

December 31, 2022

Annual Report

As reported on April 18, 2023



CITY OF
FORT SASKATCHEWAN
ALBERTA

Annual Report | December 2022

As reported on April 18, 2023

Table of Contents

OPERATING HIGHLIGHTS	2
OPERATING BUDGET	3
CAPITAL PROJECTS	3
FINANCIAL POSITION	3
FINANCIAL RESULTS FROM OPERATIONS.....	4
ANALYSIS OF SIGNIFICANT VARIANCES.....	5
CAPITAL BUDGET HIGHLIGHTS.....	9
FINANCIAL POSITION HIGHLIGHTS.....	10
NET FINANCIAL ASSETS	10
CASH AND CASH EQUIVALENTS.....	10
INVESTMENTS	11
PROPERTY TAXES RECEIVABLE	11
LONG-TERM DEBT	12
FINANCIAL RESERVES.....	12
SUPPLEMENTARY FINANCIAL INFORMATION	13
STATEMENT OF FINANCIAL POSITION	13
STATEMENT OF OPERATIONS.....	14
NET OPERATING BUDGET VARIANCES BY DEPARTMENT.....	15
FINANCIAL RESERVE BALANCES AND COMMITMENTS	16
STRATEGIC PLAN UPDATE.....	17
POSITIONED FOR GROWTH	17
EXCELLENCE IN GOVERNMENT.....	19
A VIBRANT AND THRIVING COMMUNITY	21
WELL PLANNED AND MAINTAINED MUNICIPAL INFRASTRUCTURE	24
CAPITAL PROJECTS.....	26
BUSINESS SUPPORT	31

Annual Report | December 2022

As reported on April 18, 2023

OPERATING HIGHLIGHTS

In year end of 2022, the City of Fort Saskatchewan has returned to operating levels that are comparable to where the City was in 2019 after two years of COVID-19 related restrictions.

Council approved the strategic plan for 2023 to 2026 after consultations with the public, council and administration to set priorities for the City. The new strategic goals are a well-planned community and resilient economy, strategically managed infrastructure, welcoming, compassionate, and active community, operational excellence and continuous improvement, and environmental stewardship and climate change readiness.

Other highlights from 2022 include:

- Speed limit changes were implemented as part of the City's commitment to the Vision Zero traffic safety program. Unless otherwise posted, the maximum speed within the City is 40 Km/h beginning May 16, 2022.
- Indoor Recreation Infrastructure Service Level review was approved with three sections of works scheduled to be completed in 2023.
- The City began offering electronic property assessment and tax notices to residents.
- The City's new online water portal allows residents to monitor their water usage in real time.
- Two murals, a parklet, and downtown shopping campaign were launched as part of the Downtown Action Plan. Opening of the newly reconstructed Transfer and Eco Station.
- The Downtown Development Grant and Brownfield Tax Exemption program were adopted to incentivize multi-unit residential and mixed-used development in the downtown.
- Council approved proceeding with the development of an Urban Forest Protection and Enhancement Plan. Federal grant funding was received to fund most of the project.
-
- Council approved participating in the Municipal Internship Program Finance.
- The fifth and final phase of West Rivers Edge tree planting project was completed, introducing a total of 750-1,000 new trees into the river valley.
- The projects were partially funded through a Canada Community Revitalization Fund grant from the Government of Canada.
- Traffic calming measures were added along Greenfield Way to address speeding issues.
-

Annual Report | December 2022

As reported on April 18, 2023

OPERATING BUDGET

In 2022, the City had a \$1,582,000 operating budget surplus (2021 - \$2,714,000), including \$496,000 from municipal operations and \$1,086,000 from utility operations.

Revenues were \$4,385,000 higher than budget in 2022. This variance primarily relates to higher-than-expected user fees and charges, investment income, utility user rates, property taxes, Government operating transfers and other revenue. These revenue surpluses were partially offset by lower than budgeted fines and penalties, due to delays in the automated traffic enforcement cameras upgrades and speed limit changes in 2022.

Operating expenses were \$431,000 below budget in the year. The City spent less than budget on transfers to organizations and individuals, service maintenance contracts, training and development, purchases from other governments, advertising and printing, and contracted services. However, costs for materials and supplies, salaries, wages and benefits, and utilities were higher than expected. The City also recorded a \$1,011,000 charge for a revaluation of the contaminated site liability. During remediation of the Public Works Yard, additional contamination was identified beneath structures at the Public Works yard. Without the revaluation expense, the City's surplus from municipal operations would have been \$1,507,000.

Additional information about operating variances is available in the Analysis of Significant Variances section beginning on page 5 of this report.

CAPITAL PROJECTS

The City spent \$16,448,000 on its capital program in 2022. The 2022 capital program includes 43 capital projects, including nine new projects, 30 projects that were carried forward from 2021, and four that were transferred from the operating budget. As at December 31, 2022, the City had completed 15 capital projects, while 25 were in progress, and three were on hold.

Inflation resulted in tenders for several capital purchases coming in higher than expected. The 2022 Sump Pump Retrofit Program came in \$100,000 higher than budget, Culture Equipment was replaced at \$145,000 over budget and three fleet purchases came in \$57,000 over budget. The Southfort Meadows Park Amenity tender came in \$150,000 higher than budget, and \$150,000 was reallocated from a capital project surplus to provide contingency. Overages will be funded from savings from other projects and annual capital funding.

FINANCIAL POSITION

As at December 31, 2022, the City had net financial assets of \$40,035,000 compared to \$34,530,000 in net financial assets at December 31, 2021.

Significant changes in net financial assets during year end of 2022 include increases in investments, property taxes receivable, trade and other receivables, and deferred revenue and decreases in cash and cash equivalents, government transfers receivable and long-term debts.

FINANCIAL RESULTS FROM OPERATIONS

<i>Expressed in \$000's</i>	Budget	2022	Variance	2021
Operating Revenue				
Property Taxes	51,038	51,982	944	48,322
Utility User Rates	19,551	20,499	948	19,233
User Fees and Charges	6,340	7,470	1,130	5,773
Fines and Penalties	3,035	2,211	(824)	2,298
Government Transfers – Operating	1,683	2,136	453	1,875
Investment Income	1,033	2,103	1,070	1,123
Other Revenue	19	683	664	262
Total Operating Revenue	82,699	87,084	4,385	78,885
Operating Expenses				
Salaries, Wages, and Benefits	(30,748)	(31,039)	(291)	(28,026)
Purchases from other Governments and Agencies	(15,621)	(15,381)	240	(15,756)
Contracted Services	(8,185)	(8,047)	138	(5,923)
Service Maintenance Contracts	(4,361)	(3,801)	560	(3,965)
Materials and Supplies	(3,467)	(4,040)	(573)	(2,949)
Utilities	(2,994)	(3,173)	(179)	(2,798)
Transfers to Organizations and Individuals	(2,731)	(1,788)	943	(1,754)
Interest on Long Term Debt	(956)	(922)	34	(1,074)
Insurance	(816)	(786)	30	(753)
Training and Development	(701)	(419)	282	(222)
Advertising and Printing	(569)	(400)	169	(227)
General Administration	(953)	(933)	20	(865)
Other Expenses	(263)	(194)	69	(160)
Contaminated Sites Revaluation	-	(1,011)	(1,011)	(42)
Total Operating Expenses	(72,365)	(71,934)	431	(64,514)
Operating Budget Surplus before Other Items	10,334	15,150	4,816	14,371
Other Items				
Net Operating Transfers (to) from Reserves	(6,791)	(10,070)	(3,279)	(8,258)
Repayment of Long-Term Debt	(3,543)	(3,498)	45	(3,399)
Net Other Items	(10,334)	(13,568)	(3,234)	(11,657)
Operating Budget Surplus	-	1,582	1,582	2,714

The operating budget surplus 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 under 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.

ANALYSIS OF SIGNIFICANT VARIANCES

SURPLUS VARIANCES

User Fees and Charges

User fees and charges were \$1,130,000 above budget in 2022. Significant variances are as follows:

Expressed in \$000s	Results for the Year Ended December 31, 2022		
	Budget	Actuals	Variance
Culture and Recreation	2,672	3,027	355
Planning and Development	1,182	1,609	427
Utilities Bulk Water	219	321	102
Other	2,267	2,513	246
Total User Fees and Charges	6,340	7,470	1,130

This variance is primarily due to higher-than-expected permit sales and service fees from Planning and Development, Dow Centennial Center admissions, and bulk water sales.

In 2022, user fees and charges from Culture and Recreation were \$355,000 higher than budget. Culture and Recreation user fee revenues at the end of 2022 were 4.5% higher than 2019 levels pre-COVID. The Culture and Recreation Department temporarily reduced its revenue projection in the 2021 and 2022 operating budget due to facility closures and other impacts related to the pandemic. No funding was required from the financial stabilization reserve due to fees and charges being over budget in 2022.

Investment Income

Investment income was \$1,070,000 above budget in 2022 due to higher-than-expected investment balances and rising yields throughout 2022. During the year, the Bank of Canada raised its target overnight rate to 4.25 % from 0.25% at December 31, 2021, resulting in significant increases in the City's yields on its short term investment portfolio.

Utility User Rates

Revenue from utility user rates were \$947,000 above budget in 2022. The variance in the year relates to higher consumption during the summer months and a one-time change to the utility billing and revenue recognition process. The City shifted the utility billing date to align bills and meter reading dates, resulting in 24 extra days of water consumption billed in 2022.

Property Taxes

Property tax revenue was \$944,000 above budget in 2022 due to supplementary property taxes levied on designated industrial properties, which was offset by a reduction to grants in place of taxes from the Provincial Government. The supplementary property taxes were due mainly to a Dow Chemical furnace project.

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.

Transfers to Organizations and Individuals

Transfers to Organizations and Individuals is \$942,000 below budget due to the delay of the construction of the underslung pedestrian bridge underneath the Highway 15 bridge. The City has committed \$1,000,000 towards the construction of the pedestrian bridge, with remaining funds being provided by Sturgeon County and the River Valley Alliance. The City's contribution will be funded from the Financial Stabilization and Contingency reserve.

Financial Report for year ended December 31, 2022 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

Service and Maintenance Contracts

Service and maintenance contracts were \$560,000 below budget in 2022. This variance is due to a delay in replacing automated traffic enforcement cameras, which were installed in early 2023, and is offset by lower fines and penalties revenue.

Government Transfers - Operating

Government transfers- operating is above budget by \$453,000 due to additional grant funding from the Government of Canada's Canada Community Revitalization Fund for the Downtown Action Plan and its Canadian Cultural Spaces Fund for replacement of the Shell Theatre's seats.

Purchases from Other Governments and Agencies

Expressed in \$000s	Results for the Year Ended December 31, 2022		
	Budget	Actuals	Variance
Wastewater Management Services	5,391	5,444	53
Policing Services	5,135	4,809	(326)
Water Supply Services	4,206	4,314	108
Commuter Transit Services	511	328	(183)
Assessment Services	306	409	103
Other	72	77	5
Total Purchases from Other Governments and Agencies	15,621	15,381	240

The City was \$240,000 below budget in purchases from other governments and agencies in 2022.

Policing services was below budget due to RCMP staff vacancies. Commuter Transit Services was below budget due to reduced service hours.

Wastewater management services and water supply services are above budget due to higher consumption during the summer months as reflected in the increase in utility user rates revenue.

Contracted Services

Contracted Services were \$138,000 below budget for 2022. Contracted services were lower than expected due to transferring the Jubilee Recreation Center Ice Plant replacement to the capital program and consulting and professional fees. This surplus was offset by higher-than-expected legal fees in 2022. Snow removal costs were also in a deficit position but are automatically funded by transfers from the snow and ice removal reserve.

Other Surpluses Variances

- Training and development was below budget due to lower than normal attendance at in-person conferences and other in-person training.
- Advertising and printing was below budget due to decrease in in-person events.

Financial Report for year ended December 31, 2022 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

DEFICIT VARIANCES

Contaminated Sites Revaluations

The City recorded a \$1,011,000 charge for a revaluation of the contaminated site liability. During remediation of the Public Works Yard, additional contamination was identified beneath structures at the Public Works yard. Preliminary recommendations following the 2022 remediation program indicated that a phase 2 delineation drilling program be conducted to determine the extent of additional contamination beneath the structures. Once delineated, a remediation program would involve one or more rounds of bioremediation injections. The estimated cost of this additional work is \$1,205,000, which requires an increase of \$1,078,000 to contaminated site liabilities. This together with an offset reduction of \$67,000 to the Ross Creek - old snow dump site results in a net adjustment of \$1,011,000 in the year.

Contaminated sites revaluation expenses are considered unavoidable under public sector accounting standards and are charged to general operations in the year that they are recognized. They are unbudgeted items and therefore result in a variance compared to the operating budget.

Fines and Penalties

Revenue from fines and penalties were \$824,000 below budget in 2022. Penalties for late payment of property taxes were \$187,000 higher than budgeted. Court fine revenue was \$917,000 below budget in 2022, which was offset by lower fine processing costs.

Court Fines Expressed in \$000s	Year Ended December 31, 2022		
	Budget	Actuals	Variance
Traffic fines	(2,600)	(1,683)	917
Fine Processing Costs	902	314	(588)
Net loss in revenue from traffic fines	(1,698)	(1,369)	329

Court fines are consistent with 2021 levels but lower than the 2022 budget due to automated traffic enforcement cameras upgrades being delayed until spring 2023 due to supply chain issues. Speed limit changes in May 2022 have also resulted in fewer traffic violations along 99 Avenue.

Materials and Supplies

Materials and supplies were \$573,000 above budget in 2022 due higher consumption of sand, chips and salt used for snow and ice removal on roads, furnishings and equipment and fuel for vehicles and equipment.

Salaries, wages, and benefits

Expressed in \$000s	Results for the Year Ended December 31, 2022		
	Budget	Actuals	Variance
Staff Surplus before allowance	31,519	31,039	(480)
Budgetary allowance	(771)	-	771
Net Staff Surplus	30,748	31,040	291

Salaries, wages, and benefits were \$291,000 higher than budget in 2022. Labour costs are \$480,000 below budget for the year before a \$771,000 budgetary allowance for vacancies and pay scale grid placements.

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, 2022				
Revenue				
Utility user rates	570	369	9	948
Other revenue	150	(6)	64	208
Expenses				
Salaries, wages and benefits	(34)	61	45	72
Commission charges	(108)	(53)	-	(161)
Contracted services	39	88	15	142
Other expenses	(137)	(2)	8	(131)
Reserve transfers and debt repayment	19	5	(16)	8
Operating Budget Surplus (Deficit)	499	462	125	1,086

The City's utility operations had a \$1,086,000 surplus compared to budget in 2022.

The combined utility-user rates revenue from water and sewer were \$939,000 higher than budget in year end of 2022 due to higher consumption during the summer months and the January to April alignment of the meter read dates with the statement dates. The City shifted the utility billing date to align bills and meter readings, resulting in 24 extra days of water and sewer consumption being billed in 2022. The water and sewer revenue is offset by an increase in commission charges of \$161,000.

Other revenue was \$208,000 above budget due to higher user fees and charges collected at the bulk water station and transfer station.

CAPITAL BUDGET HIGHLIGHTS

The 2022 Capital Program included nine new projects, 30 multi-year projects that were carried forward from 2021, and four projects that were approved through the operating budget. At December 31, 2022, the City had completed 15 capital projects, while 25 were in progress, and three were on hold. The capital programs are summarized below. Additional project level details are attached in Appendix 3.

	Carried Forward from 2021	2022 Capital Budget	Authorized in 2022	Authorized Capital Expenditure	2022 Expenditure	Forecast Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
General Administration	346	138	139-	623	(279)	(352)	(8)
Protective Services	85	-	-	85	(76)	-	9
Common Services & Equipment Pool	671	1,996	-	2,667	(612)	(2,129)	(74)
Roads & Transportation	7,388	7,785	815	15,988	(9,453)	(6,249)	286
Recreation Services	1,989	2,789	982	5,760	(2,386)	(3,526)	(153)
Culture Facilities & Programs	121	90	-	211	-	(356)	(145)
Utility Rate Funded Projects	3,231	1,210	575	5,016	(3,642)	(662)	712
Levy Funded Projects	940	-	-	940	-	(1,000)	(60)
Total	14,771	14,008	2,511	31,290	(16,448)	(14,274)	567

NEIGHBOURHOOD

REHABILITATION PROJECTS

The 2022 neighbourhood rehabilitation program included 103 Street from 99 Ave to 98 Ave, 108 Street north of 102 Ave, and Lowe Ave from Elizabeth Drive to Jubilee Drive. Additionally, landscaping for 101 Street and 108 Street between 101 Ave and 102 Ave were completed in 2022.

HIGHWAY 15 BRIDGE TWINNING

In October, the new Highway 15 bridge opened to traffic. Construction of the underslung pedestrian walkway is ongoing. The City is coordinating with the Province on river valley enhancement projects.

JUBILEE RECREATION CENTRE ICE PLANT REPLACEMENT AND MODERNIZATION

Installation of the new ice plant is complete. A detailed design for the modernization project will be presented to Council in the spring of 2023 for approval. Renovations will include the lobby, washrooms, showers, concession, meeting rooms, change rooms and lease spaces.

WATER RESERVOIR RENEWAL

Renewal of the main and Westpark reservoirs were completed in 2022. Work on the main reservoir focused on upgrades to the pumphouse and equipment replacement. Work on the Westpark reservoir focused on upgrades to the pumphouse.

SOUTHFORT MEADOWS PARK AMENITY

Construction of the new Southfort Meadows Park Amenity is ongoing. The new amenity will include a lit hard surfaced boarded rink, support building, parking lot, skating area and plaza.

TRANSFER AND ECO STATION SITE ENHANCEMENTS

Updates to the transfer and eco station is substantially complete, with some additional work on the scale house expected to be complete in 2023. This project has improved traffic flow, drainage, upgraded compacting equipment, replaced the office, and added a scale system.

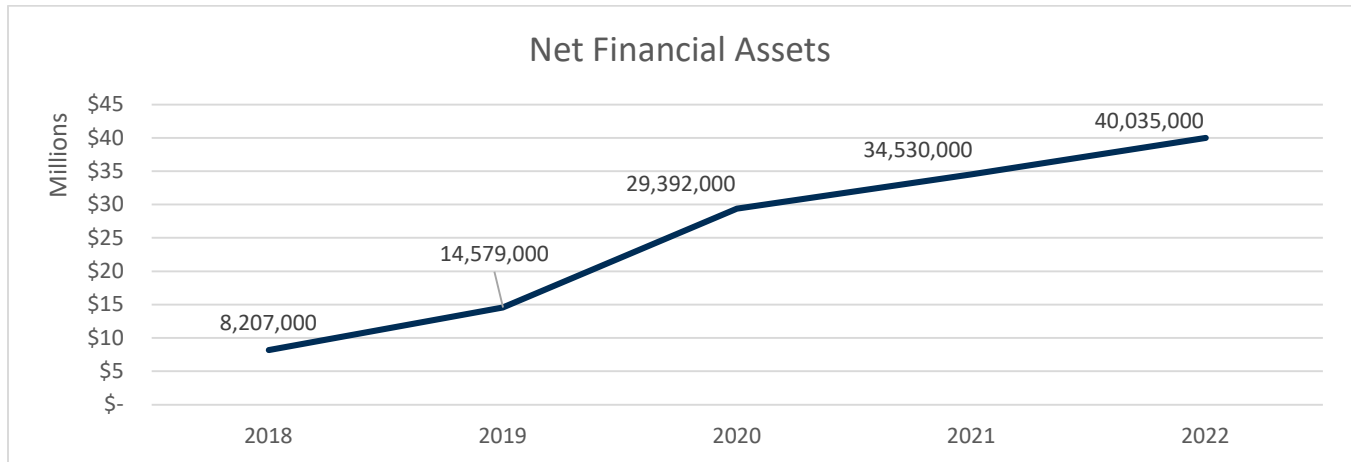
FINANCIAL POSITION HIGHLIGHTS

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

NET FINANCIAL ASSETS

As at December 31, 2022, the City had net financial assets of \$40,034,000 compared to the net financial assets of \$34,530,000 at December 31, 2021.

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



CASH AND CASH EQUIVALENTS

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

At December 31, 2022 the City had the following cash and short term deposits:

Cash and Cash Equivalents	December 31, 2022		December 31 2021	
	Balance \$000	Interest Rate	Balance \$000	Interest Rate
Operating Accounts	5,381	4.71%	6,188	0.76%
Notice of Demand Account	314	5.20%	39,558	0.98%
Total	5,695	4.74%	45,746	0.95%

As at December 31, 2022, the City's notice of demand account was earning interest at the rate of 5.20% and was redeemable upon 90 days' notice. The City's operating and notice of demand account earns variable rates of interest and are therefore subject to interest rate risk.

Due to the Bank of Canada increases in 2022, the City has shifted a significant portion of its short-term portfolio into one year guaranteed investment certificates that are cashable after 90 days. In prior years, these funds had been deposited in notice of demand accounts.

Financial Report for the year ended December 31, 2022 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

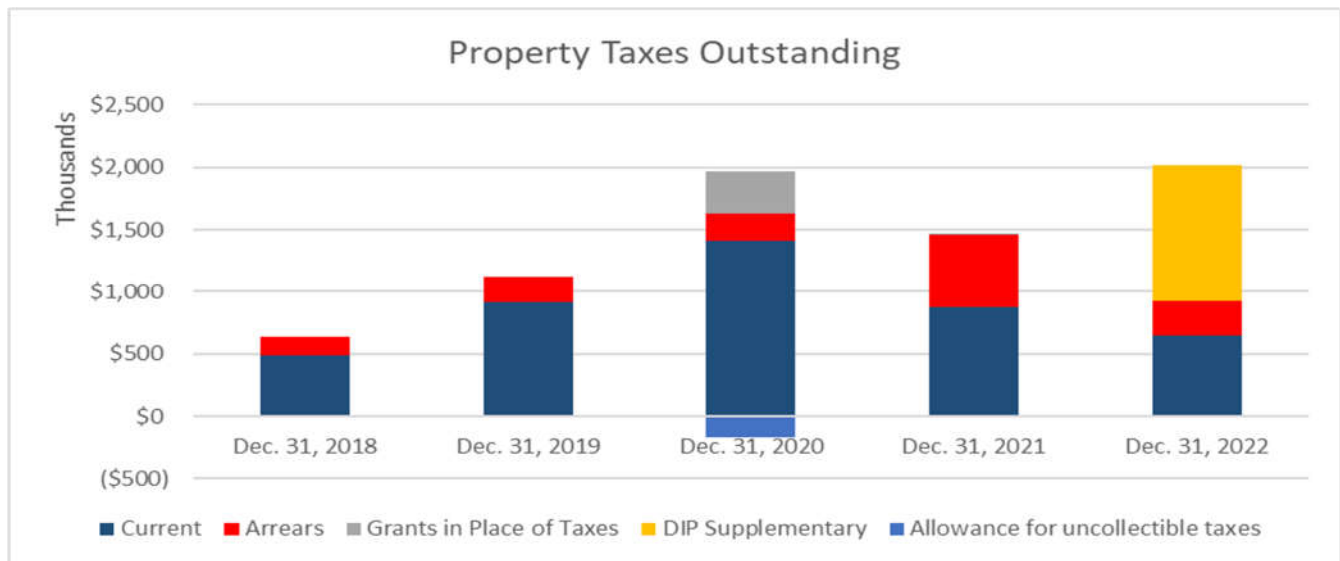
INVESTMENTS

	December 31, 2022			December 31, 2021		
	Average Yield	Average Years to Maturity	Book Value \$000	Average Yield	Average Years to Maturity	Book Value \$000
Cashable Guaranteed Investment Certificates	4.98%	0.40	39,500	-	-	-
Guaranteed Investment Certificates	2.55%	2.57	28,480	2.45%	3.41	27,480
Long Term Bond	2.61%	0.49	1,933	2.61%	1.49	1,949
Long Term Note	5.00%	1.36	1,000	-	-	-
Other	2.16%	n/a	64	3.67%	n/a	62
Total	3.94%	1.29	70,977	2.46%	3.28	29,491

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. The City has shortened the average year to maturity in 2022 due to rapidly rising yields available in the market. The Bank of Canada raised its target overnight rate by 300 basis points to 3.25% from 0.25% in 2022.

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, 2022, \$2,019,000 was outstanding in property taxes receivable compared to \$1,471,000 at the end of December 2021.

The \$1,743,000 current taxes receivable includes \$1,099,000 of supplementary property taxes on designated industrial properties that were levied on December 31, 2022. These supplementary property taxes were received subsequent to the period end.

The City had \$276,000 in property taxes arrears outstanding from prior years that remained outstanding at December 31, 2022.

Financial Report for the year ended December 31, 2022 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Dec 31, 2022 \$000	Dec 31, 2021 \$000	Fully Repaid
Debentures				
Dow Centennial Centre	5.705%	1,127	2,194	December 2023
Sewer Service Reline	2.371%	1,871	2,558	December 2029
City Hall	3.308%	9,340	10,110	December 2033
100 Avenue Rehab	3.571%	4,322	4,651	September 2035
Protective Services Building	3.136%	8,067	8,613	December 2036
Pointe Aux Pins Waterline	4.990%	146	-	June 2042
Total Debentures		24,873	28,126	
Capital Leases				
Capital Lease Obligations		99	196	December 2025
Total Long-Term Debt		24,972	28,322	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at December 31, 2022 was \$24,972,000. In 2022, the City paid \$3,253,000 in principal and \$916,000 in interest expense to service debentures and \$97,000 in principal and \$6,000 in interest to service capital leases. The City issued a \$148,000 debenture for the Pointe Aux Pins Waterline in June 2022.

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, 2022, the City was at 22% of its provincial Debt Limit (December 31, 2021 – 25%) and 19% of its provincial Service on Debt Limit (December 31, 2021 – 22%). The City's capital leases do not impact its debt limit or debt service limit.

FINANCIAL RESERVES

At December 31, 2022, the City had \$64,852,000 in financial reserves, of which \$12,754,000 is committed to various capital and operating projects. The City has uncommitted financial reserve balances of \$52,098,000, including \$44,792,000 in internally restricted reserves and \$7,306,000 in externally restricted reserves. The City's 2022 optimal balance for internally restricted financial reserves excluding specific purpose reserves is \$33,894,000.

In 2022, the optimal balance of the Capital Projects Reserve decreased to \$2,447,000 compared to \$7,556,000 in 2021. This change is the result of capital projects that were removed from the 10-year capital plan during 2022 budget deliberations. The optimal balance for the Capital Projects Reserve is calculated in accordance with the Financial Reserves Policy, FIN-021-C, based on the expected drawdowns on the reserve identified in the 10-year capital plan within the next five years.

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

Subsequent to the period, Council adopted a revised Financial Reserve Policy in March 2023. These revisions made significant changes to the calculation and categorization of certain financial reserves.

Annual Report | December 2022

Appendix 1

SUPPLEMENTARY FINANCIAL INFORMATION

STATEMENT OF FINANCIAL POSITION

(Unaudited)

	December 31, 2022	December 31, 2021
	\$000s	\$000s
Financial Assets		
Cash and Cash Equivalents	5,695	45,746
Revenues Receivable		
Property Taxes Receivable	2,019	1,471
Government Transfers Receivable	1,581	2,831
Trade and Other Receivables	5,319	4,117
Inventory Held for Resale	1,441	1,268
Investments	70,977	29,491
Total Financial Assets	87,032	84,924
Liabilities		
Accounts Payable and Accrued Expenses		
Trade Payables	(7,713)	(8,927)
Employee Benefit Obligations	(1,583)	(1,464)
Payroll and Remittances	(1,186)	(1,129)
Interest Payable	(136)	(167)
Liability for Contaminated Sites	(1,366)	(1,420)
Deposits on Account	(1,783)	(1,953)
Deferred Revenue	(8,258)	(7,012)
Long-Term Debt	(24,972)	(28,322)
Total Liabilities	(46,997)	(50,394)
Net Financial Assets	40,035	34,530
Other Assets		
Tangible Capital Assets	517,138	513,674
Prepaid Expenses	806	465
Inventories of Supplies	624	682
Total Other Assets	518,568	514,821
Accumulated Surplus	558,603	549,351

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)

	Year ended December 31		
	2022	2022	2021
<i>Expressed in \$000s</i>	Budget	Actuals	Actuals
Operating Revenue			
Property Taxes	51,038	51,982	48,322
Utility User Rates	19,551	20,499	19,233
User Fees & Charges	6,341	7,470	5,773
Fines and Penalties	3,036	2,210	2,298
Government Transfers - Operating	1,033	2,104	1,123
Investment Income	1,684	2,136	1,875
Other Revenue	18	682	262
Total Operating Revenue	82,701	87,083	78,885
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(18,132)	(19,916)	(17,507)
Fleet, Facilities, & Engineering	(10,197)	(8,879)	(7,774)
Planning & Development	(2,162)	(1,553)	(1,816)
Economic Development	(878)	(920)	(855)
	(31,369)	(31,268)	(27,952)
Community and Protective Services			
Culture & Recreation Services	(10,598)	(10,714)	(8,089)
Protective Services	(9,270)	(8,150)	(8,664)
Fire Services	(4,018)	(4,018)	(3,719)
Family & Community Support Services	(1,321)	(1,323)	(1,297)
	(25,207)	(24,205)	(193)
Corporate Services Division			
Information Technology	(3,314)	(3,242)	(3,050)
Legislative Services	(1,739)	(1,781)	(1,725)
Financial Services	(1,552)	(1,480)	(1,378)
People Services	(1,480)	(1,482)	(1,264)
Corporate Communications	(818)	(759)	(627)
	(8,903)	(8,744)	(8,044)
Senior Leadership	(2,188)	(2,200)	(1,950)
Elected Officials	(517)	(466)	(2,018)
Fiscal Services	(901)	(2,793)	(414)
Utility Operations	(18,459)	(18,908)	(18,196)
Total Operating Expenses	(87,544)	(88,584)	(80,536)
Surplus (Deficit) before Other Items	(4,843)	(1,501)	(1,651)
Other Items			
Contributed Tangible Capital Assets	3,460	4,089	7,866
Government Transfers - Capital	5,296	4,543	9,264
Community Capital Funding	-	625	-
Developer Levies	-	1,444	1,864
Gain from Annexation	-	52	-
Net Other Items	8,756	10,753	18,994
Operating Surplus (Deficit)	3,913	9,252	17,343

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, 2022		
	Budget	Actuals	Variance
Infrastructure & Planning Division			
Public Works	(8,236)	(8,167)	69
Fleet, Facilities, & Engineering	(7,056)	(7,408)	(352)
Planning & Development	(632)	(203)	429
Economic Development	(584)	(478)	106
Total Infrastructure & Planning Division	(16,508)	(16,256)	252
Community & Protective Services Division			
Culture and Recreation Services	(6,551)	(6,496)	55
Protective Services	(5,639)	(5,572)	67
Fire Services	(4,037)	(3,938)	99
Family & Community Support Services	(521)	(541)	(20)
Total Community & Protective Services Division	(16,748)	(16,547)	201
Corporate Services Division			
Information Technology	(3,055)	(3,078)	(23)
Legislative Services	(1,735)	(1,777)	(42)
People Services	(1,460)	(1,436)	24
Financial Services	(1,396)	(1,386)	10
Corporate Communications	(782)	(758)	24
Total Corporate Services Division	(8,428)	(8,435)	(7)
Senior Leadership	(1,954)	(1,864)	90
Fiscal Services	(515)	(466)	49
Elected Officials	44,153	44,064	(89)
Utility Operations	-	1,086	1,086
Operating Budget Surplus (Deficit)	-	1,582	1,582

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31	Activity			Dec 31	Remaining	Uncommitted	2022	Over
	2021	Contributions	Interest	Withdrawals	2022				
	Balance				Balance	Commitments	Balance	(Under)	
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	Funded	
Stabilization and Contingency									
Financial Stabilization and Contingency	16,107	411	-	(1,521)	14,997	(2,984)	12,013	14,361	(2,348)
Future Facility Operating	6,871	1,101	-	-	7,972	(1,074)	6,898	-	6,898
Snow Removal	1,119	-	-	(615)	504	-	504	1022	(518)
Total Stabilization and Contingency	24,097	1,512	-	(2,136)	23,473	(4,058)	19,045	15,383	4,032
Capital Projects	9,151	3,134	-	(3,476)	8,809	(2,836)	5,973	2,447	3,526
Infrastructure Lifecycle, Maintenance and Replacement									
Municipal Infrastructure Lifecycle, Maintenance and Replacement	11,338	2,998	346	(1,225)	13,457	(1,356)	12,101	9,470	2,631
Utilities Infrastructure Lifecycle, Maintenance and Replacement	7,387	2,991	222	(4,350)	6,250	(2,418)	3,832	6,594	(2,762)
Total Infrastructure Lifecycle, Maintenance and Replacement	18,725	5,989	568	(5,575)	19,707	(3,774)	15,933	16,064	(131)
Total Over/(Under) Funded	51,973	10,635	568	(11,187)	51,989	(10,668)	41,321	33,894	7,427
Specific Purpose									
Land Purchases	1,830	474	-	(5)	2,299	(95)	2,204		
Health, Safety, and Wellness	499	(45)	-	(12)	442	(31)	411		
Economic Development	597	521	-	(76)	1,042	(812)	230		
Family and Community Support Services	73	-	-	(6)	67	-	67		
Art in Public Places	151	20	-	-	171	-	171		
River Valley Enhancement	362	89	-	(6)	445	(57)	388		
Total Specific Purpose	3,512	1,059	-	(105)	4,466	(995)	3,471		
Total Internally Restricted Reserves	55,485	11,694	568	(11,292)	56,455	(11,663)	44,792		
Externally Restricted Reserves									
Developer Levies	6,008	1,444	158	(1,403)	6,207	(969)	5,238		
Contributions in Lieu of Municipal Reserve Land	977	-	18	(945)	50	(12)	38		
Fire Waterline	883	-	-	-	883	(110)	773		
Perpetual Care	545	62	16	-	623	-	623		
Transportation Assistance	63	-	-	-	63	-	63		
Westpark Estates Community Enhancement	18	534	-	-	552	-	552		
Drug Abuse Resistance Education	19	-	-	-	19	-	19		
Total Externally Restricted Reserves	8,513	2,040	192	(2,348)	8,397	(1,091)	7,306		
Total Reserves	63,998	13,734	760	(13,640)	64,852	(12,754)	52,098		

* Council approved amended Financial Reserves Policy in March 2023. This Financial Reserves Balances and Commitments table is formatted as per policy existing in 2022.

Annual Report | December 2022

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 January and December 2022.

POSITIONED FOR GROWTH

Goal	Strategically plan, prepare and manage responsible and sustainable growth for our residents and businesses
Outcome	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
Facilitate greater understanding with Council and the general public on how our city can grow and how our neighbourhoods can be designed	<ul style="list-style-type: none"> A Council Land Use Bylaw Education Session is scheduled for early 2023. The intent of the session is to discuss different approaches to regulating land use.
Develop and implement a strategy to prepare for growth based on results of the Fort Saskatchewan Growth Study (2015) and negotiations with Strathcona County	<ul style="list-style-type: none"> The City of Fort Saskatchewan annexation of lands from Strathcona County were finalized in 2022.
Develop land use and servicing plans for preferred growth strategy area	<ul style="list-style-type: none"> The Servicing Studies draft for the annexed lands will be submitted for Administration’s review in early 2023 and are scheduled to be presented to Council in spring 2023.
Review of Municipal Development Plan and subsequent planning and engineering documents	<ul style="list-style-type: none"> Our Fort. Our Future: The City of Fort Saskatchewan’s Municipal Development Plan was adopted by Council on January 26, 2021. The MDP requires the City to monitor its implementation every two years and report to Council and the public on the progress towards achieving its targets. Staff will present a report to Council in spring 2023.
Land Use Bylaw Rewrite	<ul style="list-style-type: none"> The Land Use Bylaw Project is currently in Phase 2 of 4: General Drafting. Public engagement began in late 2022, with internal and external stakeholder sessions. Public engagement will conclude in summer 2023, and will include an open house, online survey, and pop-up events.
Development of land management strategy for corporate property acquisition and dispensation	<ul style="list-style-type: none"> A Land Management Advisor position was funded in the 2023 budget. The Advisor will be tasked with preparing a long-term real estate and land management strategy.

Annual Report | December 2022

Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p>Ongoing assessment of Edmonton Metropolitan Regional Board (EMRB) growth objectives</p>	<ul style="list-style-type: none"> The EMRB Growth Plan is undergoing a 5-year review in 2023. The scope of the project includes: <ul style="list-style-type: none"> a review and update of the employment and population projections to 2044 to align with releases of federal census data; consideration of the need for amendments to the plan if results of the key performance indicators (KPIs) show that the outcomes are not being met; and to amend the growth plan to integrate the outcomes of other future work. The City has representation on both the Technical Working Group and the Task Force.
<p>Update the approach to downtown redevelopment</p>	<ul style="list-style-type: none"> Work continues implementing the Downtown Action Plan. The mural program will expand in the summer of 2023. The parklets will be reinstalled in late spring 2023, with the addition of a pergola on 102 Street. Engagement with downtown business and property owners is underway to gather feedback on progress to date. A downtown shop local for the holidays campaign was created to support Downtown businesses. To date, the City has received three inquiries into the downtown residential development incentives. No applications have been received to date, but work is continuing with prospective investors in preparation of the 2023 construction season
<p>Actively participate in the initiatives of Alberta Industrial Heartland Association, Edmonton Global and other regional economic initiatives</p>	<ul style="list-style-type: none"> The City is co-organizing the annual Supply Chain Forum with Strathcona County and Sturgeon County. This Forum will take place in spring 2023 and provides local businesses with an opportunity to connect directly with large industry in the region on procurement opportunities.
<p>Ensure strong business retention, support and attraction strategies and programs are in place to retain and grow business and industry</p>	<ul style="list-style-type: none"> The City business visitation program has begun, with an initial focus on Downtown and will be expanded to include all businesses within the City. Support Your Fort social media campaign was relaunched to encourage residents to shop locally. The Business Support Programs received 19 applications and 11 approved grants in 2022. Council approved a 50% increase to the budget for Business Development Incentives, increasing the program budget to \$75,000. Applications for the 2023 program will reopen in early 2023. A request for proposal for an Industrial Competitiveness Strategy was announced in late 2022. The successful proponent will review Fort Saskatchewan's competitiveness, specifically in the City's five target sectors. The report will provide a strategy and recommendations on what programs could improve the City of Fort Saskatchewan's competitiveness in attracting industrial investment.

Annual Report | December 2022

Appendix 2 – Strategic Plan Update

EXCELLENCE IN GOVERNMENT

Goal	Continuous improvement; constantly looking for ways to improve our services through planning, innovation, collaboration and consultation
Outcome	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"> Department Business Plans (2023-26) have been approved and are posted on the City website.
Implement improved use of performance measures to inform service delivery and planning	<ul style="list-style-type: none"> Performance measures work will be occurring in fall 2023.
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"> The 2023 Operating and Capital Budget documents and presentations, including 3-year operating forecast and 10-year capital plan, were approved in December 2022. The 10-year capital plan will return to Council for review and adoption in June 2023 informed by several ongoing studies. Refinement of budget documents and process continued for transparency, data availability and efficiencies.
Ongoing program and service level reviews	<ul style="list-style-type: none"> In later 2022, the City committed to review the weed and pest control program with Council in early 2023.
Continue implementation of health and safety program and procedures in alignment with new provincial regulations and leading practices	<ul style="list-style-type: none"> Work continues on Joint Occupational Health and Safety Committee (JOHSC) Terms of reference to reflect changes in provincial legislation and organizational efficiencies. A City working committee is undertaking review of vendor management processes with intent to find efficiencies in health and safety qualification, as well as, financial and legislative requirements.
Enhance public engagement and communication where public is encouraged to be involved	<ul style="list-style-type: none"> The City is exploring a partnership with the Northern Alberta Institute of Technology's Bachelor of Technology Program to develop an Urban Agriculture Plan for the City. If accepted, the project would commence in late 2023 and last eight months. The plan is a requirement of the Edmonton Metropolitan Region Board's Growth Plan. The Urban Agriculture Plan which must be completed by early 2025.
Continue ongoing policy and bylaw review to guide actions and minimize risk	<ul style="list-style-type: none"> Council adopted a new Council Code of Conduct Bylaw and Meeting Procedures Bylaw. The City created a new Pawnshop Bylaw C27-22 and it was passed by Council in late 2022. The City updated the Traffic Bylaw C26-22 and it was passed by Council in late 2022.
Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and subject matter learning	<ul style="list-style-type: none"> Kouzes and Posner Leadership Challenge workshop held for City supervisors in late 2022.

Annual Report | December 2022

Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
Continue to develop and maintain strong relationships with our neighbouring municipalities and civic organizations	<ul style="list-style-type: none">• The City met with the new Executive Director of the Chamber of Commerce and continues to partner with the organization on initiatives to support the local business community.• The City is a part of Capital Region Integrated Safety Partnership and participated in a Traffic Safety Un-conference in fall 2022. This brings together stakeholders to have a collaborative approach to traffic safety initiatives in the Region.
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/correspondence, community spaces/school planning, and housing options	<ul style="list-style-type: none">• A regional partnership between the City, Lamont County, Strathcona County, Sturgeon County, and the City of Edmonton has applied for a Labour Market Partnerships Grant from the Ministry of Jobs, Economy and Northern Development. Funds from the grant will fund a regional labour study to identify current and future labour market trends and ensure the region has a supply of skilled labour to support major industrial projects like Dow.• The City has reached out to Provincial officials and our MLA to request support with major strategic projects, including the highway expansion and the alternate water supply line.

Annual Report | December 2022

Appendix 2 – Strategic Plan Update

A VIBRANT AND THRIVING COMMUNITY

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

Strategic Initiatives	Progress
Undertake a collaborative approach to addressing community needs through coordinated partnerships with local agencies and organizations	<ul style="list-style-type: none"> The City has been working to support vulnerable residents through the winter. A successful campaign collected goods for citizens most in need. The City is leading the Poverty Awareness Fort Saskatchewan group in regular working group efforts and in the upcoming work with a consultant to develop a community data collection tool. The RCMP participated in many community events in this reporting period, including the Remembrance Day celebrations, attending Seniors residents to engage with seniors in the community and Fraud presentations were given to Seniors to help prevent them from becoming a victim of fraud. The RCMP and the City participated in the P.A.R.T.Y Program education to youth on impaired driving and traffic safety education.
Follow the Strong Community Strategy as a guiding document to address the priorities of the community as identified through the Building Bridges Coalition	<ul style="list-style-type: none"> Building Bridges continues to meet to network and review community needs, trends and gaps in service. The group meets three times a year.
Develop strategies and advocate for a variety of housing options integrated throughout the community to serve the needs of residents	<ul style="list-style-type: none"> Integration of category of affordable housing municipal grant option in City Grants to Organizations (operating) Policy in 2022 and subsequent grant to Heartland Housing Foundation as component of the 2023 Operating Budget.
Utilize data, studies and community engagement to better understand community social issues and needs and community service gaps	<ul style="list-style-type: none"> A request for proposal is being prepared to begin the process of creating a Community Social Response Framework.
Facilitate neighbourhood and community building programs and remove barriers to community initiatives to encourage connections to neighbours and further develop community	<ul style="list-style-type: none"> The City promotion of the Shape Your Community Grant is ongoing

Annual Report | December 2022

Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p>Build community awareness of social issues to facilitate social inclusion and social support networks</p>	<ul style="list-style-type: none"> • The process of recruitment has started for the Diversity & Inclusion position. • The City has a pilot position Community Liaison Peace Officer who helps provide safety and security for City staff and facilities. This Officer helps vulnerable residents in the community connect with resources that can help their situation. There has been collaboration with Families First on bridging these resources on social issues in the community. From the start of this pilot in July – December 2022 this Officer had 205 files assigned and completed 1150 patrols through City Facilities and parks.
<p>Ensure a continuum of social supports, education, and resources are available that evolve to meet changing community needs</p>	<ul style="list-style-type: none"> • Requests for community education have been more prevalent than in the past. Workshops and sessions focused on preventative topics are drawing good attendance.
<p>Develop volunteer engagement strategies to assist with enhancing capacity, recruitment and retention</p>	<ul style="list-style-type: none"> • Volunteer engagements continue to be hosted with our new Shell Theatre volunteers. Through orientations, shift shadowing and social events the theatre volunteers are introduced to the staff, the operation and fellow volunteers.
<p>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</p>	<ul style="list-style-type: none"> • The ‘Lights Up’ event saw increased attendance approximately 2,500 attendings in total at City Hall. Many positive responses were received from patrons about the indoor and outdoor experiences this year. • Three sold out shows were held at the Shell Theatre, Randy Bachman, The Barra MacNeils and Terri Clark. • The City hosted a commemorative event for National Day for Truth and Reconciliation in fall 2022 done in partnership with the Métis Regional Council – Zone 4. The event had approximately 200 attendees with many sharing positive feedback on the event.
<p>Promote City programming of public spaces to celebrate the City’s history and culture</p>	<ul style="list-style-type: none"> • The City Sheep Leaving parade returned to the old parade route and saw great attendance this year. The event saw senior citizens attend from Edmonton. The City received good regional news coverage of the event. • The Fort Heritage Precinct hosted a diverse array of public programs including a Pickling and Preserving workshop, Twilight Tours, a Fall Festival, and a Victorian Christmas event. The Fort Heritage Precinct planned a sold-out Christmas sleigh ride event that was cancelled due to weather. • The City hosted an Alberta Day event funded by the province in the fall of 2022. Free access to municipal culture and recreation facilities was available.

Annual Report | December 2022

Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p>Promote a range of accessible cultural and recreational programming that meets the changing needs of residents</p>	<ul style="list-style-type: none"> • The City experienced high attendance for a new genre of Hip/Hop held for the first time in Fort Saskatchewan. A whole new demographic of theatre patrons experienced the artist Classified, who brought his national tour to the Shell Theatre. • The 2022/23 Fort Heritage Precinct education programs began for the school year, with all available dates fully booked. • At the Dow Centennial Theatre: <ul style="list-style-type: none"> extra activities were planned for No School Days, November Break and Winter Break to provide more opportunities for child and youth to be social and active. The attendance for the extras drop in times and scheduled activities was 1,944. Introduced this fall was a new registered program of Seasonal Fun Days which had 21 registrations total. Similar to the Harbour Pool’s Preschool Plunge and Play program, this un-parented class combines games, crafts and being active. Planning was done for development of Pop Up and Play opportunities. Pop and Play will start up every second Saturday starting early, 2023 at the Fort Heritage Precinct. The program is free through support from Canadian Tire Jumpstart funding. • The Harbour Pool transitioned from Red Cross Swimming Lessons to Lifesaving Society Lessons. To help address long-term staffing concerns a promotional video was created to encourage registration in advanced leadership courses, and choose Harbour Pool as a place to work for careers in aquatics. In addition, the City added a section to Harbour Pool’s page on myfort (https://fortsask.ca/swimming) that breaks down the steps needed for instructing and lifeguarding certifications..
<p>Update the Culture Services Master Plan to provide direction for events, tourism, public art and cultural spaces</p>	<ul style="list-style-type: none"> • The City gathered existing and background information required on cultural master plan. The City started regional public art discussions around information sharing. The City continued collaboration of resources and regional space collaboration.

Annual Report | December 2022

Appendix 2 – Strategic Plan Update

WELL PLANNED AND MAINTAINED MUNICIPAL INFRASTRUCTURE

Goal	Strategically manage, invest, and plan for sustainable municipal infrastructure
Outcome	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"> The City continued ongoing work lead by City’s Asset Management Advisor including request for proposal and selection of asset management software.
Inclusion of planned capital funding sources, cost estimates and supporting master plans/strategies within 10 year capital plan	<ul style="list-style-type: none"> The City continued refinement and additions to 10-year capital plan as part of 2023 budget including track changes and extensive notes for updates, operating impact from capital projects, estimated tax increase, debt limit used, City plans/studies reference, Municipal Sustainability Initiative and Canadian Community funds use, annual capital funds used, reserve balance use and remaining balances.
Continued exploration of regional collaboration opportunities for projects (Edmonton Metropolitan Regional Board Servicing Plan, Inter-municipal Collaboration Frameworks, River Valley Alliance)	<ul style="list-style-type: none"> The City partnered with Strathcona County to submit an Alberta Community Partnership grant application to partially fund the alternate water supply functional planning study.
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"> The City has finalized a grant agreement with the Federal Government for the development of an Urban Forest Protection and Enhancement Plan. The Grant will provide the City with funding to use over the next 2 years in support of this project. The City submitted two grant applications to the Natural Infrastructure Fund grant for the SouthPointe Storm Pond Project and Fort Centre Park. A partnership with the University of Alberta School of Urban and Regional Planning is being prepared. The project will include preliminary exploratory work to inform a future site-specific study of Clover Park. Work will commence in early 2023.
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"> The City continued work on the Indoor Recreation Facility Service Review to understand the current status of recreation infrastructure service levels and opportunities to address any current and future projected service level deficiencies. Two pieces of work were initiated related to the Indoor Recreation Service Level Review: <ul style="list-style-type: none"> The Harbour Pool facility assessment The community engagement work to inform the development of a potential facility program. This work is expected to be completed by summer 2023 with check-ins to council when key milestones of work are complete.
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"> Bridge construction is complete with trail connections to the underslung Pedestrian Bridge to be completed in 2023. Remediation of Fort Centre Park with ponds to be complete in mid 2023.

Annual Report | December 2022

Appendix 2 – Strategic Plan Update

	<ul style="list-style-type: none">• Grant Funding opportunities are being explored to help with costs of Highway Widening and Pedestrian Crossing Projects.
Continue to implement Transportation Master Plan to guide the City's transportation infrastructure	<ul style="list-style-type: none">• Phase 1 of Highway 15 widening and Pedestrian Crossing were presented and approved in 2023 Capital Budget

Annual Report | December 2022

Appendix 3 – Capital Projects

CAPITAL PROJECTS

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
General Operations							
General Administration							
16021	City Hall Space Development	1,100	1,029	71	-	Aug 2023	Main floor redesign in progress
19012	Computer Network Infrastructure	138	162		(24)	Complete	Funded from surpluses in 19017
19017	Computer Hardware / Software New Acquisitions	726	691	-	35	Complete	
21013	Council Chamber Audio Visual and Space Updates	490	459	-	31	Complete	
21014	Asset Management Software	175	-	225	(50)	Dec 2023	Overage funded from annual capital funding
22105	Christmas Lights	110	54	56	-	Dec 2023	Transfer from Operations
22107	Downtown Tree Lights	29	29	-	-	Complete	Transfer from Operations
Total General Administration		2,768	2,424	352	(8)		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Protective Services							
20048	ME Patrol Vehicle	85	76	-	9	Complete	
Total Protective Services		85	76	-	9		

Annual Report | December 2022

Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Common Services & Equipment Pool							
19013	Transit Smart Fare Equipment	234	63	171	-	Dec 2023	Pending equipment delivery
19027	Vehicle Replacement	4,308	2,736	1,607	(35)	Dec 2023	Experiencing some delivery delays
21019	Public Works Site Fire Protection & Security Enhancement	200	200	-	-	Complete	
22009	Fleet Addition – Vehicle for Electrician	60	73	-	(13)	Complete	
22013	Fleet Addition – Branch Chipper	52	62	-	(10)	Complete	
22020	Fleet Addition – Loader, Bucket, Snow Blade	380	29	351	-	Aug 2023	Loader and bucket delayed
22104	Concrete Planer Drum Upgrade	16	16	-	-	Complete	
Total Common Services & Equipment Pool		5,250	3,179	2,129	(58)		

Annual Report | December 2022

Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Roads & Transportation							
18036	Pointe Aux Pins Road Enhancement	1,550	1,404	146	-	Complete	Landscaping in Spring 2023
18037	River Road Realignment	400	95	125	180	Dec 2023	To be converted to multi-use trail in 2023
19007	Local Road Rehabilitation	15,439	14,635	803	1	Ongoing	
19008	Neighbourhood Rehabilitation	19,165	16,059	3,106	-	Ongoing	
19009	Veterans Way Corridor Widening	500	454	46	-	Ongoing	
20002	Roadway Safety Improvements	250	85	165	-	Ongoing	
20028	112 St Widening	1,650	1,618	32	-	Complete	Roadway complete pending landscaping.
21012	Veterans Way – Pedestrian Crossing	250	109	141	-	Dec 2023	
21033	94 Street Widening – Phase 1	1,870	1,455	310	105	Dec 2023	Landscaping in 2023
21034	TWP RD 542 Culvert Replacement	1,325	67	1,258	-	Dec 2023	
22102	Range Road 224 Culvert Replacement	555	440	115	-	Dec 2023	
22103	Greenfield Way Traffic Calming	260	258	2	-	Apr 2023	
Total Roads & Transportation		43,214	36,679	6,249	286		

Annual Report | December 2022

Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Recreation Services							
12025	River Valley Trail System	4,201	3,130	1,071	-	On-Hold	Trail and bridge on-hold due to Hwy-15 twinning project
15014	Southfort Meadows - Park Amenity	2,262	1,137	1,275	(150)	Aug 2023	Overage funded from 19039
21017	Natural Playground at Legacy Park	250	248	2	-	Apr 2023	
21023	Fort Centre Park Phase 1	80	88	-	(8)	Dec 2023	Approved for construction in 2023
22100	Jubilee Recreation Centre Modernization	1,319	141	1,178	-	Dec 2024	
22106	JRC Ice Plant	840	835	-	5	Complete	
Total Recreation Services		8,952	5,579	3,526	(153)		
Cultural Facilities & Programs							
14040	River Valley Enhancements	195	73	121	-	On-Hold	Project on hold to coordinate highway alignment
19006	Culture Equipment Lifecycle Replacement	90	-	235	(145)	Apr 2023	Addition funding requested in 2023
Total Cultural Facilities & Programs		285	73	356	(145)		
Total General Operations		60,538	48,010	12,612	(85)		

Annual Report | December 2022

Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Utility Operations							
18028	Water Reservoir Lifecycle Renewal	1,920	1,727	-	193	Complete	
19018	Sump Pump Retrofit Program	3,058	3,132	26	(100)	Ongoing	
19039	River Road Waterline	2,450	1,904	-	546	Complete	Surplus used to offset shortfalls
20021	Transfer Station Site Enhancement	4,270	4,161	35	74	Apr 2023	
22018	HVAC Replacement – River Road Lift Station	110	-	110	-	Apr 2023	
23011	Alternate Water Supply Functional Planning Study	500	9	491	-	Dec 2023	
Total Utility Operations		12,308	10,934	662	712		
City Funded Capital Projects		72,846	58,944	13,274	627		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Levy Funded Capital Projects							
19010	450 mm Water main – Area 3 to Dow Main	1,000	-	1,000	-	On-hold	Pending developer schedule
19060	94 Street Southpointe Roundabout	581	641	-	(60)	Complete	Overage to be funded from levy
Total Levy Funded Capital Projects		1,581	641	1,000	(60)		
City and Developer Capital Projects		74,427	59,585	14,274	567		

Annual Report | December 2022

Appendix 4 – Business Support

BUSINESS SUPPORT

The City awarded the following amounts at year end of 2022 pursuant to the Business Development Incentives Policy FIN-014-C. The budgeted amount of \$50,000 was fully allocated in 2022.

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid To Date
Melanie Doderai - Violin Instruction	Equipment & Technology Incentive	\$3,890	\$1,945	\$1,900
R.Tummy Full Restaurant Inc.	Equipment & Technology Incentive	\$1,516	\$758	\$758
Three Peaks Contracting	Equipment & Technology Incentive	\$4,123	\$2,061	\$1,839
Twice but Nice	Storefront Improvement	\$14,588	\$9,795	\$9,795
ASAP Solutions	Marketing Incentive	\$12,000	\$5,000	\$5,000
Fort Distillery	Export Incentive	\$2,156	\$1,130	\$860
Handyman Electric	Education Incentive	\$235	\$117	Recipient withdrew
AMS Services	Equipment & Technology Incentive	\$5,600	\$3,385	\$3,385
Benjamin Moore Fort Saskatchewan	Equipment & Technology Incentive	\$2,309	\$1,264	\$1,180
1201983 AB Ltd. M.Friel Agencies	Storefront Improvement	\$40,000	\$20,000	Extended
Pear Beauty	Storefront Improvement	\$12,120	\$2,637	\$2,023
Dreamcatchers Gift and Art Gallery	Storefront Improvement	\$7,500	\$1,908	\$1,365
		\$106,037	\$50,000	\$28,105