, the City had a \$2,714,000 operating budget surplus (2020: \$3,679,000) including \$2,342,000 from general operations and \$372,000 from utility operations.

Revenues were \$68,000 higher than budget in the year. Operating transfers from other levels of government, investment income and other revenue were higher than budget in the year. These were partially offset by lower than budgeted tax revenue due to the Province's reduction to grants in place of taxes, as well as lower than expected utility revenue and user fees and charges. In 2021, as the City overall had a revenue surplus, no transfers from the financial stabilization reserve were made from the \$419,000 committed Municipal Operating Support Transfer grant to cover departmental revenue shortfalls.

Operating expenses were \$2,865,000 below budget due to lower than expected salaries, wages, and benefits, contracted services, training and development, materials and supplies, and advertising and printing, which were partially offset by increased purchases from other governments.

Other items were \$219,000 higher than budgeted for the year due to higher than expected net operating transfers to reserves.

## CAPITAL PROJECTS

The 2021 capital program included 48 capital projects. As at December 31, 2021, the City has completed 22 projects, 21 were in progress, four projects were postponed or deferred to future years, and the protective services equipment lifecycle replacement project was cancelled due to a change in contracted services.

The City spent \$20,630,000 on capital projects in 2021 and is expecting to spend an additional \$13,533,000 to complete current projects. Additionally, \$831,000 in surplus capital funds are being returned to reserves or reallocated within capital projects.

## FINANCIAL POSITION

As at December 31, 2021, the City had net financial assets of \$34,530,000 compared to \$29,392,000 in net financial assets at December 31, 2020.

Significant changes in net financial assets during 2021 include increases in trade and other receivables, government transfer receivables, investments, and trade payables and a reduction in long-term debt, lower balances in cash and cash equivalents and property taxes receivable.

## FINANCIAL RESULTS FROM OPERATIONS

	Budget	2021	Variance	2020
	\$000s	\$000s	\$000s	\$000s
<b>Operating Revenue</b>				
Property Taxes	48,653	48,322	(331)	48,192
Utility User Rates	19,426	19,233	(194)	18,352
User Fees & Charges	5,841	5,773	(68)	4,789
Fines and Penalties	2,266	2,298	32	1,631
Government Transfers – Operating	1,622	1,875	253	4,652
Investment Income	987	1,123	136	1,094
Other Revenue	22	262	240	280
<b>Total Operating Revenue</b>	<b>78,817</b>	<b>78,885</b>	<b>68</b>	<b>78,990</b>
<b>Operating Expenses</b>				
Salaries, Wages, and Benefits	(29,202)	(28,026)	1,176	(28,016)
Purchases from other Governments	(15,614)	(15,756)	(142)	(14,014)
Contracted Services	(6,647)	(5,923)	724	(5,180)
Service Maintenance Contracts	(3,776)	(3,965)	(189)	(3,655)
Materials and Supplies	(3,310)	(2,949)	361	(2,812)
Utilities	(2,977)	(2,798)	179	(2,743)
Transfers to Organizations and Individuals	(1,720)	(1,754)	(34)	(1,718)
Interest on Long Term Debt	(1,088)	(1,074)	14	(1,156)
Insurance	(727)	(753)	(26)	(701)
Training and Development	(619)	(222)	397	(259)
Advertising and Printing	(571)	(227)	344	(323)
General Administration	(889)	(865)	24	(850)
Other Expenses	(239)	(202)	37	(349)
<b>Total Operating Expenses</b>	<b>(67,379)</b>	<b>(64,514)</b>	<b>2,865</b>	<b>(61,776)</b>
<b>Operating Budget Surplus (Deficit) before Other Items</b>	<b>11,438</b>	<b>14,371</b>	<b>2,933</b>	<b>17,214</b>
<b>Other Items</b>				
Net Operating Transfers (to) from Reserves	(8,029)	(8,258)	(229)	(9,537)
Repayment of Long Term Debt	(3,409)	(3,399)	10	(3,457)
Loss from Annexation	-	-	-	(541)
<b>Net Other Items</b>	<b>(11,438)</b>	<b>(11,657)</b>	<b>(219)</b>	<b>(13,535)</b>
<b>Operating Budget Surplus (Deficit)</b>	<b>-</b>	<b>2,714</b>	<b>2,714</b>	<b>3,679</b>

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 which 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 year ended December 31, 2021 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

## ANALYSIS OF SIGNIFICANT VARIANCES

In 2021, the City's operations continued to be impacted by COVID-19 and public health orders from the Government of Alberta. Facility closures, re-openings with capacity and program reductions resulted in lower expenditures, partially offset by lower user fees.

### SURPLUS VARIANCES

#### *Salaries, wages, and benefits*

Expressed in \$000s	Year Ended December 31, 2021		
	Budget	Actuals	Variance
Staff Surplus before allowance	29,973	28,026	(1,947)
Budgetary allowance	(771)	-	771
<b>Net Staff Surplus</b>	<b>29,202</b>	<b>28,026</b>	<b>(1,176)</b>

Salaries, wages, and benefits were \$1,176,000 lower than budget in 2021. Labour costs are \$1,947,000 below budget for the year before a \$771,000 budgetary allowance for vacancies and pay scale grid placements.

Culture and Recreation Services has the largest surplus in salary, wages, and benefits at \$1,462,000 during the year due to COVID-19 related restrictions, vacant positions, and restructuring.

Surpluses in Public Works, Fire Services, and Protective Services relate primarily to vacancies in those departments and are covered by the budgetary allowance.

#### *Contracted Services*

Contracted Services were \$724,000 lower than budget in 2021 due to Fleet, Facilities and Engineering and Culture and Recreation carry forward projects that will be completed in 2022.

#### *Other Surplus Variances*

- Training and Development was reduced due to COVID-19 restrictions on in-person training and travel
- Facility closures and work from home arrangements resulted in lower materials and supplies usage and utility costs
- Advertising and printing costs were lowered due to a decrease in program offerings
- Revenue from Government Operating transfers was higher than budgeted due to additional Federal and Provincial grant funding for municipal elections, cultural heritage programming, and fire services.
- Investment income was higher than expected due to increased investment balances and higher yields.

### DEFICIT VARIANCES

#### *Property Taxes*

Property tax revenue was \$331,000 below budget in 2021 due to a reduction to grants in place of taxes. Properties owned by the provincial or federal government are exempt from property taxes. Grants in place of taxes are payments made by the Crown that are equivalent to the property taxes that would be paid had the property been owned by someone other than the Crown.

Since 2020, the Province has reduced its payment of grants in place of taxes to 50% of the property taxes levied on the property.

# Financial Report for the year ended December 31, 2021 (UNAUDITED)

*Rounded to the nearest thousand dollars, except where otherwise stated*

## **Net Operating Transfers (to) from Reserves**

Net operating transfers were \$229,000 above budget in 2021 due to transfer to reserves for Fleet, Facilities and Engineering and Culture and Recreation carry forward projects to be completed in 2022, budgeted transfers from reserve for Municipal Operating Support Transfer grant funding for an overall City deficit not required and reserve investment interest allocations. These transfers to reserves were offset by transfers from reserves for Community and Protective Services retro pay commitment and completed 2021 operating projects.

## **Purchases from Other Governments**

Expressed in \$000s	Year Ended December 31, 2021		
	Budget	Actuals	Variance
Wastewater Management Services	5,568	5,109	(459)
Policing Services	4,815	5,528	713
Water Supply Services	4,194	4,331	137
Commuter Transit Services	531	321	(210)
Assessment Services	435	393	(42)
Other	72	74	2
<b>Total Purchases from Other Governments</b>	<b>15,615</b>	<b>15,756</b>	<b>141</b>

The City was \$141,000 above budget in purchases from other governments for 2021. The RCMP contract was \$713,000 above budget in 2021 due to the settlement of the collective agreement between the National Police Federation and Government of Canada for retroactive pay dating back to their last pay increase in 2017. This retro payment was offset by funds set aside in the financial stabilization reserve fund in 2020. The deficits for wastewater management, water supply, and commuter transit services relate to usage of those services and are partially offset by revenue reductions in utility user rates and user fees.

## **Utility User Rates**

Revenue from utility user rates were \$194,000 below budget due to lower than expected industrial effluent and fixed fees that were partially offset by higher than expected water consumption. The revenue from the variable utility user rates are mostly offset by lower commission charges.

## **Service and Maintenance Contracts**

Service and maintenance contracts were \$189,000 above budget in 2021 due to Planning and Development and was offset by increased permitting revenue.

# Financial Report for the year ended December 31, 2021 (UNAUDITED)

*Rounded to the nearest thousand dollars, except where otherwise stated*

## UTILITY OPERATIONS

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

Expressed in \$000s	Variances from utilities operating budget			
	Water Supply	Sewer Service	Solid Waste	Total Utilities
For the year ending December 31, 2021				
<b>Revenue</b>				
Utility user rates	191	(396)	11	(194)
Other revenue	235	6	89	330
<b>Expenses</b>				
Salaries, wages and benefits	(48)	5	(8)	(51)
Commission charges	(138)	459	-	321
Contracted services	(40)	(60)	76	(24)
Other expenses	24	7	(6)	25
Reserve transfers and debt repayment	21	6	(62)	(35)
<b>Forecast Operating Budget Surplus (Deficit)</b>	<b>245</b>	<b>27</b>	<b>100</b>	<b>372</b>

The City's utility operations had a \$372,000 surplus compared to budget in 2021.

The combined utility-user rates revenue from water and sewer were \$205,000 lower than budgeted due to lower industrial effluent usage offset by higher than budgeted water consumption. Likewise, charges from the Capital Region Northeast Water Services Commission were above budget and Alberta Capital Region Wastewater Commission were below budget, which combined were \$321,000 below budget.

Other revenue was \$330,000 above budget due to a government transfer for the water distribution master plan and higher user fees and charges at the bulk water station and transfer station.



# CAPITAL BUDGET HIGHLIGHTS

The 2021 Capital Program included 14 new projects and 34 multi-year projects that were carried forward from 2020. At December 31, 2021, the City had 21 active projects, 22 that were complete, one that was cancelled, and 4 that were on hold for various reasons. The capital programs are summarized below. Additional project level details are attached in Appendix 3.

	Carried Forward from 2020	2021 Capital Budget	Authorized in 2021	Authorized Capital Expenditure	2021 Expenditure	Forecast Remaining Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
General Administration	548	175	490	1,213	(785)	(346)	82
Protective Services	332	-	-	332	5	(85)	252
Fire Services	275	36	-	311	(226)	-	85
Common Services & Equipment Pool	870	657	-	1,527	(856)	(671)	-
Roads & Transportation	8,490	7,675	75	16,240	(10,072)	(6,091)	77
Recreation Services	1,125	370	135	1,630	(341)	(1,382)	(93)
Culture Facilities & Programs	121	-	-	121	-	(121)	-
Utility Rate Funded Projects	9,171	770	-	9,941	(6,094)	(3,231)	616
Levy Funded Projects	3,679	-	-	3,679	(2,261)	(1,606)	(188)
<b>Total</b>	<b>24,611</b>	<b>9,683</b>	<b>700</b>	<b>34,994</b>	<b>(20,630)</b>	<b>(13,533)</b>	<b>831</b>

## PUBLIC WORKS SITE FIRE PROTECTION & SECURITY ENHANCEMENT

The Public Works Facility is slated to undergo improvements to its fire protection and security systems. This project will protect the City's assets and improve the safety of City employees.

## RECREATION PROJECTS

Throughout the year, the City was able to add a number of new recreation amenities, including pickleball courts, a new small dog area at the dog park, and a beach volleyball court

## TRANSFER STATION

The transfer station site enhancement project will improve traffic flow and drainage, upgrade compacting equipment, replace the office, and add a scale system. The project is funded from MSI and MSP provincial grants, as well as the City's financial reserves.

## HIGHWAY 15 BRIDGE TWINNING

Work by the Province to twin the Highway 15 Bridge, including a pedestrian bridge, is underway. The City is working closely with the Province to coordinate river valley enhancement projects.

## NEIGHBOURHOOD AND LOCAL ROAD REHAB

2021 projects focused on, 99 Ave, 96A Ave, 97 Ave, 98 Ave, 101 Ave, 101 St, 103 St, 108 St, and sections of HWY 21 and sections of HWY 15.

### FINANCIAL POSITION HIGHLIGHTS

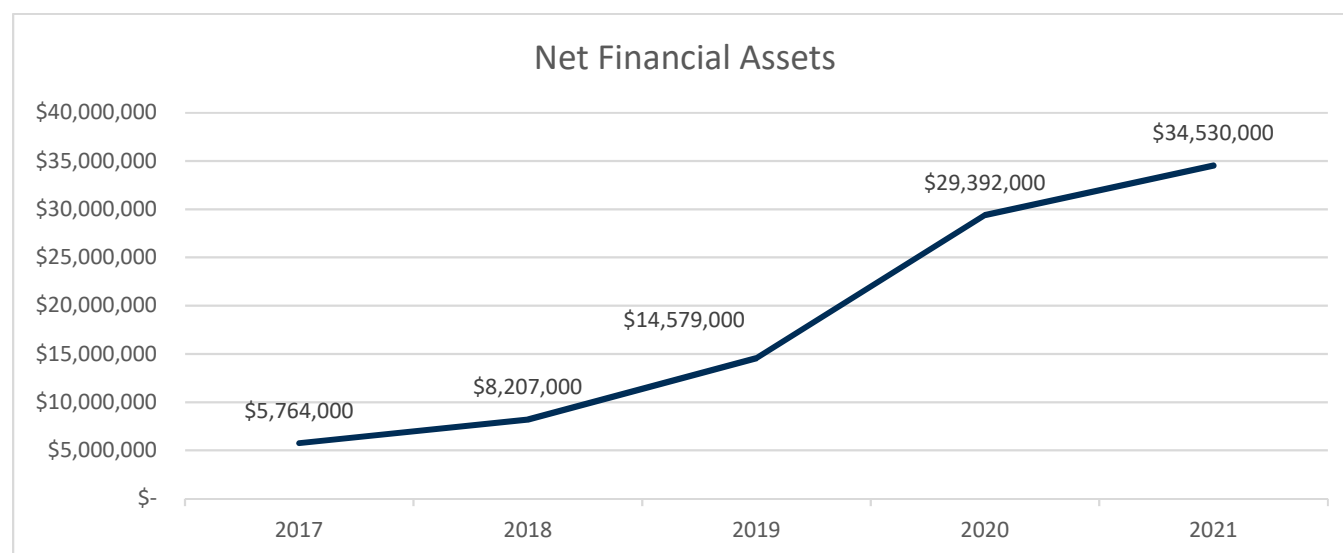
An unconsolidated statement of financial position for the City of Fort Saskatchewan has been included in Appendix 1.

#### NET FINANCIAL ASSETS

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

As at December 31, 2021, the City had net financial assets of \$34,530,000 compared to the net financial assets of \$29,392,000 at December 31, 2020.

Over the past five years, the City’s net financial assets have increased as a result of planned contributions to reserves, operating budget surpluses, and repayment of long term debt. Higher net financial assets enhances the City’s ability to meet future growth pressures and infrastructure needs without significant tax increases.



#### CASH AND CASH EQUIVALENTS

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

At December 31, 2021, the City had the following cash and short term deposits:

	December 31, 2021			December 31, 2020		
	Balance \$000	Interest Rate	Short Term Benchmark	Balance \$000	Interest Rate	Short Term Benchmark
Cash and Cash Equivalents						
Operating Accounts	6,188	0.76%	0.02%	4,155	0.80%	0.87%
Notice of Demand Accounts	39,558	0.98%	0.02%	43,486	1.09%	0.87%
<b>Total</b>	<b>45,746</b>	<b>0.95%</b>	<b>0.02%</b>	<b>47,641</b>	<b>1.06%</b>	<b>0.87%</b>

## Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

The City's notice of demand accounts earn interest at rates from 0.82 to 0.99% and are redeemable upon 31 to 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.

The City's benchmark for short term investments, FTSE Canada 91 day T-Bills Index, had an annualized yield of 0.02% on February 16, 2022.

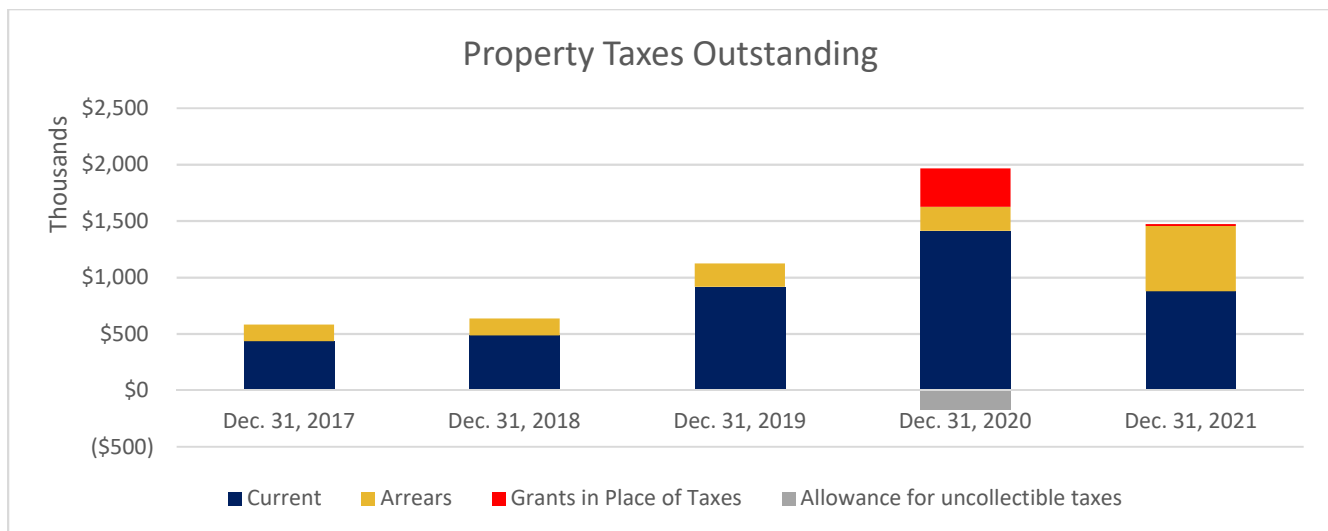
### INVESTMENTS

	December 31, 2021			December 31, 2020		
	Average Yield	Average Years to Maturity	Book Value \$000	Average Yield	Average Years to Maturity	Book Value \$000
Guaranteed Investment Certificates	2.45%	3.41	27,480	2.36%	3.9	24,980
Long Term Bond	2.61%	1.49	1,949	2.61%	2.49	1,964
Other	3.67%	n/a	62	8.10%	n/a	60
<b>Total</b>	<b>2.46%</b>	<b>3.28</b>	<b>29,491</b>	<b>2.39%</b>	<b>3.79</b>	<b>27,004</b>

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

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

### PROPERTY TAXES RECEIVABLE



As at December 31, 2021, property taxes receivable were \$1,471,000 compared to \$1,792,000 at December 31, 2020.

Of the \$893,000 current taxes receivable, \$16,000 are grants in place of taxes that will be paid in early 2022. The majority of the remaining \$1,455,000 outstanding are two multi-unit residential properties and four non-residential properties, while the remainder is substantially all residential properties.

Subsequent to the period, the city collected \$824,000 in outstanding property tax receivables between January 1 and April 12, 2022.

## Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

### LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Dec. 31, 2021 \$000	Dec. 31, 2020 \$000	Fully Repaid
<b>Debentures</b>				
Dow Centennial Centre	5.705%	2,194	3,202	December 2023
Sewer Service Reline	2.371%	2,558	3,228	December 2029
City Hall	3.308%	10,110	10,856	December 2033
100 Avenue Rehab	3.571%	4,651	4,969	September 2035
Protective Services Building	3.136%	8,613	9,144	December 2036
<b>Total Debentures</b>		<b>28,126</b>	<b>31,399</b>	
<b>Capital Leases</b>				
Capital Lease Obligations		196	320	December 2025
<b>Total Long Term Debt</b>		<b>28,322</b>	<b>31,719</b>	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at December 31, 2021 is \$28,322,000. During the year, the City paid \$3,273,000 in principal and \$1,065,000 in interest expense to service debentures and \$126,000 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 2025 with implied interests ranging from 2.285% to 9.161%.

At December 31, 2021 the City was at 25% of its provincial Debt Limit (December 31, 2020 – 26%) and 22% of its provincial Service on Debt Limit (December 31, 2020 – 22%). The City's capital leases do not impact its debt limit or debt service limit.

In 2020, Council authorized the City to borrow \$292,000 to fund the Pointe Aux Pins waterline. This debenture will be partially repaid through the collection of a local improvement levy. This debenture will be issued upon closing of the project, expected in 2022.

In 2020, Council authorized the City to borrow up to \$40 million in short term borrowings to finance the ongoing operating activities of the City in the event of significant non-collection of property taxes. As at December 31, 2021, the City has not yet accessed this additional borrowing capacity.

### FINANCIAL RESERVES

At December 31, 2021, the City has \$61,287,000 in financial reserves, of which \$11,394,000 is committed to various capital and operating projects. The City has uncommitted financial reserve balances at December 31, 2021 of \$49,893,000, including \$44,902,000 in internally restricted reserves and \$4,991,000 in externally restricted reserves. The City's 2021 optimal balance for internally restricted financial reserves excluding specific purpose reserves is \$38,817,000.

Stabilization and contingency reserves are above optimal balances. However, the capital project, infrastructure lifecycle, maintenance, and replacement reserves are \$3,516,000 underfunded

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

### OTHER NET FINANCIAL ASSET IMPACTS

- Trade and other receivables increased due to additional developer levies and investment interest.
- Government transfers receivable increased due to delay in receipt of 2021 Municipal Sustainability Initiative grant funding for 2021 expenditures. Funds were received in January 2022.
- Trade payables increased due to capturing RCMP retro-wage increase and 2022 capital invoices for 2021 work.

# SUPPLEMENTARY FINANCIAL INFORMATION

## STATEMENT OF FINANCIAL POSITION

(Unaudited)

	December 31, 2021	December 31, 2020
	\$000s	\$000s
<b>Financial Assets</b>		
Cash and Cash Equivalents	45,746	47,642
Revenues Receivable		
Property Taxes Receivable	1,471	1,792
Government Transfers Receivable	2,831	866
Trade and Other Receivables	4,117	2,478
Inventory Held for Resale	1,268	1,269
Investments	29,491	27,004
<b>Total Financial Assets</b>	<b>84,924</b>	<b>81,051</b>
<b>Liabilities</b>		
Accounts Payable and Accrued Expenses		
Trade Payables	(8,927)	(6,550)
Employee Benefit Obligations	(1,464)	(1,516)
Payroll and Remittances	(1,129)	(930)
Interest Payable	(167)	(172)
Liability for Contaminated Sites	(1,420)	(1,609)
Deposits on Account	(1,953)	(1,374)
Deferred Revenue	(7,012)	(7,787)
Long-Term Debt	(28,322)	(31,721)
<b>Total Liabilities</b>	<b>(50,394)</b>	<b>(51,659)</b>
<b>Net Financial Assets</b>	<b>34,530</b>	<b>29,392</b>
<b>Other Assets</b>		
Tangible Capital Assets	513,674	501,476
Prepaid Expenses	465	393
Inventories of Supplies	682	747
<b>Total Other Assets</b>	<b>514,821</b>	<b>502,616</b>
<b>Accumulated Surplus</b>	<b>549,351</b>	<b>532,008</b>

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.

## Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

### STATEMENT OF OPERATIONS

(Unaudited)

Expressed in \$000s	Year ended December 31		
	2021 Budget	2021 Actuals	2020 Actuals
<b>Operating Revenue</b>			
Property Taxes	48,653	48,322	48,192
Utility User Rates	19,426	19,233	18,352
User Fees & Charges	5,841	5,773	4,789
Fines and Penalties	2,266	2,298	1,632
Investment Income	1,622	1,123	1,094
Government Transfers - Operating	987	1,875	4,651
Other Revenue	22	262	280
<b>Total Operating Revenue</b>	<b>78,817</b>	<b>78,885</b>	<b>78,990</b>
<b>Operating Expenses</b>			
<b>Infrastructure &amp; Planning Service</b>			
Public Works	(16,965)	(17,507)	(16,716)
Fleet, Facilities, & Engineering	(8,763)	(7,774)	(7,993)
Planning & Development	(1,690)	(1,816)	(1,843)
Economic Development	(898)	(855)	(874)
	(28,316)	(27,952)	(27,426)
<b>Community and Protective Services</b>			
Culture & Recreation Services	(10,237)	(8,089)	(7,987)
Protective Services	(8,175)	(8,664)	(6,810)
Fire Services	(3,904)	(3,719)	(3,708)
Family & Community Support Services	(1,389)	(1,297)	(1,270)
Emergency Management	(189)	(193)	(338)
	(23,894)	(21,962)	(20,113)
<b>Corporate Services Division</b>			
Information Technology	(3,285)	(3,050)	(2,982)
Legislative Services	(1,588)	(1,725)	(1,515)
Financial Services	(1,369)	(1,378)	(1,363)
People Services	(1,402)	(1,264)	(1,156)
Corporate Communications	(780)	(627)	(674)
	(8,424)	(8,044)	(7,690)
<b>Senior Leadership</b>	(2,111)	(1,950)	(1,997)
<b>Fiscal Services</b>	(1,091)	(2,018)	(2,047)
<b>Elected Officials</b>	(484)	(414)	(405)
<b>Utility Operations</b>	(18,507)	(18,196)	(17,303)
<b>Total Operating Expenses</b>	<b>(82,827)</b>	<b>(80,536)</b>	<b>(76,981)</b>
<b>Surplus (Deficit) before Other Items</b>	<b>(4,010)</b>	<b>(1,651)</b>	<b>2,010</b>
<b>Other Items</b>			
Contributed Tangible Capital Assets	2,511	7,866	2,326
Government Transfers - Capital	3,226	9,264	9,350
Community Capital Funding	200	-	556
Developer Levies	-	1,864	378
Loss from Annexation	-	-	(411)
<b>Net Other Items</b>	<b>5,937</b>	<b>18,994</b>	<b>12,199</b>
<b>Operating Surplus (Deficit)</b>	<b>1,927</b>	<b>17,343</b>	<b>14,203</b>

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.

## Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

### NET OPERATING BUDGET VARIANCES BY DEPARTMENT

Expressed in \$000s	Year ended December 31, 2021		
	Budget	Actuals	Variance
<b>Infrastructure &amp; Planning Division</b>			
Public Works	(7,946)	(7,847)	99
Fleet, Facilities, & Engineering	(6,465)	(6,357)	108
Planning & Development	(635)	108	743
Economic Development	(616)	(610)	6
<b>Total Infrastructure &amp; Planning Division</b>	<b>(15,662)</b>	<b>(14,706)</b>	<b>956</b>
<b>Community &amp; Protective Services Division</b>			
Culture and Recreation Services	(6,639)	(5,748)	891
Protective Services	(5,533)	(5,243)	290
Fire Services	(4,006)	(3,698)	308
Family & Community Support Services	(503)	(443)	60
Emergency Management	-	14	14
<b>Total Community &amp; Protective Services Division</b>	<b>(16,681)</b>	<b>(15,118)</b>	<b>1,563</b>
<b>Corporate Services Division</b>			
Information Technology	(2,736)	(2,758)	(22)
Legislative Services	(1,509)	(1,648)	(139)
People Services	(1,382)	(1,237)	145
Financial Services	(1,369)	(1,360)	9
Corporate Communications	(764)	(628)	136
<b>Total Corporate Services Division</b>	<b>(7,760)</b>	<b>(7,631)</b>	<b>129</b>
<b>Senior Leadership</b>	<b>(1,931)</b>	<b>(1,656)</b>	<b>275</b>
<b>Fiscal Services</b>	<b>42,518</b>	<b>41,866</b>	<b>(652)</b>
<b>Elected Officials</b>	<b>(484)</b>	<b>(414)</b>	<b>70</b>
<b>Utility Operations</b>	<b>-</b>	<b>373</b>	<b>373</b>
<b>Operating Budget Surplus (Deficit)</b>	<b>-</b>	<b>2,714</b>	<b>2,714</b>

## FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31 2020 Balance	Contributions	Interest	Activity Withdrawals	Dec 31 2021 Balance	Forecast Remaining Commitments	Forecast Uncommitted Balance	2021 Optimal Balance	Over (Under) Funded
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Stabilization and Contingency</b>									
Financial Stabilization and Contingency	15,138	-	-	(1,127)	13,921	(912)	13,009	13,408	(399)
Future Facility Operating	5,842	1,101	-	(72)	6,871	-	6,871	-	6,871
Snow Removal	994	125	-	-	1,119	-	1,119	994	125
<b>Total Stabilization and Contingency</b>	<b>21,974</b>	<b>1,226</b>	<b>-</b>	<b>(1,289)</b>	<b>21,911</b>	<b>(912)</b>	<b>20,999</b>	<b>14,402</b>	<b>6,597</b>
<b>Capital Projects</b>	<b>10,650</b>	<b>2,581</b>	<b>-</b>	<b>(4,231)</b>	<b>9,000</b>	<b>2,789</b>	<b>6,211</b>	<b>7,556</b>	<b>(1,345)</b>
<b>Infrastructure Lifecycle, Maintenance and Replacement</b>									
Municipal Infrastructure Lifecycle, Maintenance and Replacement	9,046	2,552	163	(426)	11,335	(120)	11,215	10,528	687
Utilities Infrastructure Lifecycle, Maintenance and Replacement	8,088	2,953	151	(4,178)	7,014	(3,541)	3,473	6,331	(2,858)
<b>Total Infrastructure Lifecycle, Maintenance and Replacement</b>	<b>17,134</b>	<b>5,505</b>	<b>314</b>	<b>(4,604)</b>	<b>18,349</b>	<b>(3,661)</b>	<b>14,688</b>	<b>16,859</b>	<b>(2,171)</b>
<b>Total Over/(Under) Funded</b>							<b>41,898</b>	<b>38,817</b>	<b>(3,081)</b>
<b>Specific Purpose</b>									
Land Purchases	1,956	19	-	(145)	1,830	-	1,830		
Health, Safety, & Wellness	730	-	-	(230)	500	(46)	454		
Economic Development	683	-	-	(86)	597	(338)	259		
Family & Community Support Services	119	-	-	(46)	73	(75)	(2)		
Art in Public Places	131	20	-	-	151	-	151		
River Valley Enhancement	363	89	-	(90)	362	(50)	312		
<b>Total Specific Purpose</b>	<b>3,982</b>	<b>128</b>	<b>-</b>	<b>(597)</b>	<b>3,513</b>	<b>(509)</b>	<b>3,004</b>		
<b>Total Internally Restricted Reserves</b>	<b>53,740</b>	<b>9,440</b>	<b>314</b>	<b>(10,721)</b>	<b>52,773</b>	<b>(7,871)</b>	<b>44,902</b>		
<b>Externally Restricted Reserves</b>									
Developer Levies	6,015	1,864	98	(1,969)	6,008	(2,786)	3,222		
Contributions in Lieu of Municipal Reserve Land	1,005	-	16	(44)	977	(606)	371		
Fire Waterline	883	-	-	-	883	(110)	773		
Perpetual Care	510	27	9	-	546	(21)	525		
Transportation Assistance	63	-	-	-	63	-	63		
Westpark Estates Community Enhancement	18	-	-	-	18	-	18		
Drug Abuse Resistance Education	19	-	-	-	19	-	19		
<b>Total Externally Restricted Reserves</b>	<b>8,513</b>	<b>1,891</b>	<b>123</b>	<b>(2,013)</b>	<b>8,514</b>	<b>(3,523)</b>	<b>4,991</b>		
<b>Total Reserves</b>	<b>62,253</b>	<b>11,331</b>	<b>437</b>	<b>(12,734)</b>	<b>61,287</b>	<b>(11,394)</b>	<b>49,893</b>		



# Annual Report | December 2021

## Appendix 2 – Strategic Plan Update

### STRATEGIC PLAN UPDATE

In June 2018, the City adopted a strategic plan for 2018 – 2022, identifying four goals and a number of strategic initiatives to advance those goals. The report below indicates the progress made toward those goals between September and December 2020.

#### POSITIONED FOR GROWTH

<b>Goal</b>	<b>Strategically plan, prepare and manage responsible and sustainable growth for our residents and businesses</b>
<b>Outcome</b>	Excellence in planning and smart land use has balanced quality of life, sustainability, and economic development that has shaped how our community has grown to maintain its small-town feeling at heart and where a strong sense of community thrives.

Strategic Initiatives	Progress
<b>Develop land use and servicing plans for preferred growth strategy area</b>	<ul style="list-style-type: none"> <li>The City is preparing scope and request for proposal documents to engage the services of a consultant for servicing plans for the growth areas that will be posted in early 2022.</li> </ul>
<b>Review of Municipal Development Plan and subsequent planning and engineering documents</b>	<ul style="list-style-type: none"> <li>Our Fort. Our Future: the City of Fort Saskatchewan’s Municipal Development Plan was adopted by Council in early 2021. Work is underway or complete, on immediate and short-term implementation items</li> </ul>
<b>Refresh of Land Use Bylaw – (2019 and 2021)</b>	<ul style="list-style-type: none"> <li>Phase I of the Land Use Bylaw renewal project is complete. The City has completed research initiatives on the different approaches to land use and regulation and examining how these approaches might be applied to different parts of the city. Initial engagement with mature neighbourhood residents took place June 2021 with subsequent engagement occurring in fall of 2021. Phase II of the project is anticipated to commence in spring of 2022 with completion by mid 2023.</li> </ul>
<b>Update the approach to downtown redevelopment</b>	<ul style="list-style-type: none"> <li>The Downtown Action Plan was adopted by Council on July 6, 2021. The Strategy Progress document is now available on the City of Fort Saskatchewan website.</li> </ul>
<b>Actively participate in the initiatives of Alberta Industrial Heartland Association, Edmonton Global and other regional economic initiatives</b>	<ul style="list-style-type: none"> <li>The City Planning &amp; Development and Economic Development departments are represented on the Alberta Industrial Heartland Association Designated Industrial Zone Working Group. Work is ongoing to streamline approval processes and reduce duplication.</li> </ul>

# Annual Report | December 2021

## Appendix 2 – Strategic Plan Update

### EXCELLENCE IN GOVERNMENT

<b>Goal</b>	<b>Continuous improvement; constantly looking for ways to improve our services through planning, innovation, collaboration and consultation</b>
<b>Outcome</b>	Problem solving, collaboration and leadership has fostered ongoing improvements focusing on our customers' needs enabling positive change to ensure service delivery is efficient and effective and can be delivered on a sustainable basis

Strategic Initiatives	Progress
Ensure four year department business plans are in place aligned with strategic priorities and operating and capital budget processes	<ul style="list-style-type: none"> <li>Departmental business plans were reviewed and updated by all departments in 2021 and were made available online via the City's website. Appendix contained within all department plans to address upcoming 2023-26 strategic planning cycle</li> </ul>
Implement improved use of performance measures to inform service delivery and planning	<ul style="list-style-type: none"> <li>A second inclusion audit has been completed. As an average, the City has moved up 2 points on the inclusion spectrum. This means that the City has moved past awareness and is at the start of intentional inclusion.</li> </ul>
Continue refinement of budget processes and supporting priority-based budget tools; including preparation of 3 Year Operating Plans and 10 Year Capital Plans in compliance with legislative requirements	<ul style="list-style-type: none"> <li>The City departmental programs, insights and costing information generated through priority-based budgeting was used to inform the 2022 budget process, and was included in the 2022 Operating &amp; Capital Budget document and presentations.</li> </ul>
Ongoing program and service level reviews	<ul style="list-style-type: none"> <li>The City reviewed summer (May to September) commuter ridership trend over the last 3 years and current transit service standards</li> </ul>
Continue implementation of health and safety program and procedures in alignment with new provincial regulations and leading practices	<ul style="list-style-type: none"> <li>Ongoing Health and Safety program refinement including relevant legislation changes and Joint Occupational Health and Safety Committee efforts</li> </ul>
Enhance public engagement and communication where public is encouraged to be involved	<ul style="list-style-type: none"> <li>The City's municipal enforcement unit issued 14 Positive Tickets to reward youth in the community positive behaviour. Fostering good relationship between enforcement and youth in the community.</li> <li>Information was shared with residents affected by the upcoming storm pond rehabilitation project in the Allard Way area. Three residents were contacted and provided additional information on the project.</li> <li>Based on visual observations in December 2021, there has been a noticeable reduction of use of City storm ponds for recreational use. This can be a result of an improvement in resident awareness through educational material, signage and social media, increase option for outdoor snowbank rink and cold weather.</li> <li>Harbour Pool hosted their 39th birthday party on December 17. Prizes, cookies, and promotional items were given to those community members that joined in the celebration. Plans are under way for Harbour Pool's 40th birthday party in 2022.</li> </ul>

# Annual Report | December 2021

## Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p><b>Continue ongoing policy and bylaw review to guide actions and minimize risk</b></p>	<ul style="list-style-type: none"> <li>• Ongoing work on policy review and updates as well as large project to rescind outdated bylaws</li> </ul>
<p><b>Continue enhancements to water billing and transmission programs</b></p>	<ul style="list-style-type: none"> <li>• Planning for future billing cycle adjustment in mid 2022 and continued use and testing of water use application by customers.</li> </ul>
<p><b>Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and subject matter learning</b></p>	<ul style="list-style-type: none"> <li>• In the fall of 2021, City employees were offered time off to take the free Indigenous Canada Course provided by the University of Alberta. This 12 lesson course explores key issues facing Indigenous peoples today, including relationships with settlers, from a historical and critical indigenous perspective.</li> </ul>
<p><b>Continue to develop and maintain strong relationships with our neighbouring municipalities and civic organizations</b></p>	<ul style="list-style-type: none"> <li>• The City is part of the Alberta Industrial Heartland Association Designated Industrial Zone Municipal Engagement working group. The group is working toward streamlining regulatory processes and creating consistency among its five municipal members.</li> <li>• The City reached a mutual services agreement with Strathcona County in Q4 of 2021 to share safety codes inspection services. The sharing of services is continuing and demonstrating to be very effective.</li> <li>• The City has been connecting with neighbouring municipalities on a 1-1 basis in order to discuss approaches to Truth &amp; Reconciliation, particularly as it relates to staff education.</li> </ul>
<p><b>Development of advocacy strategy to direct and strengthen the City's message when addressing policies and issues with other levels of government, agencies, or regional neighbours; including provincial/ federal grants, regional transportation, emergency medical services/co-responses, community spaces/school planning, and housing options</b></p>	<ul style="list-style-type: none"> <li>• Throughout the pandemic regional discussions continue with the City to share best operating practices and shared community member experiences for continuity. This included conversations between Facility Supervisors, Directors and General Managers.</li> </ul>

# Annual Report | December 2021

## Appendix 2 – Strategic Plan Update

### A VIBRANT AND THRIVING COMMUNITY

<b>Goal</b>	Support diverse community needs to create a complete community where everyone, regardless of circumstance is able to experience all the City has to offer
<b>Outcome</b>	Residents live in vibrant, inclusive, and livable neighbourhoods where they are able to participate fully in all aspects of the community.

Strategic Initiatives	Progress
<b>Undertake a collaborative approach to addressing community needs through coordinated partnerships with local agencies and organizations</b>	<ul style="list-style-type: none"> <li>A booth was booked at the Fort Saskatchewan Farmers Market in partnership with The Bridge Wellness Hub for Youth. Youth volunteers from the youth hub ran an interactive game. This allowed both organizations the opportunity to engage with and provide information to many residents on youth services.</li> <li>A collaboration with the public library available one day per week in their space to help clients access income support, housing and other local services.</li> </ul>
<b>Follow the Strong Community Strategy as a guiding document to address the priorities of the community as identified through the Building Bridges Coalition</b>	<ul style="list-style-type: none"> <li>The City hosted a film screening and speaker panel for the public to bring awareness and discussion around the issue of youth mental health.</li> </ul>
<b>Develop strategies and advocate for a variety of housing options integrated throughout the community to serve the needs of residents</b>	<ul style="list-style-type: none"> <li>The City reviewed an application from the development community for a standard urban character (zero lot line) land use district which was defeated at Council. City administration is taking steps to ensure continued dialogue with the development community to ensure new housing concepts can be introduced in a way that advances the City's housing goals.</li> </ul>
<b>Utilize data, studies and community engagement to better understand community social issues and needs and community service gaps</b>	<ul style="list-style-type: none"> <li>The City is developing better program tracking and engagements to provide efficiency and consistency to service offerings.</li> <li>Harbour Pool had an 84% fill rate for fall programming (September-December). To assist with the demand on Preschool to Swim Kids 2 programming, Harbour Pool will be trialling 30 minute lessons in spring 2022 for these levels. This will ease demand and assist in offering more opportunity for swim lessons to the community to this specific age level.</li> </ul>
<b>Facilitate neighbourhood and community building programs and remove barriers to community initiatives to encourage connections to neighbours and further develop community</b>	<ul style="list-style-type: none"> <li>The Neighbourhood Connector volunteers planned and hosted 'Project Bag It All', a citywide garage sale with all proceeds going towards the local emergency fund. The resident led event raised \$700.</li> <li>The City held a Treaty Land Acknowledgement Ceremony as an act of reconciliation and gratitude for Treaty 6 and to those whose territory we reside on.</li> </ul>

# Annual Report | December 2021

## Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p><b>Build community awareness of social issues to facilitate social inclusion and social support networks</b></p>	<ul style="list-style-type: none"> <li>• A second inclusive crosswalk was officially unveiled in front of Harbour Pool. The project was made possible due to funding from Shell Canada.</li> <li>• In collaboration with Families First Society and Victim Services, the City hosted Family Violence prevention month with art exhibits at City Hall and the Down Centennial Centre as well as a speaking series highlighting the issue of stalking and harassment</li> <li>• The City held a “Pack the Patrol Car” in December and collected 1,169 pounds of food and \$1,200 for the Fort Saskatchewan Food Bank.</li> <li>• RCMP and Municipal Enforcement Officers read Christmas Stories for elementary schools to be shown virtually and help foster relationships with youth in the community.</li> <li>• The City recognized September 30<sup>th</sup> as a statutory holiday and held a speaker event at City Hall, where survivors of residential schools shared their truth and hopes for the future.</li> </ul>
<p><b>Ensure a continuum of social supports, education, and resources are available that evolve to meet changing community needs</b></p>	<ul style="list-style-type: none"> <li>• Support was provided to seniors challenged with not having access to a computer and printer to print their vaccination cards and drop off to their homes.</li> <li>• A workshop series was launched in the community, in partnership with Victim Services and Mindful Haven, focusing on mental health. The Rural Mental Health Project funded this workshop.</li> </ul>
<p><b>Develop volunteer engagement strategies to assist with enhancing capacity, recruitment and retention</b></p>	<ul style="list-style-type: none"> <li>• The City is developing volunteer engagement strategies to support existing volunteers through software and increase city-wide capacity through attractive volunteer opportunities.</li> </ul>
<p><b>Promote awareness and involvement in community and cultural events that help to create a sense of place for our city and enhance community interaction and connectedness</b></p>	<ul style="list-style-type: none"> <li>• A number of City hosted events were moved outdoors to allow all community members equal opportunity for engagement. This also allowed for better facility and park space usage and awareness. These special event opportunities included in-person events, equipment usage opportunities and self-led programs.</li> </ul>
<p><b>Promote City programming of public spaces to celebrate the City's history and culture</b></p>	<ul style="list-style-type: none"> <li>• Virtual program opportunities offered through the City allowed all community members to access our history and culture from home.</li> <li>• Continued efforts at cultural opportunities through restrictions by programming and re-routing local talent for unique experiences.</li> <li>• Thanks to federal funding the Culture Creates Concert series brought the community into our park spaces to engage in culture for free.</li> <li>• In October, education programs at the City began for the first time since March 2020 and continued through November and December.</li> </ul>
<p><b>Promote a range of accessible cultural and recreational programming that meets the changing needs of residents</b></p>	<ul style="list-style-type: none"> <li>• City staff continued to implement and manage public health restrictions including the launch of the Restriction Exemption Program in city facilities.</li> <li>• The Culture Creates Concert series was streamed live publicly for all to enjoy at home or in-person.</li> </ul>

# Annual Report | December 2021

## Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<b>Promote a range of accessible cultural and recreational programming that meets the changing needs of residents</b>	<ul style="list-style-type: none"><li>• In-person outdoor special events were designed with accessibility in mind. Open area use with a variety of community opportunities for all types of engagement were considered during this design.</li><li>• The City held a successful Christmas event aimed at families and young children.</li><li>• The City hosted several public programs, including a Christmas-themed art program and a Christmas wreath-weaving program.</li></ul>

# Annual Report | December 2021

## Appendix 2 – Strategic Plan Update

### WELL PLANNED AND MAINTAINED MUNICIPAL INFRASTRUCTURE

<b>Goal</b>	<b>Strategically manage, invest, and plan for sustainable municipal infrastructure</b>
<b>Outcome</b>	Critical infrastructure is in place, maintained, optimized and strategically planned to meet the future needs of the community

Strategic Initiatives	Progress
Ongoing development and refinement of asset management program	<ul style="list-style-type: none"> <li>Asset Management Advisor position was approved in the 2022 operating budget and the position was filled in March 2022.</li> </ul>
Inclusion of planned capital funding sources, cost estimates and supporting master plans/strategies within 10 year capital plan	<ul style="list-style-type: none"> <li>The 2022 – 2031 Capital Plan was presented to Council for review as part of the 2022 budget deliberations. The Plan included proposed capital funding sources and references to City master plans/studies, as applicable.</li> </ul>
Pursue grant opportunities and other synergies with regional initiatives for infrastructure projects, including readiness with “shovel ready” projects for emergent grants	<ul style="list-style-type: none"> <li>The City partnered with Strathcona County to receive a Alberta Community and Partnership Grant that will be used to fund a Fire Station Planning Study</li> <li>The City applied for funding through a new Federal program, 2 Billion Trees or 2BT, to develop a Urban Forestry Protection Plan</li> </ul>
Updates of master plans/strategies including: Recreation, Facility and Parks Master Plan (Dow Centennial Center site plan, Aquatics, Ice) in relation to community needs and demographics	<ul style="list-style-type: none"> <li>Aquatics programs are currently under review for long-term planning.</li> <li>Ice allocations strategies continue to be rolled out with support from local sports organizations.</li> </ul>
Continue advocacy and input for regional transportation projects (bridge twinning/pedestrian bridge) and exploration of any synergies with planned City capital projects (i.e.) Fort Centre Park, road improvements	<ul style="list-style-type: none"> <li>Bridge construction is on-going with completion expected in Summer/Fall 2022.</li> </ul>

# Annual Report | December 2021

## Appendix 3 – Capital Projects

### CAPITAL PROJECTS

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>General Operations</b>							
<b>General Administration</b>							
16021	City Hall Space Development	1,100	1,017	83	-	Complete	
16033	Project Management Software	100	94	-	6	Complete	
19011	Computer Equipment Replacement	333	312	-	21	Complete	
19012	Computer Network Infrastructure	381	325	-	56	Complete	
19017	Computer Hardware / Software New Acquisitions	726	676	51	(1)	On-Going	
21013	Council Chamber Audio Visual and Space Updates	490	453	37	-	Apr 2022	Awaiting final items and training;
21014	Asset Management Software	175	-	175	-	Dec 2022	
<b>Total General Administration</b>		<b>3,305</b>	<b>2,877</b>	<b>346</b>	<b>82</b>		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Protective Services</b>							
19035	Animal Control Kennel Building	355	383	-	(28)	Complete	
20001	Protective Services Equipment Lifecycle Replacement	280	-	-	280	Cancelled	Program to be outsourced
20048	ME Patrol Vehicle	85	-	85	-	Apr 2022	Delivered subsequent to year end
<b>Total Protective Services</b>		<b>720</b>	<b>383</b>	<b>85</b>	<b>252</b>		
<b>Fire Services</b>							
20042	Fire Station Direct Capture Exhaust System	275	197	-	78	Complete	
21010	Thermal Imaging Cameras	36	29	-	7	Complete	
<b>Total Fire Services</b>		<b>311</b>	<b>226</b>	<b>-</b>	<b>85</b>		



# Annual Report | December 2021

## Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Common Services &amp; Equipment Pool</b>							
19013	Transit Smart Fare Equipment	234	-	234	-	Apr 2022	
19027	Vehicle Replacement	2,804	2,563	241	-	On-Going	
21019	Public Works Site Fire Protection & Security Enhancement	200	4	196	-	Dec 2022	
<b>Total Common Services &amp; Equipment Pool</b>		<b>3,238</b>	<b>2,567</b>	<b>671</b>	<b>-</b>		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Roads &amp; Transportation</b>							
18036	Point Aux Pins Road Enhancement	1,550	1,386	124	40	Complete	
18037	River Road Realignment	400	76	324	-	On-Hold	Ongoing land negotiations
19007	Local Road Rehabilitation	13,079	12,680	399	-	On-Going	
19008	Neighbourhood Rehabilitation	15,065	10,716	4,349	-	On-Going	
19009	Veterans Way Corridor Widening	500	441	59	-	Ongoing	
20002	Roadway Safety Improvements	175	85	90	-	Ongoing	
20028	112 St Widening	1,650	1,613	-	37	Complete	
21012	Veterans Way – Pedestrian Crossing North	250	109	141	-	Ongoing	
21033	94 Street Widening – Phase 1	650	53	597	-	Dec 2022	
21034	TWP RD 542 Culvert Replacement	75	67	8	-	Dec 2022	
<b>Total Roads &amp; Transportation</b>		<b>33,394</b>	<b>27,226</b>	<b>6,091</b>	<b>77</b>		

# Annual Report | December 2021

## Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Recreation Services</b>							
12025	River Valley Trail System	4,201	3,130	1,071	-	On-Hold	Trail and bridge on hold due to Hwy-15 twinning
18043	Gymnastic Building	3,468	3,492	-	(24)	Complete	
20047	DCC Equipment Lifecycle Replacement	93	90	-	3	Complete	
20060	Sportsplex Ice Plant	850	931	-	(81)	Complete	Overage funded from MSI
21017	Natural Playground at Legacy Park	250	-	250	-	Aug 2022	Request for Proposal posted
21023	Fort Centre Park – Phase 1	80	19	61	-	Apr 2022	
21040	Dog Park – Small Dog Area	23	13	-	10	Complete	
21041	Pickleball Courts	71	72	-	(1)	Complete	
21042	Sea-Can – Parks	11	11	-	-	Complete	Storage shed for parks equipment
21043	Beach Volleyball Court	30	30	-	-	Complete	
<b>Total Recreation Services</b>		<b>9,077</b>	<b>7,788</b>	<b>1,382</b>	<b>(93)</b>		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Cultural Facilities &amp; Programs</b>							
14040	River Valley Enhancements	195	74	121	-	On-Hold	Pending alignment with highway
<b>Total Cultural Facilities &amp; Programs</b>		<b>195</b>	<b>74</b>	<b>121</b>	<b>-</b>		
<b>Total General Operations</b>		<b>50,240</b>	<b>41,141</b>	<b>8,696</b>	<b>403</b>		

# Annual Report | December 2021

## Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Utility Operations</b>							
18003	Water Meters - Lifecycle Replacement	2,352	1,928	-	424	Complete	Surplus resulting from less expensive construction costs
18023	Bulk Water Station Modernization	570	571	-	(1)	Complete	
18028	Water Reservoir Lifecycle Renewal	1,920	1,517	403	-	Apr 2022	
19018	Sump Pump Retrofit Program	2,458	2,149	310	-	On-Going	
19039	River Road Waterline	2,450	1,904	546	-	Complete	
20014	Pointe Aux Pins Water Supply Connection	389	229	160	-	Complete	
20021	Transfer Site Enhancement	3,695	1,722	1,973	-	Dec 2022	
21020	River Road Lift Station Pump Replacement	170	137	-	33	Complete	
<b>Total Utility Operations</b>		<b>14,004</b>	<b>10,157</b>	<b>3,231</b>	<b>616</b>		
<b>City Funded Capital Projects</b>		<b>64,244</b>	<b>51,298</b>	<b>11,927</b>	<b>1,019</b>		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Levy Funded Capital Projects</b>							
15014	Southfort Meadows - Park Amenity	650	44	6606	-	Aug 2022	
16050	119 Street & Hwy 15 Intersection Upgrades	2,150	2,278	-	(128)	Complete	
19010	450 mm Water main – Area 3 to Dow Main	1,000	-	1,000	-	On-Hold	Pending new development
19060	94st Southpointe Roundabout	581	641	-	(60)	Apr 2022	Overage to be funded from levy
<b>Total Levy Funded Capital Projects</b>		<b>4,381</b>	<b>2,963</b>	<b>1,606</b>	<b>(188)</b>		
<b>City and Developer Capital Projects</b>		<b>68,625</b>	<b>54,261</b>	<b>13,533</b>	<b>831</b>		

# Annual Report | December 2021

## Appendix 4 – Business Support

### BUSINESS SUPPORT

The City paid the following amounts in 2021 pursuant to the Business Development Incentives Policy FIN-014-C:

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid To Date
Primary Heating	Education- Accounting courses	\$800	\$400	\$400
BB Studio	Equipment & Technology Incentive	\$4,350	\$2,175	\$1,989
Fine Light Designs	Equipment & Technology Incentive	\$15,246	\$5,000	\$5,000
MAXX Physiotherapy	Equipment & Technology Incentive	\$12,995	\$5,000	\$5,000
Ingram Custom Homes Ltd.	Equipment & Technology Incentive	\$25,000	\$5,000	\$5,000
The Atlantic Kitchen	Storefront Improvement	\$12,600	\$6,300	\$6,300
Eastgate Plaza	Storefront Improvement	\$26,397	\$10,000	\$10,000
Pivotal Physiotherapy	Equipment & Technology Incentive	\$18,900	\$5,000	\$5,000
Anytime Fitness	Marketing Incentive	\$10,512	\$5,000	\$5,000
Occupational Therapy Assistant	Equipment & Technology Incentive	\$6,598	\$2,324	\$2,324
The Fort Distillery	Equipment & Technology Incentive	\$101,725	\$5,000	\$5,000
Larry Morin Farm & Business Planning	Equipment & Technology Incentive	\$2,389	\$1,195	\$500
Handyman Electric	Equipment & Technology Incentive	\$2,638	\$1,319	\$1,319
Givens LLP CPA	Marketing Incentive	\$55,000	\$5,000	\$5,000
Jehad Torbeih Professional Corporation	Storefront Improvement	\$22,775	\$11,388	\$11,388
Heartland Psychology Inc.	Education Incentive	\$402	\$201	\$201
Crawford Master Stylists	Marketing Incentive	\$10,459	\$5,000	\$5,000
Priority Wellness	Equipment & Technology Incentive	\$20,000	\$5,000	\$5,000
Qualico Commercial	Storefront Improvement	\$111,080	\$15,500	\$15,500
Legacy Jewellers	Equipment & Technology Incentive	\$8,538	\$4,269	\$4,269
Smilemakers Dental Centre	Education Incentive	\$1,000	\$500	\$500
Great Clips	Equipment & Technology Incentive	\$4,500	\$2,034	\$2,034
Smilemakers Dental Centre	Marketing Incentive	\$14,035	\$5,000	-
		<b>\$487,938</b>	<b>\$107,604</b>	<b>\$106,724</b>

# Annual Report | December 2021

## Appendix 4 – Business Support

The City paid the following amounts in 2021 pursuant to the E-Commerce Support Grant Policy FIN-013-C:

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid To Date
Casilda Beauty Supplies	Professional Services Grant	\$1,000	\$1,000	\$1,000
The Fort Distillery	Professional Services Grant	\$4,000	\$1,000	\$1,000
Oakwood Management Ltd	Professional Services Grant	\$4,000	\$1,000	\$1,000
Fort Saskatchewan & District Chamber of Commerce	Professional Services Grant	\$2,000	\$1,000	\$1,000
Royal Catering	Professional Services Grant	\$1,070	\$1,000	\$1,000
Fort Saskatchewan Eyecare	Professional Services Grant	\$4,000	\$1,000	\$1,000
Skin Effect Laser & Medical Aesthetics	Professional Services Grant	\$750	\$750	\$750
Superior Show Service	Professional Services Grant	\$4,000	\$1,000	\$1,000
Vivid Vision	Professional Services Grant	\$4,000	\$1,000	\$530
Smilemakers Dental Centre	Professional Services Grant	\$2,000	\$1,000	\$1,000
The Barn Door	Professional Services Grant	\$1,880	\$1,880	\$1,880
Marino's Plumbing & Gas Fitting Ltd.	Professional Services Grant	\$2,625	\$1,000	\$1,000
		<b>\$31,325</b>	<b>\$12,630</b>	<b>\$12,160</b>