

April 30, 2023

Interim Report

As reported on June 14, 2023



CITY OF
FORT SASKATCHEWAN
ALBERTA

Interim Report | April 2023

As reported on June 14, 2023

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OPERATING HIGHLIGHTS

Highlights from the first four months to April 30, 2023 include:

- Amendments were approved to the Southfort Ridge-Meadows outline plan.
- Council gave permission to start a new Area Structure Plan for land located south of the Westpark neighbourhood.
- Approval of the 2023 property tax bylaw and the 2022 audited consolidated financial statements.
- Community Policing presented the PARTY Program, in partnership with Fire, FCSS and Municipal Enforcement, to students and a fraud seminar to clients at Robin Hood Association.
- Hosting a Town Hall meeting for the citizens of Fort Saskatchewan to voice their concerns about policing and public safety. The citizens were also asked for input into the development of the 2023/2024 Policing Priorities.
- Free play bins were set out at the Harbour Pool to increase unstructured outdoor recreational opportunities. The bins contain equipment that patrons can use in nearby green spaces or outside the facility and return when finished.
- Presentation to Council of a component of the section two work of the Indoor Recreation Facilities study and the two year report on the Municipal Development Plan implementation.
- Receiving a \$200,000 grant for the Northern and Regional Economic Development Program. Grant funds will be used to support the 104th Street Neighborhood Revitalization project, the Downtown Mural Program, and professional education courses for the Economic Development team.

OPERATING BUDGET

In the first four months of 2023, the City had a \$151,000 operating budget deficit, including a \$31,000 surplus from municipal operations and \$182,000 deficit from utility operations. The City is forecasting a \$146,000 operating budget surplus for 2023, including a \$161,000 surplus from municipal operations and \$15,000 deficit from utility operations. The 2023 forecasts presented within this report are estimates based on January to April 2023 actuals and other information currently available, and therefore are subject to change.

Revenues are expected to be \$528,000 above budget for 2023. The City is forecasting investment income and other revenues to be higher than budgeted for the year while fines and penalties, property taxes and utility user rates are forecast to be below budget.

Operating expenses were \$253,000 above budget in the first four months of 2023 and are expected to be \$601,000 above budget 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 and below budget in service maintenance contracts.

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

CAPITAL PROJECTS

The 2023 capital program includes 40 capital projects. As at April 30, 2023, the City has six completed projects, 29 projects in progress, three that are on hold and two projects that were cancelled.

The City spent \$1,834,000 on capital projects in the first four months of 2023 and is expecting to spend an additional \$49,973,000 to complete current projects.

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FINANCIAL POSITION

As at April 30, 2023, the City had net financial assets of \$26,644,000 compared to \$40,035,000 in net financial assets at December 31, 2022.

Significant changes in net financial assets during the first four months of 2023 include increases in investments, trade and other receivables, deposits on accounts, inventory held for resale and decreases in cash and cash equivalents, long term debt, deferred revenue, trade payables, and payroll and remittances.

FINANCIAL RESULTS FROM OPERATIONS

Expressed in \$000's	Four months ended April 30, 2023			Year ended December 31, 2023		
	Budget	Actual	Variance	Budget	Forecast	Variance
Operating Revenue						
Property Taxes	-	-	-	54,629	54,306	(323)
Utility User Rates	6,559	6,332	(227)	20,437	20,315	(122)
User Fees and Charges	2,579	2,505	(74)	7,551	7,477	(74)
Fines and Penalties	903	509	(394)	2,985	2,446	(539)
Government Transfers – Operating	340	309	(31)	1,875	1,805	(70)
Investment Income	704	1,178	474	2,515	3,919	1,404
Other Revenue	14	265	251	18	270	252
Total Operating Revenue	11,099	11,098	(1)	90,010	90,538	528
Operating Expenses						
Salaries, Wages, and Benefits	(10,078)	(10,282)	(204)	(33,466)	(33,788)	(322)
Purchases from other Governments	(5,093)	(4,981)	112	(16,325)	(16,509)	(184)
Contracted Services	(1,712)	(1,887)	(175)	(7,143)	(7,359)	(216)
Service Maintenance Contracts	(1,411)	(1,105)	306	(4,526)	(4,152)	374
Materials and Supplies	(1,164)	(1,251)	(87)	(3,981)	(4,015)	(34)
Utilities	(1,013)	(1,126)	(113)	(2,997)	(3,109)	(112)
Transfers to Organizations and Individuals	(747)	(745)	2	(1,967)	(1,966)	1
Interest on Long Term Debt	(166)	(167)	(1)	(826)	(826)	-
Insurance	(275)	(299)	(24)	(817)	(847)	(30)
Training and Development	(256)	(205)	51	(714)	(663)	51
Advertising and Printing	(139)	(78)	61	(588)	(524)	64
General Administration	(380)	(480)	(100)	(964)	(1,075)	(111)
Other Expenses	(45)	(126)	(81)	(1,463)	(1,545)	(82)
Total Operating Expenses	(22,479)	(22,732)	(253)	(75,777)	(76,378)	(601)
Operating Budget Surplus (Deficit) before Other Items	(11,380)	(11,634)	(254)	14,233	14,160	(73)
Other Items						
Repayment of Long Term Debt	(447)	(477)	(30)	(3,404)	(3,409)	(5)
Transfers to Reserves	(10,817)	(10,927)	(110)	(11,545)	(11,655)	(110)
Operations funded from Reserves	84	327	243	716	1,050	334
Net Other Items	(11,180)	(11,077)	103	(14,233)	(14,014)	219
Operating Budget Surplus (Deficit)	(22,560)	(22,711)	(151)	-	146	146

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

Investment Income

Investment income was \$474,000 above budget in the first four months of 2023 and are forecast to be \$1,404,000 above budget at the end of 2023. This variance is due to increased long term investment balances and higher yields.

As at April 30, 2023, the long term investment balances were \$12,000,000 higher than budgeted and yields were 0.88% over budget. Short term investments were earning yields of 1.73% more than budgeted.

Service and Maintenance Contracts

Spending on service and maintenance contracts was \$306,000 below budget in the first four months of 2023 and are forecast to be \$374,000 below budget by year-end. This variance is due to a delay in automated traffic enforcement camera ticketing early 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, 2023			Forecast for the Year Ended December 31, 2023		
	Budget	Actual	Variance	Budget	Forecast	Variance
Wastewater Management Services	1,757	1,729	(28)	5,700	5,637	(63)
Policing Services	1,744	1,643	(101)	5,356	5,643	287
Water Supply Services	1,304	1,257	(47)	4,344	4,287	(57)
Commuter Transit Services	141	127	(14)	424	410	(14)
Assessment Services	122	151	29	413	443	30
Other	25	74	49	88	89	1
Total Purchases from Other Governments	5,093	4,981	(112)	16,325	16,509	184

The City was \$112,000 below budget in purchases from other governments for the first four months of 2023 and forecasted to be \$184,000 over at the end of 2023.

Policing services are forecast to be \$287,000 over budget by the end of the year due to RCMP staffing getting closer to full compliment and the member pay raise.

Financial Report for the four months ended April 30, 2023 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

DEFICIT VARIANCES

Fines and Penalties

Revenue from fines and penalties were \$394,000 below budget in the first four months of 2023 and are forecast to be \$539,000 below budget for the year due to traffic fines.

Revenue from traffic fines was \$439,000 below budget in the first four months of 2023 and forecast to be \$584,000 under budget at the end of the year. The decrease in traffic fine revenue is offset by a decrease in the service maintenance contract expense.

Expressed in \$000s	Results for the four months ended April 30, 2023			Forecast for the Year Ended December 31, 2023		
	Budget	Actual	Variance	Budget	Forecast	Variance
Traffic fines	(737)	(298)	439	(2,613)	(2,029)	584
Fine Processing Costs	272	52	(220)	815	523	(292)
Net loss in revenue from traffic fineds	(465)	(246)	219	(1,798)	(1,506)	292

The City hired a new automated traffic enforcement contractor and replaced its aging intersection safety devices in early 2023. The revenue variances are due to the change-over period where tickets were not being issued.

Utility User Rates

Revenue from utility user rates were \$227,000 below budget in the first four months of 2023 and forecast to be \$112,000 under budget at the end of 2023. The variance in the first four months of 2023 relates mostly to a decrease in variable sewer consumption due to lower than expected industrial effluent discharge.

Salary, Wages and Benefits

Expressed in \$000s	Results for the four months ended April 30, 2023			Forecast for the Year Ended December 31, 2023		
	Budget	Actuals	Variance	Budget	Actuals	Variance
Staff (Surplus) Deficit before allowance	10,325	10,282	(43)	34,268	34,343	75
Budgeted vacancy / rate allowance	(247)	-	247	(802)	(555)	247
Net Staff Surplus	10,078	10,282	204	33,466	33,788	322

Salaries, wages, and benefits were \$204,000 higher than budgeted in the first four months of 2023 and forecasted to be \$322,000 over budget by the end of the year. Staff costs are forecasted to be \$75,000 over budget for the year before the \$247,000 budgeted allowance for vacancies and wage grid placements.

Other Deficit Variances

- Property taxes are forecast to be below budget in 2023 due to the province funding only 50% of the grants in place of taxes for provincially owned properties.

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UTILITY OPERATIONS

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

Expressed in \$000s	Variances from utilities operating budget			
	Water Supply	Sewer Service	Solid Waste	Total Utilities
For the period ending April 30, 2023				
Revenue				
Utility user rates	(57)	(161)	(7)	(226)
Other revenue	(16)	3	14	1
Expenses				
Salaries, wages and benefits	(20)	(2)	20	(1)
Commission charges	48	28	-	76
Contracted services	21	(54)	58	25
Other expenses	(24)	(7)	(15)	(46)
Reserve transfers and debt repayment	(12)	1	0	(10)
YTD Operating Budget Surplus (Deficit)	(60)	(192)	70	(182)
For the year ending December 31, 2023				
Revenue				
Utility user rates	13	(127)	(7)	(121)
Other revenue	(16)	3	14	1
Expenses				
Salaries, wages and benefits	(20)	(2)	20	(2)
Commission charges	57	63	-	120
Contracted services	21	(54)	58	25
Other expenses	(5)	(7)	(15)	(27)
Reserve transfers and debt repayment	(12)	1	-	(11)
Forecast Operating Budget Surplus (Deficit)	38	(123)	70	(15)

The City's utility operations had a \$182,000 deficit compared to budget in first four months of 2023 and are forecast to be \$15,000 over budget at the end of the year.

The combined utility-user rates revenue from water and sewer were \$232,000 lower than budget in the first four months of 2023 which was mostly due to a decrease in industrial effluent discharge affecting sewer consumption which is offset by decreases in commission charges.

CAPITAL BUDGET HIGHLIGHTS

The 2023 Capital Program included eight new projects and 32 multi-year projects that were carried forward from 2022, and four projects that were approved through the operating budget. At April 30, 2023 the City had completed six capital projects, while 29 were in progress, three were on hold, and the two Veterans Way projects were cancelled. The capital programs are summarized below. Additional project level details are attached in Appendix 3.

	Carried Forward from 2022	2023 Capital Budget	Authorized in 2023	Authorized Capital Expenditure	2023 Expenditure	Forecast Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
General Administration	690	281	-	971	(31)	(1,026)	(86)
Fire Services	-	260	-	260	-	(260)	-
Common Services & Equipment Pool	1,744	2,010	-	3,754	(388)	(3,365)	1
Roads & Transportation	14,994	7,725	-	22,719	(362)	(22,082)	275
Recreation Services	3,227	18,070	-	21,297	(662)	(20,932)	(297)
Culture Facilities & Programs	211	51	135	397	(223)	(174)	-
Utility Rate Funded Projects	703	600	-	1303	(168)	(1,135)	-
Levy Funded Projects	1,000	-	-	1,000	-	(1,000)	-
Total	22,569	28,997	135	51,701	(1,834)	(49,973)	(107)

NEIGHBOURHOOD

REHABILITATION PROJECTS

The 2023 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 2022 projects on 101 Street and 108 Street between 101 Ave and 102 Ave will be completed in 2023.

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

MODERNIZATION CONSTRUCTION

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

SOUTHFORT MEADOWS PARK

AMENITY

Construction is underway on the new Southfort Meadows Park Amenity. 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, landscaping, and add a scale system. The new facility is substantially complete with landscaping remaining.

FINANCIAL POSITION HIGHLIGHTS

An unconsolidated statement of financial position for the City of Fort Saskatchewan has been included in Appendix 1. The statement of financial position does not reflect the adoption of new accounting standards in 2023, including PS3280 Asset Retirement Obligations.

NET FINANCIAL ASSETS

As at April 30, 2023, the City had net financial assets of \$26,644,000 compared to the net financial assets of \$40,035,000 at December 31, 2022.

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, 2023 the City had the following cash and short term deposits:

Cash and Cash Equivalents	April 30, 2023		December 31, 2022	
	Balance \$000	Interest Rate	Balance \$000	Interest Rate
Operating Accounts	6,306	4.99%	5,381	4.71%
Notice of Demand Accounts	320	5.45%	314	5.20%
Total	6,626	5.02%	5,695	4.74%

The City's notice of demand accounts earn interest at 5.45% and are redeemable upon 90 days' notice. The City's operating and notice of demand accounts earn variable rates of interest and are therefore subject to interest rate risk.

INVESTMENTS

	April 30, 2023			December 31, 2022		
	Average Yield	Average Years to Maturity	Book Value \$000	Average Yield	Average Years to Maturity	Book Value \$000
Cashable Guaranteed Investment Certificates	5.23%	0.76	18,500	4.98%	0.40	39,500
Guaranteed Investment Certificates	3.43%	2.06	38,480	2.55%	2.57	28,480
Long Term Bond	2.61%	0.16	1,928	2.61%	0.49	1,933
Long Term Note	5.00%	1.03	1,000	5.00%	1.36	1,000
Other	2.16%	n/a	110	2.16%	n/a	64
Total	3.98%	1.58	60,018	3.94%	1.29	70,977

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.

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Rounded to the nearest thousand dollars, except where otherwise stated

PROPERTY TAXES RECEIVABLE

At April 30, 2023, property taxes receivable were \$641,000 compared to \$2,019,000 at December 31, 2022. Of the outstanding \$641,000 in property taxes, \$535,000 is due from 2022 and \$106,000 is due from prior years.

LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Apr 30, 2023 \$000	Dec 31, 2022 \$000	Fully Repaid
Debentures				
Dow Centennial Centre	5.705%	1,127	1,127	December 2023
Sewer Service Reline	2.371%	1,871	1,871	December 2029
City Hall	3.308%	9,087	9,340	December 2033
100 Avenue Rehab	3.571%	4,153	4,322	September 2035
Protective Services Building	3.136%	8,067	8,067	December 2036
Pointe Aux Pins Waterline	4.990%	146	146	June 2042
Total Debentures		24,451	24,873	
Capital Leases				
Capital Lease Obligations		46	99	December 2025
Total Long Term Debt		24,497	24,972	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at April 30, 2023 is \$24,497,000. During the first four months of the year, the City paid \$421,000 in principal and \$165,000 in interest expense to service debentures and \$53,000 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, 2023, the City was at 18% of its provincial Debt Limit (December 31, 2022 – 22%) and 13% of its provincial Service on Debt Limit (December 31, 2022 –19%). The City's capital leases do not impact its debt limit or debt service limit.

FINANCIAL RESERVES

In the first four months of the year, the City had \$75,734,000 in financial reserves, of which \$ 26,079,000 is committed and the remaining \$49,655,000 is uncommitted. The City's 2023 optimal balance for the reserves is \$47,856,000.

At April 30, 2023, two reserve categories were under the optimal balances and four were over. The stabilization and contingency reserves were under \$4,141,000 and infrastructure lifecycle was under \$1,294,000. Specific Purpose reserves purpose reserves were over \$905,000, project reserves \$615,000, and restricted reserves \$404,000.

The optimal balances for the reserves are calculated in accordance with the Financial Reserves Policy, FIN-021-C , that was updated in 2023. These optimal balances are 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.

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Appendix 1

SUPPLEMENTARY FINANCIAL INFORMATION

STATEMENT OF FINANCIAL POSITION

(Unaudited)

	April 30, 2023	December 31, 2022	April 30, 2022
	\$000s	\$000s	\$000s
Financial Assets			
Cash and Cash Equivalents	6,626	5,695	36,516
Revenues Receivable			
Property Taxes Receivable	641	2,019	622
Government Transfers Receivable	1,192	1,581	1,154
Trade and Other Receivables	5,903	5,319	4,658
Inventory Held for Resale	1,442	1,441	1,268
Investments	60,018	70,977	32,486
Total Financial Assets	75,822	87,032	76,704
Liabilities			
Accounts Payable and Accrued Expenses			
Trade Payables	(3,088)	(7,713)	(3,480)
Employee Benefit Obligations	(1,757)	(1,583)	(1,805)
Payroll and Remittances	19	(1,186)	277
Interest Payable	(136)	(136)	(167)
Liability for Contaminated Sites	(1,366)	(1,366)	(1,413)
Deposits on Account	(2,104)	(1,783)	(1,772)
Deferred Revenue	(16,248)	(8,258)	(17,379)
Long-Term Debt	(24,498)	(24,972)	(27,746)
Total Liabilities	(49,178)	(46,997)	(53,536)
Net Financial Assets	26,644	40,035	23,168
Other Assets			
Tangible Capital Assets	513,300	517,138	511,804
Prepaid Expenses	654	806	866
Inventories of Supplies	1,206	624	520
Total Other Assets	515,159	518,568	513,190
Accumulated Surplus	541,803	558,603	536,358

This statement of financial position for the City of Fort Saskatchewan has not been consolidated with the Fort Saskatchewan Public Library ("Library"). The annual financial statements are prepared in accordance with PSAS, which require that the City's financial statement be consolidated with the Library. This statement does not reflect changes to PSAS that are effective for 2023.

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

STATEMENT OF OPERATIONS

(Unaudited)

	Four months ended April 30		
	2023	2023	2022
<i>Expressed in \$000s</i>	Budget	Actuals	Actuals
Operating Revenue			
Property Taxes	-	-	104
Utility User Rates	6,559	6,332	6,818
User Fees & Charges	2,579	2,505	2,547
Fines and Penalties	903	509	799
Government Transfers - Operating	340	309	352
Investment Income	704	1,178	346
Other Revenue	14	265	60
Total Operating Revenue	11,099	11,098	11,026
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(5,782)	(6,133)	(6,112)
Fleet, Facilities, & Engineering	(3,942)	(2,789)	(2,930)
Planning & Development	(601)	(688)	(502)
Economic Development	(286)	(300)	(341)
	(10,611)	(9,910)	(9,885)
Community and Protective Services			
Culture & Recreation Services	(3,548)	(3,360)	(3,406)
Protective Services	(3,047)	(2,687)	(2,416)
Fire Services	(1,255)	(1,290)	(1,256)
Family & Community Support Services	(453)	(492)	(422)
	(8,303)	(7,829)	(7,500)
Corporate Services Division			
Information Technology	(1,145)	(1,110)	(1,053)
Legislative Services	(596)	(668)	(596)
People Services	(632)	(615)	(481)
Financial Services	(508)	(486)	(441)
Corporate Communications	(264)	(217)	(259)
	(3,145)	(3,096)	(2,830)
Senior Leadership	(667)	(775)	(837)
Elected Officials	(171)	(154)	(135)
Fiscal Services	(262)	(553)	(490)
Utility Operations	(5,891)	(5,936)	(5,550)
	(29,050)	(28,253)	(27,227)
Total Operating Expenses	(29,050)	(28,253)	(27,227)
Surplus (Deficit) before Other Items	(17,951)	(17,153)	(16,201)
Other Items			
Contributed Tangible Capital Assets	3,460	-	2,994
Government Transfers - Capital	-	381	216
Net Other Items	3,460	381	3,210
Operating Surplus (Deficit)	(14,491)	(16,774)	(12,991)

This statement of operations for the City of Fort Saskatchewan has not been consolidated with the Fort Saskatchewan Public Library ("Library"). The annual financial statements are prepared in accordance with PSAS, which require that the City's financial statements be consolidated with the Library. This statement does not reflect changes to PSAS that are effective for 2023.

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, 2023			Year ended December 31, 2023		
	Budget	Actuals	Variance	Budget	Forecast	Variance
Infrastructure & Planning Division						
Public Works	(2,636)	(2,705)	(69)	(8,664)	(8,733)	(69)
Fleet, Facilities, & Engineering	(2,822)	(2,885)	(63)	(7,526)	(7,552)	(26)
Planning & Development	(139)	(244)	(105)	(611)	(716)	(105)
Economic Development	(45)	(98)	(53)	(586)	(639)	(53)
Total Infrastructure & Planning Division	(5,642)	(5,932)	(290)	(17,387)	(17,640)	(253)
Community & Protective Services Division						
Culture and Recreation Services	(2,476)	(2,281)	195	(6,959)	(6,770)	189
Protective Services	(2,221)	(2,264)	(43)	(5,917)	(6,435)	(518)
Fire Services	(1,526)	(1,644)	(118)	(4,299)	(4,372)	(73)
Family & Community Support Services	(180)	(172)	8	(618)	(610)	8
Total Community & Protective Services Division	(6,403)	(6,361)	42	(17,793)	(18,187)	(394)
Corporate Services Division						
Information Technology	(1,411)	(1,428)	(17)	(3,262)	(3,221)	41
Legislative Services	(591)	(667)	(76)	(1,829)	(1,911)	(82)
People Services	(632)	(615)	17	(1,915)	(2,016)	(101)
Financial Services	(508)	(486)	22	(1,664)	(1,642)	22
Corporate Communications	(263)	(217)	46	(803)	(757)	46
Total Corporate Services Division	(3,405)	(3,413)	(8)	(9,473)	(9,547)	(74)
Senior Leadership	(588)	(689)	(101)	(1,932)	(2,045)	(113)
Elected Officials	(171)	(154)	17	(548)	(531)	17
Fiscal Services	(4,550)	(4,188)	362	47,133	48,102	969
Utility Operations	(1,787)	(1,960)	(173)	-	(6)	(6)
Operating Budget Surplus (Deficit)	(22,546)	(22,697)	(151)	-	146	146

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31 2022 Balance	2023 Activity			Apr 30 2023 Balance	Remaining Commitments	Uncommitted Balance	2023 Optimal Balance	Over (Under) Funded
		Contributions	Interest	Withdrawals					
<i>Expressed in 000's</i>									
Stabilization and Contingency									
Financial Stabilization and Contingency	14,998	-	-	(164)	14,834	(3,190)	11,644	15,118	(3,474)
Snow and Ice Removal	504	-	-	(70)	434	-	504	1,101	(667)
Total Stabilization and Contingency	15,502	-	-	(234)	15,268	(3,190)	12,078	16,219	(4,141)
Projects									
Municipal Operating Projects *	250	-	-	-	250	-	250	600	(350)
Utility Operating Projects *	180	-	-	-	180	-	180	180	-
Future Facility Operating	7,971	1,101	-	-	9,072	(7,007)	2,065	-	2,065
Capital Projects *	8,808	3,373	-	(497)	11,684	(5,718)	5,966	9,185	(3,219)
Land Purchases	2,299	-	-	(2)	2,297	(178)	2,119	-	2,119
Total Projects	19,508	4,474	-	(499)	23,483	(12,903)	10,580	9,965	615
Infrastructure Lifecycle									
Municipal Infrastructure and Equipment	11,343	2,591	172	(397)	13,709	(2,948)	10,761	11,312	(551)
Facility Lifecycle and Maintenance*	2,116	65	27	-	2,208	-	2,208	1,600	608
Utilities Infrastructure and Equipment	7,155	3,322	129	(359)	10,247	(4,978)	5,269	6,620	(1,351)
Total – Infrastructure Lifecycle	20,614	5,978	328	(756)	26,164	(7,926)	18,238	19,532	(1,294)
Specific Purpose									
Art in Public Places	171	20	-	-	191	-	191	-	191
Economic Development	1,042	32	-	(44)	1,030	(768)	262	750	(488)
Family and Community Support Services	67	-	-	-	67	-	67	-	67
Health, Safety, and Wellness	689	-	-	-	689	(31)	658	-	658
River Valley Enhancement	445	89	-	-	534	(57)	477	-	477
Total - Specific Purpose	2,414	141	-	(44)	2,511	(856)	1,655	750	905
Restricted Reserves									
Contributions in Lieu of Municipal Reserve Land	51	-	-	(122)	(71)	-	(71)	-	(71)
Youth Drug and Safety Education	20	-	-	-	20	-	20	-	20
Fire Waterline	883	-	-	-	883	(110)	773	-	773
Perpetual Care *	621	16	8	-	645	(125)	520	1,390	(870)
Transportation Assistance**	63	-	-	(63)	-	-	-	-	-
Westpark Estates Community Enhancement	552	-	-	-	552	-	552	-	552
Total - Restricted Reserves	2,190	16	8	(185)	2,029	(235)	1,794	1,390	404
Developer Levies	6,208	-	78	(7)	6,279	(969)	5,310	-	5,310
Total Reserves	66,436	10,609	414	(1,725)	75,734	(26,079)	49,655	47,856	1,799

* Estimated balance only and may be subject to change

** Transit Assistance Reserve closed in 2023

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Appendix 2 – Strategic Plan Update

STRATEGIC PLAN UPDATE

In June 2022, the City adopted a strategic plan for 2023 – 2026, identifying five goals and a number of strategic initiatives to advance those goals. The report below indicates the progress made toward those goals between January to April 2023.

WELL-PLANNED COMMUNITY AND RESILIENT ECONOMY

Goal	Strategically plan, prepare, and manage responsible and sustainable growth for our residents and businesses.
Outcome	Excellence in planning and land use has balanced quality of life, sustainability, and economic development that has shaped how our community has grown to maintain its smalltown feeling, a strong sense of community and a resilient local economy.

Strategic Initiatives	Progress
Creation of a new Land Use Bylaw to align with the Municipal Development Plan, promoting efficiency and cohesion between plans.	<ul style="list-style-type: none"> A Council Land Use Bylaw Education Session was facilitated in early 2023. The session focused on different approaches to regulating land use to effectively manage land use matters specific to each unique area of the city. The session included a presentation by Mayor Jim Brainard from Carmel, Indiana. Progress on developing the new land use bylaw continues. The City has established geographical boundaries for each district and is working to establish regulatory approaches for each district. To date, districts can be placed into two categories: holistic and legacy. Holistic districts are areas most likely to experience change and offers a high potential for infill. Legacy districts are less likely to experience change (e.g. industrial district). The City will conduct several engagement activities throughout the summer months.
Municipal Development Plan (2021) implementation of policies, strategies, and planning projects to help achieve the Community Direction Statement for the future of the City with 50,000 residents.	<ul style="list-style-type: none"> In early 2023, Administration updated Council on the implementation of the Municipal Development Plan. The update was the first bi-annual update on the progress of the MDP implementation targets and projects since its adoption. Implementation is ongoing. Six implementation projects are complete, and progress is being made on another nine. The update highlighted that: <ul style="list-style-type: none"> More people now live in the developing neighbourhoods than the established neighbourhoods. The average single detached dwelling is unaffordable to 44.2% of households. 5.66% of households cannot afford the most affordable rentals. The next Municipal Development Plan Bi-Annual Implementation Report will be presented in 2025.

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Strategic Initiatives	Progress
<p>Downtown Action Plan (2021) implementation of recommendations to help attract customers, new development and increase the vibrancy of downtown</p>	<ul style="list-style-type: none"> • A new website promoting Downtown was launched in May 2023: fortsask.ca/downtown • A pergola was installed at the 102nd Street parklet in early 2023, with signage, planters, and tables being installed in spring 2023. • After engaging with Downtown businesses in the spring, the 100 Avenue parklet was installed at the intersection of 100 Avenue and 102 Street. • The Downtown Mural Program will be expanded this year with 3 new murals. The City was successful in applying for \$20,000 in funding for the murals from Alberta’s Northern and Regional Economic Development (NRED) Program. • The City received a grant through the NRED program for the 104 Street Neighbourhood Rehabilitation Project. The 104 Street Neighbourhood Rehab Project is being completed under the annual program, which is funded from the Utilities Infrastructure Reserve and Annual Capital Funding. A \$180,000 can be repurposed from the project, thanks to the NRED grant. As part of the surplus allocation proposal process, The City will recommend the funds be allocated to the Economic Development Reserve. • Added signage and banners with the new Downtown branding are expected to be installed mid 2023.
<p>Development of growth/annexation area servicing plans and levy plans to prepare lands for future use</p>	<ul style="list-style-type: none"> • Servicing plans are complete and were presented to Council in early 2023. • Offsite Levies will now be developed based on the results of the servicing plans. Surplus funds from the servicing plans project will be used to fund the levy project.
<p>Development of School Board Joint Use and Planning Agreements to enable the integrated and long-term planning and coordinated placement of new school sites and redevelopment of existing school sites</p>	<ul style="list-style-type: none"> • The City continues to work on agreements with school boards. In early 2023, the City held a meeting with the School Boards to review a first draft. The Boards asked that the agreements be combined and applied to all school boards equally.
<p>Edmonton Metropolitan Region Board Growth Plan interim review and update with Council.</p>	<ul style="list-style-type: none"> • The interim growth plan review and update presents an opportunity to collect and analyze data and information to understand the growth plan policies’ performance in achieving the Region’s goals. • The first phase of the review included data gathering to update the Population & Employment projections to 2044. The 26-growth plan KPIs will also be reviewed based on new federal census data. • Work has been completed on developing a synthetic model of the region to 2044. The second phase of the project includes an impact assessment based on phase one findings.

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Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
Alberta Industrial Heartland Association, Edmonton Global and other regional economic development initiatives participation with strategic and economic benefit for the City	<ul style="list-style-type: none">• The City continues to work with Alberta Industrial Heartland Association (AIHA) and Edmonton Global regarding advocacy at all levels of government, encouraging investment attraction and business growth, and advancing and incubating entrepreneurship and innovation to help establish and grow the next generation of businesses in the region.• Both AIHA and Edmonton Global presented updates to Council at the Committee of the Whole Meeting in early 2023.
Coordination for designated industrial zone policy and development permit processes with Alberta Industrial Heartland Association to manage and encourage sustainable industrial growth	<ul style="list-style-type: none">• The Designated Industrial Zone in Alberta’s Heartland will establish a regulatory framework intended to attract investment in the area. This includes, among other things, alignment of municipal permitting requirements across partnering municipalities. Member municipalities met in early 2023 to establish criteria for municipal permitting alignment.• In early 2023, the boundaries for the Designated Industrial Zone were finalized.

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Appendix 2 – Strategic Plan Update

STRATEGICALLY MANAGED INFRASTRUCTURE

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

Strategic Initiatives	Progress
Asset Management continued implementation of the program that enables coordinated, cost effective and sustainable approaches for stewardship of the City’s resources.	<ul style="list-style-type: none"> Progress continues with asset management program with data capture of assets continuing including roads, curbs, and utilities. The annual asset management update for Council is scheduled for fall 2023.
Neighbourhood Rehabilitation Study to determine and validate long-term costing of the program to ensure a reliable road and utility network by replacing infrastructure at the end of its functional life.	<ul style="list-style-type: none"> A first draft of the study was provided. The first draft highlighted gaps within our existing data, which are now being corrected. The missing data has now been supplied to the consultant and the draft is being revised, with an estimated resubmission mid 2023. The target presentation date to Council for the study is fall 2023.
Determine the preferred option to meet future water needs as the City’s demands continue to increase.	<ul style="list-style-type: none"> Work is on-going on the functional planning study for an alternative water supply. An update will be provided to Council in June.
Assess existing storm ponds and develop a Stormwater Drainage Plan that ensures best practices and climate change readiness standards that are incorporated into development regulations and maintenance processes.	<ul style="list-style-type: none"> The City continued to assess our storm pond water quality and capacity to accumulate sediment. The City completed its assessment of four storm ponds located in Sienna, Southfort, West River’s Edge Wetland. Result shows good quality water and remaining capacity to accumulate sediment, varying between 32% and 96% (average capacity at 59%). The rest of the ponds will be assessed in 2023 and 2024.
Undertake a Wastewater System Master Plan to support wastewater service and system planning	<ul style="list-style-type: none"> The Wastewater Master Plan Update is tentatively scheduled for 2025.
Ongoing review and refinements to 10-year Capital Plan content, process and supporting documentation.	<ul style="list-style-type: none"> The 10 Year Capital Plan overview is scheduled for the June 27, 2023 Council meeting.
Continued evaluation and planning for major capital projects within the 10-year Capital Plan including: Veterans Way Corridor Widening and Pedestrian Crossings, Fire Station, Aquatics and Materials Handling/Snow Dump Site.	<ul style="list-style-type: none"> The Jubilee Recreation Centre Modernization received Council approval for the construction budget approval in early 2023.

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Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
Continued use and implementation of Vision Zero strategies and the Safe Systems Model with resultant changes to roadway infrastructure and traffic safety culture.	<ul style="list-style-type: none">• Continued conventional traffic enforcement, both at the private vehicle and commercial vehicle level.• The City offered programs like the Bike Rodeo to educate users of the road on how to navigate appropriately.• Option 4 Education for Tickets Program – the City and the RCMP conduct joint operations and provide education over a ticket for Vehicle Equipment Regulations such as tint, cracked windshields, loud exhaust, no mud flaps, tires too wide, non-functioning head or tail lamps, etc. Offenders were given the option 4 notice which allowed them 12 days to correct the deficiency on their vehicle. If offenders choose this option, their vehicle are re-inspected, and their violation ticket are withdrawn if the deficiency was corrected. To date, 52 equipment violations have been corrected resulting in an 87% compliance rate.• Disturbing Noise Education programs were provided in early 2023.

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WELCOMING, COMPASSIONATE AND ACTIVE COMMUNITY

Goal	Support diverse community needs to create a complete community where everyone, regardless of circumstances is able to experience all the City has to offer.
Outcome	Residents live in vibrant, inclusive neighborhoods and a welcoming compassionate city where they can participate fully in all aspects of the community and where diverse and accessible recreation, culture and arts opportunities thrive.

Strategic Initiatives	Progress
Continue to implement the Truth and Reconciliation and Indigenous Relations Multi-Year Plan including relationship building, knowledge gathering, and education.	<ul style="list-style-type: none"> The City supported a spring round dance at the request of the Indigenous Society of Fort Saskatchewan. The Indigenous Society hosted new programming with support from the City, including ribbon skirt making classes and a Valentine’s Day Bannock making class. The Urban Forest Protection and Enhancement Plan moved forward with planning Indigenous engagement, in the form of a pipe ceremony and community visits, for the project with consulting firm Pipikwan Pêhtâkwan located in Edmonton. Activities are scheduled in T2.
Diversity, Equity, and Inclusion Action Plan continued implementation with emphasis on community accessibility of City venues and community and employee mental health and wellness.	<ul style="list-style-type: none"> The City welcomed temporary exhibits developed collaboratively with the Fort Black Community and Robin Hood Association in February and April, respectively. Each exhibit included an opening event where members of the partner organizations spoke about the importance of these exhibits and their meaning to the community. Mini exhibits for Black History month and Women’s History month were developed by the City and put on display in City Hall.
Development of Community Social Response Framework to understand issues, City roles and responses that reflect our commitment to an inclusive and welcoming community.	<ul style="list-style-type: none"> The City hired a consultant to complete the Community Social Response Framework by early 2024.
Undertake an Indoor Recreation Infrastructure Service Level Review to collect relevant information and data to help inform future aquatic, indoor ice, and fitness/wellness infrastructure.	<ul style="list-style-type: none"> Phase 1, an assessment of the Harbour Pool, of the Review was completed and presented to Council in early 2023. Phase 2, a community needs assessment, was started with a survey sent to all households in the City. The survey results were presented to Council in early 2023. The complete Facility Program which summaries the finding of the Phase 2 work and recommendations for an indoor recreation program for City will be presented to Council in mid 2023.
Undertake outdoor parks and trails plans and projects including River Valley Master Plan, Open Spaces Master Plan, and Fort Centre Park Phase One development.	<ul style="list-style-type: none"> A Bike Skills Park feasibility study is underway with securing consultant and internal review of possible sites. Next steps engagement with key stakeholders for feedback and information.
Undertake Jubilee Recreation Centre modernization.	<ul style="list-style-type: none"> The City is working with key stakeholders on the operational impacts of construction and how to manage them while staying operational with ice and dry-pad usage.

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Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p>Continue to promote indoor venues and outdoor spaces, events, festivals, and history that create community benefit as well as economic benefit by attracting visitors to see and experience what the City has to offer.</p>	<ul style="list-style-type: none">• Approximately 600 people attended the City’s Easter Egg Hunt.• The Shell Theatre hosted over 60 shows, events and festivals and more than 50,000 attendees in the first four months of 2023. Most of these patrons were from outside Fort Saskatchewan, visiting for dance competitions.• The City’s new initiative, the Recreation Challenge, encouraged the use of the City’s recreation facilities and outdoor amenities and trails. The initiative recorded 98 participants completing 60 hours of activities during the 80-day challenge. Activities included attending programs, leisure time, or self-guided fitness to promote a well-rounded approach to active living. Local businesses donated prizes to support the Recreation Challenge.• The City had several class promotions encouraging people to come out and try drop-in and registered classes. These promotions encouraged new and returning participation – engaging the community to get active. The City ran 37 registered programs in early 2023 with 445 participants registered.

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Appendix 2 – Strategic Plan Update

ENVIRONMENTAL STEWARDSHIP AND CLIMATE CHANGE READINESS

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

Strategic Initiatives	Progress
Operationalize the new Eco/Transfer Station and implement Provincial Extended Producer Responsibility standards to help encourage waste reduction and diversion programs.	<ul style="list-style-type: none"> Construction concluded on the Transfer + Eco Station site in early 2023. Compactors for cardboard and garbage were commissioned and all structures have been installed. Training for staff on new processes and software began, and work to address deficiencies has been scheduled. Full operations, including commissioning of the scale, will be complete in June. A grand opening for the new Transfer + Eco Station will be held mid 2023. A new contract was put in place for the Transfer + Eco Station waste collection in early 2023. The new contract better positions the City to take advantage of the anticipated Extended Producer Responsibility benefits.
Prepare an Urban Forest Protection and Enhancement Plan to further improve and add to existing assets while also preventing unnecessary or premature loss.	<ul style="list-style-type: none"> The Development Urban Forest Protection and Enhancement Plan started in 2023. A project coordinator was hired, and a consultant was selected to lead the work. Canopy cover mapping is underway. Public consultation is scheduled for mid 2023. A specific indigenous consultation is set to occur in the spring and summer, including an oral history of the river valley. A Council update for the project is scheduled for fall 2023.
Assess the condition of the riverbank to ensure land uses are not creating slope instability.	<ul style="list-style-type: none"> An assessment of recreational trails found in the Riverbank was completed in 2023.
Conduct assessments of City water and energy usage and develop strategies the City can use to conserve usage, both in City venues and outdoor spaces as well as private homes and businesses.	<ul style="list-style-type: none"> Recruitment for the Director of Utilities & Sustainability will occur in mid 2023. Usage assessments and conservations strategies will be assigned to the Utilities & Sustainability department portfolio.
Review alternatives and cost impacts to determine preferred fuel sources for the City’s small and large fleet to best serve the community for next 10 to 20-year period.	<ul style="list-style-type: none"> Recruitment for the Director of Utilities & Sustainability will occur in June. Conservations strategies will be assigned to the Utilities & Sustainability department portfolio.
Naturalize strategically selected greenspaces for environmental and economic benefit and monitor the health/well-being of naturalized spaces.	<ul style="list-style-type: none"> Parks summer staff members are documenting the effects of the phase 1 naturalization areas (112th Street, Low Ave. and River Road). The work aims to create a biodiversity baseline and key performance indicators to evaluate program effectiveness. These findings will be used to expand, enhance, or adjust the program.

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Strategic Initiatives	Progress
Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.	<ul style="list-style-type: none">• A Future Site Needs Assessment is scheduled for 2024 and will investigate increasing the usage of satellite yards.
Preparation of an Urban Agricultural Plan to increase awareness and understanding for business and residents of the importance of agriculture and agri-food sectors within urban service areas, to help grow the regional economy, as well as promote the ecological and social benefits urban agriculture provides to communities. (Regional Agriculture Master Plan-Edmonton Metropolitan Region Board).	<ul style="list-style-type: none">• The City has reached an agreement in principle with the Northern Alberta Institute of Technology's Bachelor of Technology Program to develop an Urban Agriculture Plan for the City. If authorized by NAIT, the project would begin in fall 2023 and last eight months. The plan is a requirement of the Edmonton Metropolitan Region Board's Growth Plan. The Urban Agriculture Plan must be completed by January 2025.

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Appendix 2 – Strategic Plan Update

OPERATIONAL EXCELLENCE AND CONTINUOUS IMPROVEMENT

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

Strategic Initiatives	Progress
Ongoing review and refinement of advocacy strategies to direct and strengthen the City's message when addressing policies, issues, and funding with other levels of government, regional neighbours and agencies including Machinery and Equipment assessment, regional transportation, and Veterans Way improvements.	<ul style="list-style-type: none"> The City engaged with MLA Jackie Armstrong-Homeniuk, as well as members of the Transportation and Economic Corridors ministry about sharing the cost associated with the Veterans Way Corridor Widening project. In early 2023, the City was advised that no existing Transportation and Economic Corridor grant programs were available to support this project.
Continue to collaborate in regional partnerships with the Edmonton Metropolitan Region Board, Strathcona County Intermunicipal Relations Committee and other regional initiatives that may gain efficiency and effectiveness for the City from a regional approach.	<ul style="list-style-type: none"> The City partnered with Strathcona County to obtain an Alberta Community Partnership grant application to partially fund the alternate water supply functional planning study.
Continue focus on organizational technology and modernization including Microsoft 365/Teams, records management, Enterprise Resource Planning and IT Security and Data Management to ensure innovation advancement across the organization.	<ul style="list-style-type: none"> Rollout and training across the organization continues for 365/Teams as well as SharePoint document/records management. A Consulting firm began its Enterprise Resource Planning systems assessment looking at key City software to determine how to make best use of existing software and identify future needs. The City's Records Management Administrator has developed new methods of managing department records for those teams being onboarded to Microsoft 365, so that the City's records are managed appropriately in accordance with the Records Retention Bylaw.
Continue transition work with the Edmonton Metropolitan Transit Services Commission and supporting Smart Fare program for better coordination of service and resultant efficiencies.	<ul style="list-style-type: none"> The Edmonton Metropolitan Transit Services Commission was dissolved, effective May 31, 2023. A working group made of municipal transit experts are discussing options for the future of regional transit. The Arc Card has been launched within the region. Fort Saskatchewan will join the program when the City receives its new busses in late 2023.

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Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
Undertake review of City branding as well as a comprehensive update of City’s website to meet future requirements.	<ul style="list-style-type: none">• The review of City branding is planned for 2023 and 2024 to ensure the corporate brand reflects the community’s unique characteristics and invokes images and experiences important to the City. Public engagement is planned for 2023. The work in 2023/24 will inform future budget requirements and determine if updates to the City’s signage and other assets are required.
Ongoing implementation of programs and processes for risk management and insurance to identify, evaluate and mitigate risk within City operations.	<ul style="list-style-type: none">• New efficiencies for identifying and evaluating risks have been found in the City’s Incident Reporting processes, which lowered the overall number of incidents. Work continues this project.
Continued focus on business planning framework including refinements to department service level documentation and development of performance measures to inform program delivery and support continuous improvement.	<ul style="list-style-type: none">• New Department Business Plans were developed to align with the City’s Strategic Plan 2023-26 and are available on the City’s website.• Department Service Level documentation was updated in early 2023 and are now available at www.fortsask.ca.• Performance measures work is planned for fall 2023.

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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	107	(36)	Sep 2023	Construction on the Main Floor begins in July
19012	Computer Network Infrastructure	675	162	513	-	On going	
21014	Asset Management Software	175	-	225	(50)	Dec 2023	Overage funded by annual capital funding
22105	Christmas Lights	110	54	56	-	Dec 2023	
23013	New Columbaria	125	-	125	-	Oct 2023	
23100	Wooden Pergola	31	31	-	-	Complete	
Total General Administration		2,216	1,276	1,026	(86)		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Fire Services							
23009	Mobile Computer Aided Dispatch	60		60		Dec 2023	
23029	Smart Intersection System	200	-	200	-	Dec 2023	
Total Fire Services		260	-	260	-		

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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	153	81	-	Dec 2023	
19027	Vehicle Replacement	6,248	2,964	3,284	-	Dec 2023	Delivery delayed
22104	Concrete Planer Drum Upgrade	16	16	-	-	Complete	
23031	Steep Slope Mower and Trailer	70	69	-	1	Complete	
Total Common Services & Equipment Pool		6,568	3,202	3,365	1		

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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	Point Aux Pins Road Enhancement	1,550	1,404	146	-	Dec 2023	Landscaping ongoing
18037	River Road Realignment	400	95	130	175	Dec 2023	to be converted to multi-use trail
19007	Local Road Rehabilitation	18,189	14,650	3,539	-	Ongoing	
19008	Neighbourhood Rehabilitation	23,315	16,325	6,990	-	Ongoing	
19009	Veterans Way Corridor Widening	5,470	528	4,942	-	Cancelled	
20002	Roadway Safety Improvements	325	85	240	-	Sep 2023	
20028	112st Widening	1,650	1,618	32	-	Complete	Pending Fibre Connections
21012	Veterans Way - Pedestrian Crossing North	3,890	109	3,781	-	Cancelled	
21033	94 Street Widening - Phase 1	1,870	1,463	407	-	Complete	Pending final invoices
21034	TWP RD 542 Culvert Replacement	1,325	67	1,258	-	Dec 2023	Design
22102	Range Road 224 Culvert Replacement	555	440	15	100	Jul 2023	
22103	Greenfield Way Traffic Calming	260	258	2	-	May 2023	
23002	Westpark Drive Round-A-Bout	300	-	300	-	Dec 2023	
23004	Henderson Park-Parking Lot Paving	150	-	150	-	Oct 2023	
23030	92 Street Trail Conversion	150	-	150	-	Dec 2023	
Total Roads & Transportation		59,399	37,042	22,082	275		

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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	
15014	Southfort Meadows - Park Amenity	2,120	1,571	849	(300)	Aug 2023	Overage funded from 18037 and 22102
21017	Natural Playground at Legacy Park	250	248	-	2	Complete	
21023	Fort Centre Park Phase 1	1,650	88	1,562	-	On-Hold	Construction will start until 2024.
22100	Jubilee Recreation Centre Modernization	17,819	368	17,450	1	Jul 2025	
Total Recreation Services		26,040	5,405	20,932	(297)		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Cultural Facilities & Programs							
14040	River Valley Enhancements	195	73	121	-	On-Hold	Project on hold to coordinate highway alignment
19006	Culture Equipment Lifecycle Replacement	276	222	53	-	On-going	
Total Cultural Facilities & Programs		471	295	174	-		
Total General Operations		94,954	47,220	47,839	(107)		

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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	1,794	1,735	59	(0)	Complete	Project in close out
19018	Sump Pump Retrofit Program	3,658	3,139	520	(0)	Sep 2023	
20021	Transfer Site Enhancement	4,270	4,171	99	(0)	Aug 2023	
22018	HVAC Replacement – River Road Lift Station	110	99	11	-	Dec 2023	
23011	Alternate Water Supply Functional Planning Study	500	55	445	-	Dec 2023	
Total Utility Operations		10,332	9,198	1,134			
City Funded Capital Projects		105,286	56,418	48,973	(107)		

		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
Total Levy Funded Capital Projects		1,000	-	1,000	1,000		
City and Developer Capital Projects		106,286	56,418	49,973	(107)		

BUSINESS SUPPORT

The City awarded the following amounts in the first four months of 2023 pursuant to the Business Development Incentives Policy FIN-014-C:

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid To Date
Caught in the Cookie Jar	Education	\$1,197	\$500	-
Sweet K&A Bakery	Equipment & Technology Incentive	\$11,780	\$5,000	-
Tilted Toes	Equipment & Technology Incentive	\$2,970	\$1,485	-
Maid in Philippines	Equipment & Technology Incentive	\$5,270	\$2,635	-
		\$21,217	\$9,620	-