

April 30, 2022

# Interim Report

As reported on June 22, 2022



CITY OF  
FORT SASKATCHEWAN  
ALBERTA

# Interim Report | April 2022

As reported on June 22, 2022

## Table of Contents

<b>OPERATING HIGHLIGHTS</b> .....	<b>2</b>
OPERATING BUDGET .....	2
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 .....	9
PROPERTY TAXES RECEIVABLE .....	10
LONG-TERM DEBT .....	10
FINANCIAL RESERVES.....	10
<b>SUPPLEMENTARY FINANCIAL INFORMATION</b> .....	<b>11</b>
STATEMENT OF FINANCIAL POSITION .....	11
STATEMENT OF OPERATIONS.....	12
NET OPERATING BUDGET VARIANCES BY DEPARTMENT .....	13
FINANCIAL RESERVE BALANCES AND COMMITMENTS .....	14
<b>STRATEGIC PLAN UPDATE</b> .....	<b>15</b>
POSITIONED FOR GROWTH .....	15
EXCELLENCE IN GOVERNMENT .....	17
A VIBRANT AND THRIVING COMMUNITY .....	19
WELL PLANNED AND MAINTAINED MUNICIPAL INFRASTRUCTURE .....	21
<b>CAPITAL PROJECTS</b> .....	<b>22</b>
<b>BUSINESS SUPPORT</b> .....	<b>27</b>

# Interim Report | April 2022

As reported on June 22, 2022

## OPERATING HIGHLIGHTS

In the first four months of 2022, the City of Fort Saskatchewan continued to manage the impacts of COVID-19, with continued service disruptions relating to the omicron variant early in the period. However, the City began returning to normal operations. Council returned to in-person meetings with new technology that allow participants to join the meetings virtually. Many staff returned to the office on a hybrid model. Culture and Recreation services began running normal programming for the community after two years of disruptions.

City administration and the new Council, elected in October 2021, began work on a new strategic plan for 2023 to 2026. This work included consultations with the public, council and administration to set priorities for the City. The new strategic plan will be presented to Council for approval in late June 2022.

Other highlights from the first four months of 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.
- The 2021 federal census results showed that Fort Saskatchewan's population grew 12% to 27,088 since 2016.
- Council received the 2021 annual report, and approved the 2021 audited consolidated financial statements.
- The City and the Edmonton Elite Football Club announced that Taurus Field will be the Edmonton Elite Football Club's home field for the 2022 season.
- The City began offering electronic distribution of property assessment and tax notices for residents.

## OPERATING BUDGET

In the first four months of 2022, the City had a \$1,236,000 operating budget surplus, including a \$303,000 surplus from municipal operations and \$933,000 from utility operations. The City is forecasting a \$1,593,000 operating budget surplus for 2022, including a \$557,000 surplus from municipal operations and \$1,036,000 surplus from utility operations. The 2022 forecasts presented within this report are estimates based on January to April 2022 actuals and other information currently available, and therefore are subject to change.

Revenues were \$926,000 higher than budget in the first four months of the year and are expected to be \$1,161,000 above budget for 2022. This variance primarily relates to utility user rates, include 24 extra days of water consumption being billed in 2022 due to a one-time change to the utility billing process. Additionally, user fees and charges and investment income are expected to be higher than budget for the year while fines and penalties and property taxes are expected to be below budget.

Operating expenses were \$212,000 above budget in the first four months of 2022 and are expected to be \$162,000 above budget for the year. The City is expecting to be below budget in purchases from other governments and service maintenance contracts for the year. The City is forecasting to be higher than budget in salaries, wages, and benefits, contracted services, materials and supplies, and transfers to individuals and organizations.

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

# Interim Report | April 2022

*As reported on June 22, 2022*

## CAPITAL PROJECTS

The 2022 capital program includes 37 capital projects. As at April 30, 2022, the City has five completed projects, 28 projects in progress, and four projects that are on hold.

The City has spent \$548,000 on capital projects in 2022 and is expecting to spend an additional \$27,525,000 to complete current projects.

Inflation has resulted in tenders for four capital purchases coming in higher than expected. The 2022 Sump Pump Retrofit Program came in \$100,000 higher than budget and two fleet purchases came in \$55,000 over budget. The Southfort Meadows Park Amenity tender came in on budget, but used its \$150,000 contingency. In total, the tendered capital projects have come in \$211,000 over budget. Administration intends to fund these cost increases using surpluses from other projects.

## FINANCIAL POSITION

As at April 30, 2022, the City had net financial assets of \$23,169,000 compared to \$34,530,000 in net financial assets at December 31, 2021.

Significant changes in net financial assets during the first four months of 2022 include increases in trade and other receivables, investments, and deferred revenue and decreases in cash and cash equivalents, property taxes receivable, government transfer receivables, trade payables, long-term debt, and tangible capital assets.

## FINANCIAL RESULTS FROM OPERATIONS

Expressed in \$000's	Four months ended April 30, 2022			Year ended December 31, 2022		
	Budget	Actual	Variance	Budget	Forecast	Variance
<b>Operating Revenue</b>						
Property Taxes	-	104	104	51,038	50,884	(154)
Utility User Rates	6,141	6,818	677	19,551	20,466	915
User Fees and Charges	2,142	2,547	405	6,340	6,832	492
Fines and Penalties	1,024	799	(225)	3,035	2,605	(430)
Government Transfers – Operating	461	352	(109)	1,683	1,667	(16)
Investment Income	325	346	21	1,033	1,327	294
Other Revenue	7	60	53	19	79	60
<b>Total Operating Revenue</b>	<b>10,100</b>	<b>11,026</b>	<b>926</b>	<b>82,699</b>	<b>83,860</b>	<b>1,161</b>
<b>Operating Expenses</b>						
Salaries, Wages, and Benefits	(9,360)	(9,501)	(141)	(30,748)	(30,853)	(105)
Purchases from other Governments	(4,992)	(4,699)	293	(15,621)	(15,276)	345
Contracted Services	(1,884)	(2,337)	(453)	(8,185)	(8,711)	(526)
Service Maintenance Contracts	(1,362)	(1,094)	268	(4,361)	(3,959)	402
Materials and Supplies	(1,053)	(1,197)	(144)	(3,467)	(3,642)	(175)
Utilities	(1,015)	(1,096)	(81)	(2,994)	(3,075)	(81)
Transfers to Organizations and Individuals	(633)	(757)	(124)	(2,731)	(2,846)	(115)
Interest on Long Term Debt	(172)	(183)	(11)	(956)	(961)	(5)
Insurance	(274)	(257)	17	(816)	(814)	2
Training and Development	(223)	(116)	107	(701)	(606)	95
Advertising and Printing	(189)	(98)	91	(569)	(522)	47
General Administration	(387)	(414)	(27)	(953)	(984)	(31)
Other Expenses	(53)	(60)	(7)	(263)	(278)	(15)
<b>Total Operating Expenses</b>	<b>(21,597)</b>	<b>(21,809)</b>	<b>(212)</b>	<b>(72,365)</b>	<b>(72,527)</b>	<b>(162)</b>
<b>Operating Budget Surplus (Deficit) before Other Items</b>	<b>(11,497)</b>	<b>(10,783)</b>	<b>714</b>	<b>10,334</b>	<b>11,333</b>	<b>999</b>
<b>Other Items</b>						
Repayment of Long Term Debt	(526)	(576)	(50)	(3,543)	(3,524)	19
Transfers to Reserves	(9,633)	(9,782)	(149)	(10,243)	(10,392)	(149)
Operations funded from Reserves	157	878	721	3,452	4,176	724
<b>Net Other Items</b>	<b>(10,002)</b>	<b>(9,480)</b>	<b>522</b>	<b>(10,334)</b>	<b>(9,740)</b>	<b>594</b>
<b>Operating Budget Surplus (Deficit)</b>	<b>(21,499)</b>	<b>(20,263)</b>	<b>1,236</b>	<b>-</b>	<b>1,593</b>	<b>1,593</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 that are included in PSAS. An unconsolidated statement of operations that is consistent with PSAS has been included in Appendix 1. Net variances from the operating budget by departments are also included in Appendix 1.

## ANALYSIS OF SIGNIFICANT VARIANCES

### SURPLUS VARIANCES

#### Utility User Rates

Revenue from utility user rates were \$677,000 above budget in the first four months of 2022 and forecast to be \$915,000 over budget at the end of 2022. The variance in the first four months of 2022 relates to a one-time change to the utility billing process that occurred in the period. The City shifted the utility billing date to align bills and meter reading dates, resulting in 24 extra days of water consumption being billed in 2022.

#### User Fees and Charges

User fees and charges were \$405,000 above budget in the first four months of 2022 and are forecast to be \$493,000 above budget at the end of 2022. This variance is due to higher than expected admissions, program registrations, and rentals at the City's recreation facilities. In the period, permit sales from Planning and Development and bulk water sales were also higher than budgeted.

#### Service and Maintenance Contracts

Service and maintenance contracts were \$268,000 below budget in the first four months of 2022 and are forecast to be \$402,000 below budget at year-end. This variance is due to a delay in replacing automated traffic enforcement cameras until later in the year and is offset by lower fines and penalties revenue.

#### Purchases from Other Governments

Expressed in \$000s	Results for the four months ended April 30, 2022			Forecast for the Year Ended December 31, 2022		
	Budget	Actuals	Variance	Budget	Actuals	Variance
Wastewater Management Services	1,700	1,642	(58)	5,391	5,332	(59)
Policing Services	1,712	1,498	(214)	5,135	4,921	(214)
Water Supply Services	1,285	1,309	24	4,206	4,234	28
Commuter Transit Services	169	93	(76)	511	326	(185)
Assessment Services	102	132	30	306	389	83
Other	24	25	1	72	74	2
<b>Total Purchases from Other Governments</b>	<b>4,992</b>	<b>4,699</b>	<b>(293)</b>	<b>15,621</b>	<b>15,271</b>	<b>(345)</b>

The City was \$293,000 below budget in purchases from other governments for the first four months of 2022 and forecasted to be \$345,000 under at the end of 2022.

Policing services are forecast to be below budget due to RCMP Staff vacancies. Commuter Transit Services is forecast to be below budget due to reduced service hours.

#### Investment Income

Investment income was higher than budgeted due to higher than expected investment balances and increased yields in the period.

## DEFICIT VARIANCES

### ***Contracted Services***

Contracted Services were \$453,000 above budget in first four months of 2022 and forecast to be \$562,000 above budget at the end of 2022. Snow removal costs were higher than expected in the period due to above average precipitation and will be offset by a transfer from the snow removal reserve. Costs related to the Shell Theatre seat replacement project carried forward from 2021 and are offset by transfers from reserves.

### ***Fines and Penalties***

Revenue from fines and penalties were \$225,000 below budget in the first third of 2022 and are forecast to be \$430,000 below budget for the year. Lower than expected traffic fine revenue relate to the timing of replacing automated traffic enforcement cameras and is offset by higher than expected property tax penalties.

### ***Other Deficit Variances***

- Materials and supplies costs were higher in the first four months of the year due to increased fuel costs and higher consumption of sand, chips and salt used for snow and ice removal on roads.
- Property taxes are forecast to be below budget in 2022 due to the province funding only 50% of the grants in place of taxes for provincially owned properties.
- Transfers to organizations and individuals are higher than budget due to the City's contribution to Edmonton Global's Air Services Opportunities Fund, which was funded through a transfer from reserves.
- Salaries, wages and benefits are forecast to be higher than budget in 2022 due to an increase in accrued vacation and time-in-lieu of overtime leave.

# Financial Report for the four months ended April 30, 2022 (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 April 30, 2022				
<b>Revenue</b>				
Utility user rates	411	266	-	677
Other revenue	125	-	8	133
<b>Expenses</b>				
Salaries, wages and benefits	(7)	(5)	4	(9)
Commission charges	(24)	59	-	35
Contracted services	16	134	13	163
Other expenses	(70)	(12)	11	(71)
Reserve transfers and debt repayment	8	1	(4)	5
<b>YTD Operating Budget Surplus (Deficit)</b>	<b>459</b>	<b>443</b>	<b>31</b>	<b>933</b>
For the year ending December 31, 2022				
<b>Revenue</b>				
Utility user rates	519	395	-	914
Other revenue	125	-	8	133
<b>Expenses</b>				
Salaries, wages and benefits	1	(2)	4	3
Commission charges	(29)	59	-	30
Contracted services	2	2	18	22
Other expenses	(78)	(4)	11	(71)
Reserve transfers and debt repayment	8	1	(4)	5
<b>Forecast Operating Budget Surplus (Deficit)</b>	<b>548</b>	<b>451</b>	<b>37</b>	<b>1,036</b>

The City's utility operations had a \$933,000 surplus compared to budget in first four months of 2022.

The combined utility-user rates revenue from water and sewer were \$677,000 higher than budget in the first four months of 2022 due to 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 consumption being billed in 2022.

Other revenue was \$133,000 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 seven new projects and 30 multi-year projects that were carried forward from 2021. At April 30, 2022, the City had 28 active projects, five that were complete, and four 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 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	1,072	138	-	1,210	(6)	(1,173)	31
Protective Services	85	-	-	85	(76)	(9)	-
Fire Services	-	-	-	-	-	-	-
Common Services & Equipment Pool	671	1,996	-	2,667	(12)	(2,710)	(55)
Roads & Transportation	6,168	7,785	-	13,953	(261)	(13,692)	-
Recreation Services	1,383	1,319	-	2,702	(40)	(2,662)	-
Culture Facilities & Programs	121	90	-	211	-	(211)	-
Utility Rate Funded Projects	3,231	1,210	-	4,441	(135)	(3,860)	445
Levy Funded Projects	1,546	1,470	-	3,016	(18)	(3,208)	(210)
<b>Total</b>	<b>14,277</b>	<b>14,008</b>	<b>-</b>	<b>28,285</b>	<b>(548)</b>	<b>(27,525)</b>	<b>211</b>

### NEIGHBOURHOOD REHABILITATION PROJECTS

The 2022 neighbourhood rehabilitation program includes 103 Street from 99 Ave to 98 Ave, 104 Street from 99 Ave to 100 Ave, 108 Street north of 102 Ave, and Lowe Ave from Elizabeth Drive to Jubilee Drive. Additionally, landscaping for the 2021 projects on 101 Street and 108 Street between 101 Ave and 102 Ave will be completed in 2022.

### HIGHWAY 15 BRIDGE TWINNING

The Province continued work on twinning the Highway 15 Bridge, and adding a pedestrian bridge. The City is working closely with the Province to coordinate river valley enhancement projects.

### JUBILEE RECREATION CENTRE ICE PLANT REPLACEMENT AND MODERNIZATION

Installation of the new ice plant is underway and is expected to be completed later in 2022. Design work for the modernization project is underway. Renovations will include the lobby, washrooms, showers, concession, meeting rooms, change rooms and lease spaces. The construction budget for renovations will be presented for approval during 2023 budget deliberations.

### SOUTHFORT MEADOWS PARK AMENITY

Bids for the new amenity at Southfort Meadows Park are being evaluated. The new amenity will include a lit hard surfaced boarded rink, support building, parking lot, skating area and plaza.

### TRANSFER STATION SITE ENHANCEMENTS

This project will improve traffic flow and drainage, upgrade compacting equipment, replace the office, and add a scale system. Railings and deep utilities are now complete. Subgrade work is ongoing. The transfer station remains open during construction.

## 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 April 30, 2022, the City had net financial assets of \$23,169,000 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. The City's balance of net financial assets is typically its lowest in April due to property taxes levied in May.

### CASH AND CASH EQUIVALENTS

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

At April 30, 2022 the City had the following cash and short term deposits:

Cash and Cash Equivalents	April 30, 2022		December 31 2021	
	Balance \$000	Interest Rate	Balance \$000	Interest Rate
Operating Accounts	14,688	1.52%	6,188	0.76%
Notice of Demand Accounts	21,828	1.73%	39,558	0.98%
<b>Total</b>	<b>36,516</b>	<b>1.65%</b>	<b>45,746</b>	<b>0.95%</b>

The City's notice of demand accounts earn interest at rates from 1.60 to 1.74% 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.

### INVESTMENTS

	April 30, 2022			December 31, 2021		
	Average Yield	Average Years to Maturity	Book Value \$000	Average Yield	Average Years to Maturity	Book Value \$000
Guaranteed Investment Certificates	2.55%	3.07	30,480	2.45%	3.41	27,480
Long Term Bond	2.61%	1.16	1,944	2.61%	1.49	1,949
Other	3.67%	n/a	62	3.67%	n/a	62
<b>Total</b>	<b>2.56%</b>	<b>2.95</b>	<b>32,486</b>	<b>2.46%</b>	<b>3.28</b>	<b>29,491</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.

## Financial Report for the four months ended April 30, 2022 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

### PROPERTY TAXES RECEIVABLE

As at April 30, 2022, property taxes receivable were \$622,000 compared to \$1,471,000 at December 31, 2021.

The majority of the remaining \$622,000 outstanding are one multi-unit residential property and four non-residential properties.

### LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Apr 30, 2022 \$000	Dec 31, 2021 \$000	Fully Repaid
<b>Debentures</b>				
Dow Centennial Centre	5.705%	2,194	2,194	December 2023
Sewer Service Reline	2.371%	2,448	2,558	December 2029
City Hall	3.308%	9,866	10,110	December 2033
100 Avenue Rehab	3.571%	4,488	4,651	September 2035
Protective Services Building	3.136%	8,613	8,613	December 2036
<b>Total Debentures</b>		<b>27,609</b>	<b>28,126</b>	
<b>Capital Leases</b>				
Capital Lease Obligations		137	196	December 2025
<b>Total Long Term Debt</b>		<b>27,746</b>	<b>28,322</b>	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at April 30, 2022 is \$27,746,000. During the first four months of the year, the City paid \$517,000 in principal and \$181,000 in interest expense to service debentures and \$59,000 in principal and \$2,000 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 April 30, 2022, the City was at 23% of its provincial Debt Limit (December 31, 2021 – 25%) and 18% 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.

Subsequent to the period on June 15, 2022, the City received \$148,000 in debenture proceeds to fund the Pointe Aux Pins waterline. This debenture will be repaid in 40 semi-annual installments and will incur 4.99% interest. Repayment of this debenture is funded through the collection of a local improvement levy.

### FINANCIAL RESERVES

At April 30, 2022, the City has \$72,568,000 in financial reserves, of which \$20,721,000 is committed to various capital and operating projects. The City has uncommitted financial reserve balances of \$51,847,000, including \$46,791,000 in internally restricted reserves and \$5,056,000 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.

The City plans to review the Financial Reserve Policy in the second half of 2022 and optimal balance formulas are expected to be revised to better reflect the specific purpose of each reserve.

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

# Interim Report | April 2022

## Appendix 1

### SUPPLEMENTARY FINANCIAL INFORMATION

#### STATEMENT OF FINANCIAL POSITION

(Unaudited)

	April 30, 2022	December 31, 2021	April 30, 2021
	\$000s	\$000s	\$000s
<b>Financial Assets</b>			
Cash and Cash Equivalents	36,516	45,746	34,493
Revenues Receivable			
Property Taxes Receivable	622	1,471	1,151
Government Transfers Receivable	1,154	2,831	923
Trade and Other Receivables	4,658	4,117	2,126
Inventory Held for Resale	1,268	1,268	1,269
Investments	32,486	29,491	27,403
<b>Total Financial Assets</b>	<b>76,704</b>	<b>84,924</b>	<b>67,365</b>
<b>Liabilities</b>			
Accounts Payable and Accrued Expenses			
Trade Payables	(3,480)	(8,927)	(1,921)
Employee Benefit Obligations	(1,805)	(1,464)	(1,678)
Payroll and Remittances	227	(1,129)	135
Interest Payable	(167)	(167)	(172)
Liability for Contaminated Sites	(1,413)	(1,420)	(1,609)
Deposits on Account	(1,772)	(1,953)	(1,547)
Deferred Revenue	(17,379)	(7,012)	(11,269)
Long-Term Debt	(27,746)	(28,322)	(31,155)
<b>Total Liabilities</b>	<b>(53,535)</b>	<b>(50,394)</b>	<b>(49,216)</b>
<b>Net Financial Assets</b>	<b>23,169</b>	<b>34,530</b>	<b>18,149</b>
<b>Other Assets</b>			
Tangible Capital Assets	511,805	513,674	504,670
Prepaid Expenses	520	465	938
Inventories of Supplies	866	682	674
<b>Total Other Assets</b>	<b>513,191</b>	<b>514,821</b>	<b>506,282</b>
<b>Accumulated Surplus</b>	<b>536,360</b>	<b>549,351</b>	<b>524,431</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)

	Four months ended April 30		
	2022	2022	2021
<i>Expressed in \$000s</i>	Budget	Actuals	Actuals
<b>Operating Revenue</b>			
Property Taxes	-	104	-
Utility User Rates	6,141	6,818	5,923
User Fees & Charges	2,142	2,547	1,845
Fines and Penalties	1,024	799	934
Government Transfers - Operating	461	352	357
Investment Income	325	346	324
Other Revenue	7	60	18
<b>Total Operating Revenue</b>	<b>10,100</b>	<b>11,026</b>	<b>9,401</b>
<b>Operating Expenses</b>			
<b>Infrastructure &amp; Planning Service</b>			
Public Works	(5,314)	(6,112)	(5,054)
Fleet, Facilities, & Engineering	(2,894)	(2,930)	(2,322)
Planning & Development	(606)	(502)	(620)
Economic Development	(330)	(341)	(242)
	<b>(9,144)</b>	<b>(9,885)</b>	<b>(8,238)</b>
<b>Community and Protective Services</b>			
Culture & Recreation Services	(3,276)	(3,406)	(2,105)
Protective Services	(3,018)	(2,416)	(2,373)
Fire Services	(1,274)	(1,256)	(1,223)
Family & Community Support Services	(428)	(422)	(420)
	<b>(7,996)</b>	<b>(7,500)</b>	<b>(6,121)</b>
<b>Corporate Services Division</b>			
Information Technology	(1,114)	(1,053)	(1,024)
Legislative Services	(554)	(596)	(513)
People Services	(462)	(481)	(350)
Financial Services	(434)	(441)	(429)
Corporate Communications	(283)	(259)	(189)
	<b>(2,847)</b>	<b>(2,830)</b>	<b>(2,505)</b>
Senior Leadership	(666)	(837)	(628)
Elected Officials	(161)	(135)	(120)
Fiscal Services	(222)	(490)	(424)
Utility Operations	(5,620)	(5,550)	(5,437)
<b>Total Operating Expenses</b>	<b>(26,656)</b>	<b>(27,227)</b>	<b>(23,473)</b>
<b>Surplus (Deficit) before Other Items</b>	<b>(16,556)</b>	<b>(16,201)</b>	<b>(14,072)</b>
<b>Other Items</b>			
Contributed Tangible Capital Assets	3,460	2,994	5,863
Government Transfers - Capital	4,176	216	634
<b>Net Other Items</b>	<b>7,636</b>	<b>3,210</b>	<b>6,497</b>
<b>Operating Surplus (Deficit)</b>	<b>(8,920)</b>	<b>(12,991)</b>	<b>(7,575)</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 000's	Four months ended April 30, 2022			Year ended December 31, 2022		
	Budget	Actuals	Variance	Budget	Forecast	Variance
<b>Infrastructure &amp; Planning Division</b>						
Public Works	(2,365)	<b>(2,349)</b>	16	(8,236)	<b>(8,056)</b>	180
Fleet, Facilities, & Engineering	(2,850)	<b>(2,897)</b>	(47)	(7,056)	<b>(7,135)</b>	(79)
Planning & Development	(177)	<b>52</b>	229	(632)	<b>(254)</b>	378
Economic Development	(125)	<b>(129)</b>	(4)	(584)	<b>(555)</b>	29
<b>Total Infrastructure &amp; Planning Division</b>	<b>(5,517)</b>	<b>(5,323)</b>	194	<b>(16,508)</b>	<b>(16,000)</b>	508
<b>Community &amp; Protective Services Division</b>						
Culture and Recreation Services	(2,514)	<b>(2,347)</b>	167	(6,551)	<b>(6,286)</b>	265
Protective Services	(2,037)	<b>(1,802)</b>	235	(5,639)	<b>(5,576)</b>	63
Fire Services	(1,517)	<b>(1,538)</b>	(21)	(4,037)	<b>(3,952)</b>	85
Family & Community Support Services	(59)	<b>(153)</b>	(94)	(521)	<b>(591)</b>	(70)
<b>Total Community &amp; Protective Services Division</b>	<b>(6,127)</b>	<b>(5,840)</b>	287	<b>(16,748)</b>	<b>(16,405)</b>	343
<b>Corporate Services Division</b>						
Information Technology	(1,309)	<b>(1,277)</b>	32	(3,055)	<b>(3,051)</b>	4
Legislative Services	(553)	<b>(593)</b>	(40)	(1,735)	<b>(1,804)</b>	(69)
People Services	(462)	<b>(481)</b>	(19)	(1,460)	<b>(1,587)</b>	(127)
Financial Services	(434)	<b>(436)</b>	(2)	(1,396)	<b>(1,389)</b>	7
Corporate Communications	(257)	<b>(259)</b>	(2)	(782)	<b>(773)</b>	9
<b>Total Corporate Services Division</b>	<b>(3,015)</b>	<b>(3,046)</b>	(31)	<b>(8,428)</b>	<b>(8,604)</b>	(176)
Senior Leadership	(587)	<b>(619)</b>	(32)	(1,954)	<b>(1,994)</b>	(40)
Elected Officials	(161)	<b>(135)</b>	26	(516)	<b>(495)</b>	21
Fiscal Services	(4,220)	<b>(4,361)</b>	(141)	44,154	<b>44,055</b>	(99)
Utility Operations	(1,872)	<b>(939)</b>	933	-	<b>1,036</b>	1,036
<b>Operating Budget Surplus (Deficit)</b>	<b>(21,499)</b>	<b>(20,263)</b>	1,236	-	<b>1,593</b>	1,593

## Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

### FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31	Activity			Apr 30	Forecast	Forecast	2022	Over
	2021	Contributions	Interest	Withdrawals	2022	Remaining	Uncommitted	Optimal	(Under)
	Balance				Balance	Commitments	Balance	Balance	Funded
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Stabilization and Contingency</b>									
Financial Stabilization and Contingency	16,107	(5)	-	(152)	15,950	(2,849)	13,101	14,361	(1,260)
Future Facility Operating	6,871	1,101	-	-	7,972	(1,074)	6,898	-	6,898
Snow Removal	1,119	-	-	(566)	553	-	553	1,022	(469)
<b>Total Stabilization and Contingency</b>	<b>24,097</b>	<b>1,096</b>	<b>-</b>	<b>(718)</b>	<b>24,475</b>	<b>(3,923)</b>	<b>20,552</b>	<b>15,383</b>	<b>5,169</b>
<b>Capital Projects</b>	<b>9,151</b>	<b>2,973</b>	<b>-</b>	<b>(189)</b>	<b>11,935</b>	<b>(5,033)</b>	<b>6,902</b>	<b>2,447</b>	<b>4,455</b>
<b>Infrastructure Lifecycle, Maintenance and Replacement</b>									
Municipal Infrastructure Lifecycle, Maintenance and Replacement	11,338	2,371	87	(122)	13,674	(1,630)	12,044	9,470	2,574
Utilities Infrastructure Lifecycle, Maintenance and Replacement	7,387	2,991	65	(119)	10,324	(6,038)	4,286	6,594	(2,308)
<b>Total Infrastructure Lifecycle, Maintenance and Replacement</b>	<b>18,725</b>	<b>5,362</b>	<b>152</b>	<b>(241)</b>	<b>23,998</b>	<b>(7,668)</b>	<b>16,330</b>	<b>16,064</b>	<b>266</b>
<b>Total Over/(Under) Funded</b>							<b>43,784</b>	<b>33,894</b>	<b>9,890</b>
<b>Specific Purpose</b>									
Land Purchases	1,830	-	-	-	1,830	(100)	1,730		
Health, Safety, and Wellness	499	-	-	-	499	(61)	438		
Economic Development	597	18	-	(19)	596	(319)	277		
Family and Community Support Services	73	-	-	(12)	61	(71)	(10)		
Art in Public Places	151	20	-	-	171	-	171		
River Valley Enhancement	362	89	-	-	451	(50)	401		
<b>Total Specific Purpose</b>	<b>3,512</b>	<b>127</b>	<b>-</b>	<b>(31)</b>	<b>3,608</b>	<b>(601)</b>	<b>3,007</b>		
<b>Total Internally Restricted Reserves</b>	<b>55,485</b>	<b>9,558</b>	<b>152</b>	<b>(1,179)</b>	<b>64,016</b>	<b>(17,225)</b>	<b>46,791</b>		
<b>Externally Restricted Reserves</b>									
Developer Levies	6,008	-	37	(9)	6,008	(2,786)	3,222		
Contributions in Lieu of Municipal Reserve Land	977	-	6	(19)	977	(606)	371		
Fire Waterline	883	-	-	-	883	(110)	773		
Perpetual Care	545	20	4	-	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>20</b>	<b>47</b>	<b>(28)</b>	<b>8,514</b>	<b>(3,496)</b>	<b>5,056</b>		
<b>Total Reserves</b>	<b>63,998</b>	<b>9,578</b>	<b>199</b>	<b>(1,207)</b>	<b>72,568</b>	<b>(20,721)</b>	<b>51,847</b>		

# Interim Report | April 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 to April 2022.

#### 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. The terms of reference for Area Structure Plans is complete. The Land Use Bylaw project is ongoing.</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. Phase II of the project is anticipated to commence in summer of 2022.</li> </ul>
<b>Update the approach to downtown redevelopment</b>	<ul style="list-style-type: none"> <li>Work continues on the implementation of the Downtown Action Plan with additional resources preparing a number of initiatives to bring forward in mid-2022. These include a new promotional website, lighting for 100<sup>th</sup> Ave, parklets, as well as new development incentives.</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>Continue to work with both Edmonton Global and Alberta Industrial Heartland Association on providing timely investment related information to potential investors and to educate staff of each organization on opportunities in the City</li> <li>The City is represented on the Alberta Industrial Heartland Association Designated Industrial Zone Working Group. Work is ongoing to streamline approval processes and reduce duplication.</li> </ul>



# Interim Report | April 2022

## Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<b>Ensure strong business retention, support and attraction strategies and programs are in place to retain and grow business and industry</b>	<ul style="list-style-type: none"><li>• A business survey is being prepared to gain a better understanding of the overall health of the business community and their current situation. Results will be available mid 2022.</li><li>• The City has begun a Supply Chain Forum mid 2022 to provide local businesses with an opportunity to connect directly with larger industry in the region on procurement and contract opportunities.</li><li>• A draft of the City's revamped Investment Attraction Strategy has been received from the consultants undertaking the work. A final draft is expected mid 2022 once Administration reviews the findings and provides feedback.</li><li>• Local Intel – a web-based company specializing in data analysis and visualizations has been contracted to provide new tools for the City's investor website in mid 2022. The new tools will collect real time data from available sources and present it in a visual format, making use of GIS and infographics to tell potential investors about opportunities in Fort Saskatchewan to ensure the website is current.</li></ul>

# Interim Report | April 2022

## 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 updated in 2022 and processes are in place for next business plan cycle (2023-2026) once the new Strategic Plan is approved.</li> </ul>
Implement improved use of performance measures to inform service delivery and planning	<ul style="list-style-type: none"> <li>Upgrades to the Council Chambers and three City Hall meeting spaces were completed.</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>March 2022 Committee of Whole meeting focused on 10-year capital plan processes with planned integration of 10-year capital updates included in Operating and Capital Budget Policy review (June 2022)</li> </ul>
Ongoing program and service level reviews	<ul style="list-style-type: none"> <li>The City is working with the Volunteer Programs Association to look at sustainable options for the delivery of victim service programs in the community. This includes programing of victim services and restorative justice programs in the community.</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> <li>The City has temporarily engaged the services of a security guard at City Hall.</li> </ul>
Enhance public engagement and communication where public is encouraged to be involved	<ul style="list-style-type: none"> <li>The City's RCMP Policing Priorities Survey was conducted in March. 394 Responses were received with input into the 2022/23 Annual Policing Priorities.</li> <li>The City conducted an RCMP Community Town Hall in March with a good response from the Community. There was an opportunity to engage and answer questions from the participants.</li> <li>My Fort My City My Say public engagement to help inform new Strategic Plan ran Feb to March, 2022, and saw 1686 survey responses.</li> <li>Plans are under way for Harbour Pool's 40th birthday party in 2022.</li> <li>Public engagement training planned for Council and senior staff summer 2022.</li> <li>The City started offering a hybrid of in-person and virtual Council and Committee of the Whole meetings.</li> </ul>

# Interim Report | April 2022

## Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<b>Continue ongoing policy and bylaw review to guide actions and minimize risk</b>	<ul style="list-style-type: none"><li>• Updated documents include Communications and Marketing GEN-008-A and Investments FIN-010-C policies.</li><li>• The City is working on a Pawn Shop Bylaw that will be brought to Council in September.</li></ul>
<b>Continue enhancements to water billing and transmission programs</b>	<ul style="list-style-type: none"><li>• The City completed the billing cycle adjustment in April 2022 and continue to use and test water use application by customers.</li></ul>
<b>Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and subject matter learning</b>	<ul style="list-style-type: none"><li>• The City is currently working with External Consultant on a market salary and wage survey for non-union staff salaries. Results expected in the 2<sup>nd</sup> half of 2022.</li></ul>

# Interim Report | April 2022

## 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
Undertake a collaborative approach to addressing community needs through coordinated partnerships with local agencies and organizations	<ul style="list-style-type: none"> <li>The City, Families First Society, Restorative Justice/Victim Services, and RCMP had a collaboration meeting to discuss some of the social issues we are experiencing and to discuss various resources/partnerships to work towards positive outcomes.</li> </ul>
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"> <li>Building Bridges conducted a survey with all members to establish post pandemic priorities.</li> </ul>
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"> <li>The City supported Councils Housing Resolution for the annual Alberta Municipalities Convention Fall 2022.</li> </ul>
Utilize data, studies and community engagement to better understand community social issues and needs and community service gaps	<ul style="list-style-type: none"> <li>The City worked with the Poverty Awareness Committee to secure a grant to establish a community poverty reduction strategy.</li> </ul>
Build community awareness of social issues to facilitate social inclusion and social support networks	<ul style="list-style-type: none"> <li>The City collaborated with Industry to host diversity, equity and inclusion sessions for business owners.</li> </ul>
Implement a priority based City policy and program for non-profit organization grants	<ul style="list-style-type: none"> <li>The City policy was reviewed and members of Administration were added to the review panel.</li> </ul>
Develop volunteer engagement strategies to assist with enhancing capacity, recruitment and retention	<ul style="list-style-type: none"> <li>Resources have been identified that can help support non-profits related to governance, capacity building and grant opportunities.</li> <li>City staff have attended board meetings when the opportunities arise to learn about how the boards are functioning and if there are any potential challenges they are facing.</li> </ul>

# Interim Report | April 2022

## Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<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>• Planning for City initiatives and events are being planned for June including: National Indigenous Peoples Day and Legacy Park Family Festival.</li> <li>• Work is also underway in 2022 for the first in person Canada Day celebration in 2 years.</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>• The City played host to 8 dance festivals this spring bringing thousands of dancers from across the province to Fort Saskatchewan.</li> <li>• The City hosted 40 full-day field trip programs, welcoming over 1,200 students and teachers to learn about Fort Saskatchewan's local and regional history.</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 programs, initiatives and events are being planned for summer including: the ParticipACTION Community Challenge – a national wide challenge to determine the most active community in Canada, as well as each province, Recreation and Parks Month, City Recreation and Culture Summer Camps</li> <li>• Two new community amenities Carscadden Pickleball Courts and RCMP Beach Volleyball Courts were opened this season for both community usage and dedicated club program times. These amenities provide new opportunities to community to be active and develop new communities of interest.</li> <li>• Monthly Youth Swims are taking place at the City with a variety of activities throughout the facility tailored to ages 10-18. The City Youth Advisory Committee has partnered to attend 2 per year to promote their services and provide additional youth engagement.</li> <li>• The City ran their first Swim to Survive Program over spring break. This program promotes water safety and teaches basic swimming skills. The program is accessible to those who may not have the opportunity or resources to take regularly programmed swimming lessons. Registrants ranged from ages 6 to 69.</li> </ul>
<p><b>Update the Culture Services Master Plan to provide direction for events, tourism, public art and cultural spaces</b></p>	<ul style="list-style-type: none"> <li>• Work related to this has not started due to resources being needed to respond to COVID restrictions, planning for re-opening and the return to standard operations.</li> </ul>

# Interim Report | April 2022

## 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
<b>Ongoing development and refinement of asset management program</b>	<ul style="list-style-type: none"> <li>Asset Management Advisor position filled in early 2022 and ongoing work on asset management work plan continues including request for proposal software.</li> </ul>
<b>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</b>	<ul style="list-style-type: none"> <li>A request for proposal is being developed to action Council's decision in May 2022, to move forward with an Indoor Recreation Infrastructure Expansion Review process that includes aquatics, ice arena and fitness and wellness spaces. The process will collect information about indoor recreation infrastructure and programming for the City of Fort Saskatchewan that will inform a decision on the City's Indoor Recreation Infrastructure Service Levels. This process also allows for a strategic assessment of the City's indoor recreation programs and facilities for accommodating long-term growth in the community.</li> </ul>
<b>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</b>	<ul style="list-style-type: none"> <li>Bridge construction is on-going with completion expected in Summer/Fall 2022.</li> </ul>

### 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	-	Dec 2022	Main Floor redesign in progress
19012	Computer Network Infrastructure	138	-	138	-	Dec 2022	Tendering in progress
19017	Computer Hardware / Software New Acquisitions	1,453	676	777	-	On-Going	
21013	Council Chamber Audio Visual and Space Updates	490	459	-	31	Complete	Surplus used to offset shortfalls
21014	Asset Management Software	175	-	175	-	Dec 2022	Reviewing Proposals
<b>Total General Administration</b>		<b>3,356</b>	<b>2,152</b>	<b>1,173</b>	<b>31</b>		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Protective Services</b>							
20048	ME Patrol Vehicle	85	76	9	-	Aug 2022	Vehicle delivered, fit-out in progress
<b>Total Protective Services</b>		<b>85</b>	<b>76</b>	<b>9</b>	<b>-</b>		

# Interim Report | April 2022

## 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 2023	Pilot extended
19027	Vehicle Replacement	4,308	2,564	1,779	(35)	On-Going	Experiencing some delivery delays, overage due to inflation
21019	Public Works Site Fire Protection & Security Enhancement	200	12	188	-	Dec 2022	
22009	Fleet Addition – Vehicle for Electrician	60	3	77	(20)	Dec 2022	Overage due to inflation
22013	Fleet Addition – Branch Chipper	52	-	52	-	Dec 2022	
22020	Fleet Addition – Loader, Bucket, Snow Blade	380	-	380	-	Dec 2022	
<b>Total Common Services &amp; Equipment Pool</b>		<b>5,234</b>	<b>2,579</b>	<b>2,710</b>	<b>(55)</b>		



# Interim Report | April 2022

## Appendix 3 – Capital Projects

		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	1,387	163	-	Complete	Pending landscaping
18037	River Road Realignment	400	76	324	-	On-Hold	Ongoing land negotiations
19007	Local Road Rehabilitation	15,439	12,702	2,737	-	On-Going	
19008	Neighbourhood Rehabilitation	19,165	10,931	8,234	-	On-Going	
19009	Veterans Way Corridor Widening	500	451	49	-	Ongoing	
20002	Roadway Safety Improvements	250	85	165	-	Ongoing	
20028	112 St Widening	1,650	1,617	33	-	Complete	Pending landscaping
21012	Veterans Way – Pedestrian Crossing	250	109	141	-	Ongoing	
21033	94 Street Widening – Phase 1	650	62	588	-	Dec 2022	
22011	TWP RD 542 Culvert Replacement	1,325	67	1,258	-	Dec 2022	
<b>Total Roads &amp; Transportation</b>		<b>41,179</b>	<b>27,487</b>	<b>13,692</b>	<b>-</b>		

# Interim Report | April 2022

## 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
21017	Natural Playground at Legacy Park	250	-	250	-	Dec 2022	Construction begins August 2022
21023	Fort Centre Park Phase 1	80	59	21	-	Dec 2022	
22100	Jubilee Recreation Centre Modernization	1,319	-	1,319	-	Dec 2024	Design underway
<b>Total Recreation Services</b>		<b>5,850</b>	<b>3,189</b>	<b>2,661</b>	<b>-</b>		
<b>Cultural Facilities &amp; Programs</b>							
14040	River Valley Enhancements	195	73	122	-	On-Hold	Pending alignment with highway
19006	Culture Equipment Lifecycle Replacement	90	-	90	-	Dec 2022	
<b>Total Cultural Facilities &amp; Programs</b>		<b>285</b>	<b>73</b>	<b>212</b>	<b>-</b>		
<b>Total General Operations</b>		<b>55,989</b>	<b>35,556</b>	<b>20,457</b>	<b>(24)</b>		

# Interim Report | April 2022

## 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>							
18028	Water Reservoir Lifecycle Renewal	1,920	1,590	330	-	Aug 2022	
19018	Sump Pump Retrofit Program	3,058	2,196	962	(100)	On-Going	
19039	River Road Waterline	2,450	1,904	-	546	Complete	Surplus used to offset shortfalls
20021	Transfer Site Enhancement	3,695	1,737	1,958	-	Dec 2022	
22018	HVAC Replacement – River Road Lift Station	110	-	110	-	Dec 2022	
23011	Alternate Water Supply Functional Planning Study	500	-	500	-	Dec 2022	
<b>Total Utility Operations</b>		<b>11,733</b>	<b>7,427</b>	<b>3,860</b>	<b>445</b>		
<b>City Funded Capital Projects</b>		<b>67,722</b>	<b>42,983</b>	<b>24,317</b>	<b>421</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	2,120	62	2,208	(150)	Dec 2022	
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)	Complete	Overage to be funded from levy
<b>Total Levy Funded Capital Projects</b>		<b>3,701</b>	<b>703</b>	<b>3,208</b>	<b>(210)</b>		
<b>City and Developer Capital Projects</b>		<b>71,423</b>	<b>43,687</b>	<b>27,525</b>	<b>211</b>		

# Interim Report | April 2022

## Appendix 4 – Business Support

### BUSINESS SUPPORT

The City awarded the following amounts in the first four months of 2022 pursuant to the Business Development Incentives Policy FIN-014-C:

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	-
Three Peaks Contracting	Equipment & Technology Incentive	\$4,123	\$2,062	-
Twice but Nice	Storefront Improvement	\$14,588	\$9,795	-
ASAP Solutions	Marketing Incentive	\$12,000	\$5,000	-
Fort Distillery	Export Incentive	\$2,156	\$1,130	-
Handyman Electric	Education Incentive	\$235	\$118	-
AMS Services	Equipment & Technology Incentive	\$5,600	\$3,385	-
Benjamin Moore Fort Saskatchewan	Equipment & Technology Incentive	\$2,309	\$1,264	-
		<b>\$46,417</b>	<b>\$25,457</b>	<b>\$1,900</b>