

August 31, 2019

Interim Report

As reported on October 9, 2019



CITY OF
FORT SASKATCHEWAN

Interim Report | August 2019

As reported on October 9, 2019

Table of Contents

OPERATING HIGHLIGHTS	2
OPERATING BUDGET	2
CAPITAL PROJECTS.....	2
FINANCIAL POSITION.....	2
OPERATIONS	3
FINANCIAL RESULTS FROM OPERATIONS	4
ANALYSIS OF SIGNIFICANT VARIANCES	5
CAPITAL BUDGET HIGHLIGHTS	9
FINANCIAL POSITION HIGHLIGHTS	10
NET FINANCIAL ASSETS (NET DEBT).....	10
CASH AND INVESTMENTS	10
LONG-TERM DEBT	11
FINANCIAL RESERVES.....	11
SUPPLEMENTARY FINANCIAL INFORMATION	12
STATEMENT OF FINANCIAL POSITION	12
STATEMENT OF OPERATIONS.....	13
NET OPERATING BUDGET VARIANCES BY DEPARTMENT	14
SUMMARY OF FINANCIAL RESERVE BALANCES AND COMMITMENTS	15
STRATEGIC PLAN UPDATE	16
POSITIONED FOR GROWTH	16
EXCELLENCE IN GOVERNMENT.....	18
A VIBRANT AND THRIVING COMMUNITY	20
WELL PLANNED AND MAINTAINED MUNICIPAL INFRASTRUCTURE.....	22
CAPITAL PROJECTS	23
THE CITY AT A GLANCE	29



Interim Report | August 2019

As reported on October 9, 2019

OPERATING HIGHLIGHTS

Operating highlights between May and August, 2019 include:

- Hosting the Municipal Government Board's annexation hearing on June 27, 2019
- Receiving multiple awards for the new City website for businesses, investors and industry to Invest in the City of Fort Saskatchewan and our city marketing campaigns.
- Curbside waste collection program achieved a 56% waste diversion rate (2018 – 36%)

OPERATING BUDGET

In the first eight months of 2019, the City had a \$2,441,000 surplus variance compared to its operating budget. The City is forecasting a surplus of \$2,249,000 for 2019. Lower expenses for salaries, wages and benefits, and RCMP policing services as well as higher fines and penalties and investment income are the main drivers of the operating budget surplus. However, significantly lower water consumption and user fees and charges revenues kept the surplus lower than it would be otherwise.

CAPITAL PROJECTS

The 2019 capital program includes 54 capital projects. As at August 31, 2019 the City has completed 19 projects while 24 were still in progress and 11 projects were on hold for various reasons, including twinning of the highway 15 bridge, developer dependent projects, and the annexation.

The City spent \$8,393,000 on capital projects in the first eight months of 2019.

FINANCIAL POSITION

As at August 31, 2019, the City had net financial assets of \$29,317,000 compared to \$8,208,000 in net financial assets at December 31, 2018. Property taxes were collected in May and June, resulting in the City being at its strongest net financial position at this time of year.

- Cash and investment balances increased by \$20,519,000 from December 31, 2018.
- Long term debt was \$35,812,000 compared to \$37,295,000 at December 31, 2018.

The City increased the term of its investments in the period to mitigate its exposure to interest rate risk fluctuations.



OPERATIONS

On June 26, 2019, the City of Fort Saskatchewan hosted the Municipal Government Board's annexation hearing at the Dow Centennial Centre with presentations in favour of annexation by both the City and Strathcona County. The City applied to annex 952 hectares of land from the County in April 2019. The June hearing was the last step before the Municipal Government Board reports its recommendation to the Minister of Municipal Affairs. No date has been scheduled to release the report.

The City's Corporate Communications and Economic Development teams received two marketing awards in May 2019. The Summit International Marketing award for Marketing (Platinum) was awarded for our information campaigns on Build Your Fort, Know Where it Goes and Your water Info on Tap. The City also received the Hermes award which is an international award for creative professionals involved in the concept and design of Marketing & Communication programs.

The organics curbside collection program, started in June 2018, continues to see an increase in organics and recyclables being diverted from the landfill compared to 2018. In the first eight months of 2019, the City's residential curbside waste collection program diverted 2,691 tonnes of waste from landfills, achieving a 56% diversion rate compared to 36% in the same period of 2018.

The City continues to work on developing and implementing new or updated policies. In this period Council reviewed new or revised policies covering areas including business development incentives, financial reserves, fire services staff compensation and service levels, user fees and charges, and property tax penalty waivers.

Signs of economic weakness persisted in the period. While business license and the construction value of development permits improved compared to 2018, there were a fewer building and development permits issued. Moreover, property tax receivable balances and penalties have increased significantly in the period compared to 2018. This is largely due to non-residential tax roll accounts and well as outstanding grants in place of taxes due from the Province that are on hold pending the passage of a provincial budget.

Several new initiatives to promote community wellness and inclusiveness were launched in the period, including the City's first ever Pride Week and a Good Neighbour Award program.

The results of a retail gap analysis, the municipal census, a downtown strategy report, a regional labour profile, and a waste survey were released during the period. In response to the waste survey, administration has recommended changes to the curbside waste program, including an option for a second black waste cart for customers. Community engagement programs for My Fort Phase II were conducted throughout the summer and will be incorporated into the Municipal Development Plan update.



FINANCIAL RESULTS FROM OPERATIONS

Expressed in \$000s	Eight months ended August 31, 2019			Year ended December 31, 2019		
	Budget	Actual	Variance	Budget	Forecast	Variance
Operating Revenue						
Property Taxes	47,020	47,003	(17)	47,020	47,018	(2)
Utility User Rates	11,961	11,429	(532)	17,849	16,906	(943)
User Fees & Charges	4,972	4,772	(200)	7,226	7,076	(150)
Fines and Penalties	1,823	2,214	391	2,554	3,100	546
Government Transfers - Operating	1,329	1,024	(305)	1,777	1,911	134
Investment Income	708	1,097	389	1,214	1,666	452
Other Revenue	10	280	270	17	277	260
Total Operating Revenue	67,823	67,819	(4)	77,657	77,954	297
Operating Expenses						
Salaries, Wages, and Benefits	(20,266)	(18,953)	1,313	(29,698)	(28,246)	1,452
Purchases from other Governments	(9,582)	(8,917)	665	(14,304)	(13,348)	956
Contracted Services	(4,249)	(3,901)	348	(6,557)	(7,097)	(540)
Utilities	(1,985)	(1,853)	132	(3,094)	(2,918)	176
Materials and Supplies	(1,901)	(1,858)	43	(2,914)	(3,068)	(154)
Transfers to Individuals and Organizations	(1,574)	(1,525)	49	(1,685)	(1,654)	31
Interest on Long-Term Debt	(651)	(663)	(12)	(1,330)	(1,343)	(13)
Service Maintenance Contracts	(2,617)	(2,671)	(54)	(3,810)	(4,000)	(190)
Advertising & Printing	(413)	(320)	93	(641)	(529)	112
Training & Development	(526)	(369)	157	(822)	(671)	151
Insurance	(499)	(442)	57	(749)	(708)	41
Phones & Postage	(307)	(267)	40	(446)	(410)	36
Memberships	(340)	(349)	(9)	(422)	(435)	(13)
Other Expenses	(190)	(127)	63	(237)	(252)	(15)
Total Operating Expenses	(45,100)	(42,215)	2,885	(66,709)	(64,679)	2,030
Operating Budget Surplus (Deficit) before Other Items	22,723	25,604	2,881	10,948	13,275	2,327
Other Items						
Repayment of Long-Term Debt	(1,468)	(1,551)	(83)	(3,222)	(3,305)	(83)
Net Operating Transfers (to) from Reserves	(8,044)	(8,399)	(355)	(7,726)	(7,721)	5
Net Other Items	(9,512)	(9,950)	(438)	(10,948)	(11,026)	(78)
Operating Budget Surplus (Deficit)	13,211	15,654	2,443	-	2,249	2,249

The operating budget deficit includes transfers to and from reserves and debt repayments that are excluded from Public Sector Accounting Standards ("PSAS") financial reporting, and excludes amortization and gains or losses on the disposal of tangible capital assets which are included in PSAS. An unconsolidated statement of operations that is consistent with PSAS has been included in Appendix 1. Net variances from the operating budget by departments are also included in Appendix 1.



ANALYSIS OF SIGNIFICANT VARIANCES

A number of variances shown in the period relate to differences in how certain expenses are classified in the budget. These differences relate to the classification of expenses for contracted services, utilities, materials and supplies, and service maintenance contracts and do not result in a significant net variance.

SURPLUS VARIANCES

Salaries, wages, and benefits

Expressed in \$000s	Eight Months Ended August 31, 2019			Year Ended December 31, 2019		
	Budget	Actual	Variance	Budget	Forecast	Variance
Staff Surplus before allowance	20,784	18,953	(1,831)	30,467	28,246	(2,221)
Budgeted vacancy / rate allowance	(518)	-	518	(769)	-	769
Net Staff Surplus	20,266	18,953	(1,313)	29,698	28,246	(1,452)

Salaries, wages, and benefits were \$1,313,000 lower than budget in the first eight months of 2019 and is forecast to be \$1,452,000 below budget for the year. Labour costs were \$1,831,000 below budget for the period before a \$518,000 budgeted allowance for vacancies.

In the first eight months of the year, the Fort Saskatchewan Fire Department contributed \$942,000 to the surplus in salaries, wages, and benefits. This is due to delays in the department's transition to full-time 24 hour service, which is now expected to happen in early 2020. The City is forecasting that the Fort Saskatchewan Fire Department will have a \$1,221,000 surplus in salaries, wages, and benefits.

The Office of the City Manager and Utility Operations are forecasting surpluses in 2019 of \$241,000 and \$171,000 respectively related to staff turnover and a maternity leave.

Recreation is forecasting that salaries, wages, and benefits will be \$145,000 over budget by the end of the year net of a budgeted MSI Operating grant allocation used to fund staff coverages for occupational health and safety training. This primarily relates to pay for statutory holiday pay, shift differentials, and lead hand pay, as well as position reclassifications in the year. The overages in salaries, wages, and benefits are being managed through reductions to expenditures on Taurus Field, office and maintenance supplies, and advertising. The proposed 2020 operating budget will include reallocations from these areas to eliminate the variance in salaries, wages, and benefits. Overall Recreation is forecasted to be under budget for 2019 by \$51,000.

Purchases from Other Governments

Expressed in \$000s	Eight Months Ended August 31, 2019			Year Ended December 31, 2019		
	Budget	Actual	Variance	Budget	Forecast	Variance
Wastewater Management Services	3,181	3,107	(74)	4,692	4,538	(154)
Policing Services	2,998	2,586	(412)	4,497	4,026	(471)
Water Supply Services	2,732	2,498	(234)	4,095	3,720	(375)
Commuter Transit Services	398	392	(6)	600	600	-
Assessment Services	212	266	54	336	373	37
Other	61	68	7	84	91	7
	9,582	8,917	(665)	14,304	13,348	(956)

The City is forecasted to be \$956,000 below budget in purchases from other governments for 2019, primarily consisting of variances for policing, water supply and wastewater management services.

The RCMP contract is forecast to be \$471,000 below budget in 2019 due to lower than budgeted pay rates and staff turnover. Following a Supreme Court decision, the RCMP members were granted the right to unionize and appointed the National Police Federation as their bargaining agent. The National Police Federation gave notice to bargain in July 2019. Significant uncertainty exists regarding the impact of unionization, including the amount of any retroactive pay dating back to their last pay increase in April 2017. Therefore, administration will make a recommendation when the audited financial statements are presented in April 2020 that this portion of the City's annual surplus be set aside and committed to fund a potential cost increase for policing services, as per the Allocation of Operating Budget Surplus Policy FIN-022-C.

Water supply and wastewater management costs are forecast to be \$375,000 and \$154,000 below budget respectively due to lower water consumption and industrial effluent. These surpluses are offset by lower water and sewer rate revenue.

Fines and Penalties

Tax penalties are \$214,000 over budget in the first eight months of the year and are forecast to be \$256,000 for 2019 due to an increase in non-residential tax arrears balances.

Net revenue from traffic fines were \$147,000 higher than budgeted in the first eight months of 2019 and are forecast to be \$207,000 higher than budget for the year.

Other Surplus Variances

Other significant surplus variances in the eight months ended August 31, 2019 include:

- Investment income revenue was \$389,000 higher than the budget in first eight months of 2019 due to investment balances being higher than planned. Investment income is forecast to be \$452,000 over budget. In accordance with revisions to the Financial Reserves Policy FIN-021-C on Jun11, 2019, we are forecasting \$358,000 of this investment income will be transferred directly to infrastructure lifecycle maintenance and replacement and externally restricted reserves.
- Training and development costs were lower than anticipated due to health and safety training being conducted in-house, and fewer employees attending conferences and other training sessions outside the Edmonton region.
- Other revenue includes \$111,000 for insurance proceeds received in 2019 relating to prior year claims and \$96,000 received from Fortis for their share of the cost to construct new streetlights in new developments.

DEFICIT VARIANCES

Utility User Charges

Utility user charges were \$532,000 below budget in the first eight months of 2019 and are forecast to be \$1,067,000 below budget for the year. This variance is the result of lower water consumption and sewer usage than budgeted. Year to date, water consumption was 75,000 cubic metres lower than in the same period of 2018.

Lower water consumption is partially offset by lower water supply and wastewater management costs.

Government Transfers – Operating

Government Transfers – Operating are \$305,000 below budget on a year to date basis due to delays in receiving full funding for a number of grants from the Province. The Provincial Government has not passed a budget for the current fiscal year and has therefore delayed or partially paid a number of grants to municipalities. The remaining grants are subject to the Province adopting a budget. The City continues to forecast that it will receive the remaining grants. However, a reduction in provincial funding for 2019 could have a significant impact on the City's financial results for the year.



User Fees and Charges

Revenue from user fees and charges was \$200,000 below budget in the first eight months of 2019 and is forecast to be \$149,000 below budget for 2019. The largest contributors to this variance include:

- Slower development and construction activities have resulted in related permit and service fees being \$231,000 below budget year to date.
- Recreation Services is \$89,000 below budget year to date and is forecast to be \$90,000 below budget for 2019. Program registration and admissions revenue is forecast to be \$115,000 below budget for the year, partially offset by \$29,000 in additional advertising sales revenue. The proposed 2020 budget will include adjustments to Recreation's user fees and charges.
- Culture Services is forecasting a surplus of \$175,000 in user fees and charges for 2019. This is primarily due to higher admissions, rentals and bar sales at the Shell Theatre. Compared to the same period of 2018, Culture Services has experienced a 35% increase in its user fees and charges in the first eight months of 2019. This increase is partially offset by higher contracted services and additional labour costs.

Other significant deficit variances

Variances in Contracted Services, Services Maintenance Contracts, Utilities, and Materials and Supplies are primarily arise due to revisions to the City's chart of accounts that were not captured in the 2019 budget. Other variances within Contracted Services relate to reserve funded projects that were carried forward from 2018, increased performance costs at the Shell Theatre that are offset by additional revenue, and projects that were approved outside the budget cycle such as the asset management review.

Financial Report for the Eight Months ended August 31, 2019 (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			Total Utilities
	Water Supply	Sewer Service	Solid Waste	
For the eight months ended August 31, 2019				
Revenue				
Utility user rates	(337)	(186)	(8)	(532)
Other revenue	(58)	1	51	(6)
Expenses				
Salaries, wages and benefits	19	83	74	176
Commission charges	234	74	-	308
Contracted services	56	(116)	57	(3)
Other costs	64	12	(0)	76
Reserve transfers and debt repayment	(1)	(52)	(6)	(59)
YTD Operating Budget Surplus (Deficit)	(24)	(183)	168	(39)
For the year ending December 31, 2019				
Revenue				
Utility user rates	(668)	(391)	(8)	(1,067)
Other revenue	(50)	4	35	(11)
Expenses				
Salaries, wages and benefits	19	77	74	170
Commission charges	375	154	-	529
Contracted services	(13)	(155)	(4)	(172)
Other expenses	62	12	-	74
Reserve transfers and debt repayment	(5)	(14)	(10)	(29)
Forecast Operating Budget Surplus (Deficit)	(280)	(313)	87	(506)

The City's utility operations were \$39,000 below budget in the first eight months of 2019 and are forecast to be \$506,000 below budget for the year.

The combined utility-user rates revenue from water and sewer was \$523,000 lower than budgeted in the first eight months of 2019. The City experienced lower than expected consumption over the summer. Charges from the Capital Region Northeast Water Services Commission and Alberta Capital Region Wastewater Commission were \$308,000 below budget. Other costs for water supply and sewer service are fixed in nature and not affected by lower demand, resulting in deficits for these two utilities.

The City collected less organic waste than budgeted, which resulted in lower costs for contracted services than budgeted.



CAPITAL BUDGET HIGHLIGHTS

The 2019 Capital Program includes 22 new projects and 37 multi-year projects that were carried forward from 2018, including five projects that were carried forward and merged with 2019 projects. At August 31, 2019, the City had 24 active projects, 19 that were complete, and 11 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 2018	2019 Capital Budget	Authorized in 2019	Authorized Capital Expenditure	2019 Expenditure	Forecast remaining expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
General Administration	767	641	16	1,424	(404)	(985)	35
Protective Services	298	355	-	653	(99)	(389)	165
Fire Services	1,898	-	-	1,898	(112)	(1,816)	(29)
Common Services & Equipment Pool	672	1,685	-	2,357	(1,110)	(906)	341
Roads & Transportation	5,043	5,175	398	10,616	(2,417)	(8,043)	156
Recreation Services	2,379	1,735	208	4,322	(2,573)	(1,793)	(44)
Culture Facilities & Programs	121	229	-	350	(97)	(253)	-
Utility Rate Funded Projects	1,126	3,396	570	5,092	(1,555)	(3,356)	181
Levy Funded Projects	2,398	1,000	581	3,979	(26)	(3,953)	-
Total	14,702	14,216	1,773	30,691	(8,393)	(21,494)	805

GYMNASTICS FACILITY

Renovation of the Gymnastics facility is substantially complete, with parking lot and landscaping work to be finished in 2020. The building will be used by the Fort Saskatchewan Minor Sports Association to provide gymnastic programs.

SKATEBOARD / BMX PARK

Construction of the Skateboard / BMX Park was completed in September 2019. Money from the Neighbourhood Rehab program was used to fund a water supply line that needed to be relocated as part of this project.

FIRE ENGINE REPLACEMENTS

The City has ordered two new fire engines to replace two existing pumper trucks. Delivery of the trucks are delayed as result of manufacturer's complications. The City expects to take delivery of the trucks by early 2020.

HIGHWAY 15 BRIDGE TWINNING

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

NEIGHBOURHOOD REHAB

Rehabilitation of 101 Street between 99 Avenue and 101 Avenue started in 2019 and is scheduled for completion in 2020. Work consists of replacing water, sewer, and storm water mains, as well as sidewalks, curbs, and the roadway.

WATER METER UPGRADE PROGRAM

At August 31, 2019, the City has completed 2,494 of the 3,850 water meter replacements required under the water meter upgrade program. A remote reading antenna will be installed on the water tower in the last third of 2019. A second antenna will be installed at the Dow Centennial Centre in 2020.



FINANCIAL POSITION HIGHLIGHTS

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

NET FINANCIAL ASSETS (NET DEBT)

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

As at August 31, 2019, the City had a net financial assets of \$29,317,000 compared to the net financial assets of \$8,208,000 at December 31, 2018.

CASH AND INVESTMENTS

The City holds funds expected to be used in the next twelve months in its operating accounts or notice of demand accounts. Funds expected to be needed over longer time horizons are invested in corporate bonds and guaranteed investment certificates ("GIC").

At August 31, 2019, the City had the following cash and short term deposits:

	August 31, 2019		December 31, 2018	
	Interest %	\$000s	Interest %	\$000s
Cash & Short Term Deposits				
Operating Accounts	2.30%	2,255	2.20%	3,495
Notice of Demand Accounts	2.60%	60,288	2.57%	43,789
	2.58%	62,543	2.54%	47,284

The City's notice of demand accounts earn interest at rates from 2.50% to 2.60% and are redeemable upon 31 – 90 days' notice.

	Maturity	August 31, 2019		December 31, 2018	
		Yield %	\$000s	Yield %	\$000s
Short Term Investments (< 1 Year)					
BNS Non Redeemable GIC	10 Dec 2019	2.94%	12,255	2.94%	12,021
			12,255		12,021
Long Term Investments					
Kootenay Savings Credit Union GIC	26 Aug 2024	2.60%	3,001	-	-
Kootenay Savings Credit Union GIC	26 Aug 2027	2.65%	2,001	-	-
MuniSERP Earmarked Investments	n/a	n/a%	50	-4.35%	26
		2.62%	5,052	-4.35%	26
		2.85%	17,307	2.93%	12,047

The City's benchmark for short term investments, FTSE Canada 91 day T-Bills Index, had an annualized yield of 1.27% as of October 8, 2019.

The City's operating and notice of demand accounts are adjusted in relation to prime lending rates and are therefore subject to interest rate risk. At August 31, 2019, a 0.25% increase or decrease of interest rates would result in an annualized increase or decrease in revenue of \$156,000 (December 31, 2018 - \$118,000). In order to decrease this risk, the City is increasing the amount invested in longer term GICs and corporate bonds.

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



LONG-TERM DEBT

The City borrows money from the Alberta Capital Finance Authority to fund the construction of capital projects. The total debt outstanding at August 31, 2019 is \$35,812,000, which is for the following projects.

Projects	Weighted Average Interest Rate %	August 31 2019	December 31 2018	Fully Repaid
Debentures				
Westpark Reservoir	6.375%	335	335	October 2020
Dow Centennial Centre	5.705%	4,608	5,060	December 2023
Sewer Service Reline	2.371%	3,182	3,457	December 2026
City Hall	3.308%	11,930	12,277	December 2033
100 Avenue Rehab	3.571%	5,425	5,572	September 2035
Protective Services Building	3.136%	9,909	10,156	December 2036
Total Debentures		35,389	36,857	
Capital Leases				
Capital Lease Obligations		423	438	December 2023
Total Long Term Debt		35,812	37,295	

In the first eight months of 2019, the City paid \$1,477,000 in principal and \$651,000 in interest expense to service the long-term debentures. The City paid \$83,000 in principal and \$12,000 in interest on its Capital Lease Obligations in the period. In April the City entered into a new lease, increasing its Capital lease obligations by \$68,000.

At August 31, 2019, the City was at 31% of its provincial Debt Limit (December 31, 2018 – 33%) and 24% of its provincial Service on Debt Limit (December 31, 2018 – 24%).

Most debentures are paid semi-annually. However, the City makes payments for the Westpark Reservoir debenture annually each October.

Pursuant to bylaw C24-15, the City is authorized to issue a \$1,200,000 debenture to fund the final component of the Sewer Service Reline project. This debenture is expected to be issued in December 2019. Effective October 4, 2019, Alberta Capital Finance Authority's indicative borrowing interest rate is 2.176%.

Capital leases have monthly or annual payments up to the year 2023 with implied interests ranging from 0.794% to 2.922% and are not included in the calculation of the City's debt limit.

FINANCIAL RESERVES

On June 11, 2019, Council adopted revisions to the City's Financial Reserves Policy FIN-021-C. The revised policy updates definitions and optimal balance calculations for a number of the City's financial reserves, as well as consolidating a number of similar reserves. Appendix 1 includes a summary of financial reserve balances and commitments and has been prepared in accordance with the revised policy.

The City is forecasting uncommitted financial reserve balances of \$37,852,000 at the end of 2019, including \$33,012,000 in internally restricted reserves and \$4,840,000 in externally restricted reserves. The City's optimal balance for internally restricted financial reserves is \$36,411,000.

Stabilization and contingency reserves are expected to be near the optimal balance. However, the capital projects reserve and infrastructure lifecycle, maintenance and replacement reserves are expected to be \$2,551,000 and \$4,813,000 underfunded respectively. Up to \$4,094,000 held in specific purpose reserves may be available for reallocation in the 2020 budget, during Council budget deliberations, to fund these shortfalls.

SUPPLEMENTARY FINANCIAL INFORMATION

STATEMENT OF FINANCIAL POSITION

(Unaudited)

	August 31, 2019	December 31, 2018	August 31, 2018
	\$000s	\$000s	\$000s
Financial Assets			
Cash & Short Term Deposits	62,543	47,284	56,875
Investments	17,308	12,047	15,000
Net Taxes Receivable	6,975	636	4,829
Due from Other Governments	2,084	2,911	1,539
Trade and Other Receivables	1,472	1,450	2,949
Inventory Held for Resale	1,299	1,300	1,303
Total Financial Assets	91,681	65,628	82,495
Liabilities			
Accounts Payable & Accrued Liabilities	(17,583)	(8,059)	(13,940)
Deposits on Account	(2,847)	(3,483)	(4,118)
Deferred Revenue	(6,124)	(8,584)	(1,917)
Long-Term Debt	(35,812)	(37,294)	(38,436)
Total Liabilities	(62,366)	(57,420)	(58,411)
Net Financial Assets	29,315	8,208	24,084
Other Assets			
Capital Assets	498,460	500,147	486,425
Prepaid Expenses	571	461	719
Inventories of Supplies	670	673	604
Total Other Assets	499,701	501,281	487,748
Accumulated Surplus	529,016	509,489	511,832

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)

	Months ended August 31		
	2,019	2,019	2018
	Budget	Actuals	Actuals
	Expressed in \$000s		
Operating Revenue			
Property Taxes	47,020	47,003	44,689
Utility User Rates	11,961	11,429	11,248
User Fees & Charges	4,972	4,772	4,941
Fines and Penalties	1,823	2,214	1,422
Government Transfers - Operating	1,329	1,024	1,288
Investment Income	708	1,097	701
Other Revenue	10	280	129
Total Operating Revenue	67,823	67,819	64,418
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(10,897)	(10,879)	(10,620)
Fleet, Facilities, & Engineering	(6,043)	(6,515)	(5,515)
Planning & Development	(1,335)	(1,239)	(1,108)
Economic Development	(606)	(625)	(501)
Total Infrastructure & Planning Division	(18,881)	(19,258)	(17,744)
Community & Protective Services			
Protective Services	(5,225)	(4,660)	(4,466)
Recreation	(4,817)	(4,654)	(4,730)
Fire	(2,547)	(1,660)	(1,488)
Culture	(1,285)	(1,358)	(1,135)
Family & Community Support Services	(1,005)	(965)	(971)
Total Community & Protective Services Division	(14,879)	(13,297)	(12,790)
Corporate Services Division			
Information Technology	(1,789)	(1,741)	(1,527)
Legislative Services	(1,035)	(987)	(988)
People Services	(1,026)	(882)	(898)
Financial Services	(939)	(917)	(810)
Corporate Communications	(540)	(529)	(582)
Total Corporate Services Division	(5,329)	(5,056)	(4,805)
Utility Operations	(11,425)	(10,841)	(10,625)
Fiscal Services	(1,662)	(2,162)	(1,512)
Senior Leadership	(1,416)	(1,165)	(1,210)
Elected Officials	(335)	(316)	(269)
Total Operating Expenses	(53,927)	(52,095)	(48,955)
Surplus (Deficit) before Other Items	13,896	15,724	15,463
Other Items			
Contributed Tangible Capital Assets	5,486	506	8,577
Government Transfers - Capital	3,772	3,667	2,257
Developer Levies	-	145	949
Net Other Items	9,258	4,316	11,783
Operating Surplus (Deficit)	23,155	20,040	27,246

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



Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

NET OPERATING BUDGET VARIANCES BY DEPARTMENT

Expressed in \$000s	Period ended August 31, 2019			Year ended December 31, 2019		
	Budget	Actual	Variance	Budget	Forecast	Variance
Infrastructure & Planning Division						
Public Works	(5,801)	(5,444)	357	(8,128)	(7,896)	232
Fleet, Facilities, & Engineering	(4,549)	(4,434)	115	(6,229)	(6,493)	(264)
Planning & Development	(424)	(479)	(55)	(813)	(848)	(35)
Economic Development	(358)	(396)	(38)	(610)	(610)	-
Total Infrastructure & Planning Division	(11,132)	(10,753)	379	(15,780)	(15,847)	(67)
Community & Protective Services Division						
Protective Services	(2,980)	(2,523)	457	(4,816)	(3,947)	869
Recreation	(3,036)	(3,030)	6	(4,430)	(4,379)	51
Fire	(2,695)	(1,791)	904	(3,796)	(2,671)	1,125
Culture Services	(2,259)	(2,151)	108	(2,685)	(2,593)	92
Family & Community Support Services	(411)	(381)	30	(665)	(604)	61
Total Community & Protective Services Division	(11,381)	(9,876)	1,505	(16,392)	(14,194)	2,198
Corporate Services Division						
Information Technology	(1,866)	(1,896)	(30)	(2,559)	(2,588)	(29)
People Services	(1,006)	(853)	153	(1,458)	(1,270)	188
Financial Services	(939)	(897)	42	(1,381)	(1,362)	19
Legislative Services	(1,031)	(986)	45	(1,529)	(1,503)	26
Corporate Communications	(526)	(524)	2	(770)	(769)	1
Total Corporate Services Division	(5,368)	(5,156)	212	(7,697)	(7,492)	205
Senior Leadership	(1,372)	(1,053)	319	(1,973)	(1,706)	267
Elected Officials	(335)	(314)	21	(495)	(491)	4
Fiscal Services	43,457	43,503	46	42,337	42,485	148
Utility Operations	(658)	(697)	(39)	-	(506)	(506)
Operating Budget Surplus (Deficit)	13,211	15,654	2,443	-	2,249	2,249



Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

SUMMARY OF FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Opening Balance	Activity			Closing Balance	Forecast Remaining Commitments	Forecast Uncommitted Balance	2019 Optimal Balance	Over (Under) Funded
		Contributions	Interest	Withdrawals					
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	
Stabilization and Contingency									
Financial Stabilization and Contingency	10,635	299	-	(24)	10,910	(1,832)	9,078	13,085	(4,007)
Future Facility Operating	3,513	1,309	-	(91)	4,731	(323)	4,408	-	4,408
Snow Removal	386	-	-	-	386	(222)	164	694	(530)
Total Stabilization and Contingency	14,534	1,608	-	(115)	16,027	(2,377)	13,650	13,779	(129)
Capital Projects									
Capital Projects	9,502	2,386	-	(2,147)	9,741	(2,600)	7,141	9,692	(2,551)
Infrastructure Lifecycle, Maintenance and Replacement									
Municipal Infrastructure Lifecycle, Maintenance and Replacement	5,110	2,113	32	(1,174)	6,081	(1,155)	4,926	6,820	(1,894)
Utilities Infrastructure Lifecycle, Maintenance and Replacement	4,710	2,568	31	(1,214)	6,095	(2,894)	3,201	6,120	(2,919)
Total Infrastructure Lifecycle, Maintenance and Replacement	9,820	4,681	63	(2,388)	12,176	(4,049)	8,127	12,940	(4,813)
Total Over/(Under) Funded							28,918	36,411	(7,493)
Specific Purpose									
Land Purchases	1,961	-	-	-	1,961	-	1,961		
Health, Safety, & Wellness	1,065	-	-	(67)	998	(119)	879		
Economic Development	820	20	-	(37)	803	(19)	784		
River Valley Enhancement	-	289	-	-	289	(30)	259		
Family & Community Support Services	130	-	-	-	130	-	130		
Art in Public Places	69	40	-	-	109	(28)	81		
Total Specific Purpose	4,045	349	-	(104)	4,290	(196)	4,094		
Total Internally Restricted Reserves							(9,222)	33,012	
Externally Restricted Reserves									
Developer Levies	5,831	145	100	(25)	6,051	(3,109)	2,942		
Contributions in Lieu of Municipal Reserve Land	-	971	6	-	977	(400)	577		
Fire Waterline	883	-	-	-	883	(110)	773		
Perpetual Care	407	70	7	(45)	439	(21)	418		
Transportation Assistance	63	-	-	-	63	-	63		
Westpark Estates Community Enhancement	48	-	-	-	48	-	48		
Drug Abuse Resistance Education (D.A.R.E.)	19	-	-	-	19	-	19		
Total Externally Restricted Reserves	7,251	1,186	113	(70)	8,480	(3,640)	4,840		
Total Reserves							(12,862)	37,852	

Interim Report | August 2019

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 May and August 2019.

POSITIONED FOR GROWTH

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

Strategic Initiatives	Progress
Facilitate greater understanding with Council and the general public on how our city can grow and how our neighbourhoods can be designed	<ul style="list-style-type: none"> Administration presented to the Committee of the Whole an introduction and update to the Land Use Bylaw Refresh Project. This was a high level presentation to outline key updates within the document and a tentative timeline. It is anticipated the Land Use Bylaw will be brought to Council for first reading in 2020.
Develop and implement a strategy to prepare for growth based on results of the Fort Saskatchewan Growth Study (2015) and negotiations with Strathcona County	<ul style="list-style-type: none"> The City submitted its application to the Municipal Government Board to annex lands from Strathcona County. Strathcona County Council endorsed a joint report on negotiations.
Review of Municipal Development Plan and subsequent planning and engineering documents	<ul style="list-style-type: none"> Administration kicked off its review of the Municipal Development Plan with a meeting with consultants and internal stakeholders, drafting the public engagement plan, and reviewing background information. Deliverables within the next four months include a draft background report, best practices review report, finalizing vision statement and pillars, and establishing document sections and section objectives. Administration completed the My Fort, My City, My Say Phase II MDP Pre-engagement project. The project was designed to understand how residents experience their community and how they want the community to grow. The results will inform and provide direction for the MDP project.
Refresh of Land Use Bylaw – (2019 and 2021)	<ul style="list-style-type: none"> The 2019 LUB update is underway. The majority of the technical work is complete. It is anticipated the Land Use Bylaw will be brought to Council for first reading in 2020.

Interim Report | August 2019

Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p>Update the approach to downtown redevelopment</p>	<ul style="list-style-type: none"> • The first phase of the downtown public engagement was completed and Administration received the summary report. The report will be used as background information for the development of the Municipal Development Plan. • Partnered with the Chamber of Commerce on the Downtown Market Place, which saw a significant increase in number of attendees over the previous year, which provides businesses downtown with increased exposure and foot traffic. • Work continues on the development of a Downtown Economic Development Plan, with the aim to have it complete by the end of the year.
<p>Actively participate in the initiatives of Alberta Industrial Heartland Association, Edmonton Global and other regional economic initiatives</p>	<ul style="list-style-type: none"> • Continued participation in both AIHA and Edmonton Global initiatives, including planning both the Economic Developers Association of Canada and the Canadian Foreign Direct Investment Forum.
<p>Ensure strong business retention, support and attraction strategies and programs are in place to retain and grow business and industry</p>	<ul style="list-style-type: none"> • A communications strategy on how to best connect with the business community was initiated, this document will help improve communication and engagement with local businesses. • Conducted six business visitations to speak with local business owners and identify obstacles and challenges they may be encountering. • The City's new investor website (investfortsask.ca) has received four prestigious awards to date, and is in consideration for a fifth award, which will be announced in September. The website has had over 10,800 page views from 4,100 users since being launched in late January with Canada, the US, India, France, and Argentina being the top five locations, based on user access. • The City will be showcased in an upcoming issue of Area Development Magazine, a leading North American site selection publication. • Completed the Market Retail Gap Analysis which highlights the commercial/retail opportunities within the City and will inform outreach strategies for the coming years.

Interim Report | August 2019

Appendix 2 – Strategic Plan Update

EXCELLENCE IN GOVERNMENT

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

Strategic Initiatives	Progress
Ensure four year department business plans are in place aligned with strategic priorities and operating and capital budget processes	<ul style="list-style-type: none"> In 2019, Department Business Plans will be reviewed and updated as part of the strategic planning framework and will assist development of the 2020 budget.
Continue refinement of budget processes and supporting priority-based budget tools; including preparation of 3 Year Operating Plans and 10 Year Capital Plans in compliance with legislative requirements.	<ul style="list-style-type: none"> The User Fees & Charges Policy adopted by Council subsequent to the period is being used in the development of the 2020 budget. Priority-Based Budget program costing has been completed and will be presented in the 2020 budget Council deliberation of the 2020 Capital Budget and 10 Year Capital Plan was moved into October to provide a more fulsome understanding of proposed capital projects and their impact on the operating budget.
Enhance public engagement and communication where public is encouraged to be involved	<ul style="list-style-type: none"> The City conducted the My Fort Phase II public engagement, which included a questionnaire survey and public workshops. The City received a total of 308 completed surveys and 337 partially completed surveys.
Continue ongoing policy and bylaw review to guide actions and minimize risk	<ul style="list-style-type: none"> In the period, Council adopted a Business Development Incentives Policy, a Fire Services Staff Compensation Policy, a revised Financial Reserves Policy, updates to the Election Signage Bylaw, and a Fire Services Level Policy. Subsequent to the period, Council adopted a User Fees & Charges Policy, reviewed a Property Tax Penalty Waiver Policy, and gave first reading to the Emergency Management Bylaw C11-19.
Continue enhancements to water billing and transmission programs	<ul style="list-style-type: none"> At August 31, 2019, the City has completed 2,494 of the 3,850 water meter replacements required under the billing enhancement program. A remote reading antenna will be installed on the water tower in the last third of 2019. A second antenna will be installed at the Dow Centennial Centre in 2020.
Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and subject matter learning	<ul style="list-style-type: none"> Completed review of non-union staff compensation as per HUM-004-C and 2019 budget request #12-0165 to support 2020 market compensation survey and market salary adjustment budget request.

Interim Report | August 2019

Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
Continue to develop and maintain strong relationships with our neighbouring municipalities and civic organizations	<ul style="list-style-type: none">• Transit Administration continues to be part of Regional Transit Services Commission working team discussions.• Discussions are continuing with surrounding municipalities to work toward developing inter-municipal collaboration framework agreements and Bylaws for Recreation.• The City and Strathcona County implemented an automatic resource deployment strategy. Fire crews from both municipalities are now deployed in unison to serious incidents in either municipality to improve security for first responders and customer service.

Interim Report | August 2019

Appendix 2 – Strategic Plan Update

A VIBRANT AND THRIVING COMMUNITY

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

Strategic Initiatives	Progress
Undertake a collaborative approach to addressing community needs through coordinated partnerships with local agencies and organizations	<ul style="list-style-type: none"> The City commemorated World Elder Abuse Awareness Day in partnership with Families First Society and Dr. Turner Lodge to host an awareness walk to help create conversation and awareness around elder abuse and the resources that are available. Alberta Health Services and the City collaborated to provide a third post-partum support group this fall to address this ongoing need as many new moms are being assessed as at risk for or experiencing post-partum depression and anxiety.
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"> The City, in collaboration with the Building Bridges Coalition, hosted a Diversity and Inclusion community audit, which was well received by attendees.
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"> The My Fort Stage II engagement found that residents favoured affordable housing through diverse housing choices. In addition, residents felt the City does not offer housing choices to meet their needs as they move through different life stages. Specific strategies will be developed through the MDP project.
Utilize data, studies and community engagement to better understand community social issues and needs and community service gaps	<ul style="list-style-type: none"> The City commissioned a transit study to assess local transit system access to Southfort Ridge Meadow, Southpointe, Sienna, Windsor Pointe and Forest Ridge neighbourhoods. The study's findings are expected to be reported to Council in the first third of 2020. The City continues to evaluate ridership and stakeholder feedback regarding the new senior's Green Route to improve customer satisfaction and ridership. The decrease in commuter ridership has been due to a change in Edmonton Transit driver data collection when a change was made to their count sheets. This will impact ridership based revenue from the City of Edmonton, but is not expected to require an adjustment to the 2020 budget.
Build community awareness of social issues to facilitate social inclusion and social support networks	<ul style="list-style-type: none"> Administration continues to work on the development of the City's Diversity and Inclusion plan. Subsequent to the period, the City received an AUMA grant that will assist with an inclusion audit for the City.

Interim Report | August 2019

Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p>Ensure a continuum of social supports, education, and resources are available that evolve to meet changing community needs</p>	<ul style="list-style-type: none"> • The City facilitated the Special Transportation Services Society’s transition to a wholly new board made up of Lions Club members. This transition has gone well with no disruptions to service. • The City is partnering with the Fort Saskatchewan Public Library to offer public education sessions on financial planning, fraud prevention and wills and estates.
<p>Implement a priority based City policy and program for non-profit organization grants</p>	<ul style="list-style-type: none"> • The City adopted the Grants to Non-Profit Organizations Policy. The City has received 18 grant applications from various social, cultural, and recreational groups in the community as part of the 2020 budget process.
<p>Develop volunteer engagement strategies to assist with enhancing capacity, recruitment and retention</p>	<ul style="list-style-type: none"> • The new ‘Better Impact’ volunteer software is now operational. Work is ongoing for volunteer engagement and onboarding.
<p>Promote awareness and involvement in community and cultural events that help to create a sense of place for our city and enhance community interaction and connectedness</p>	<ul style="list-style-type: none"> • During the summer months, the City hosted the Legacy Park Family Festival, Canada Day, Movie Under the Stars, Registration Day, and the Sheep Leaving Parade. • The City supported the Rotary Club as it hosted the RCMP Musical Ride. • Between May and September 2, the City permitted 40 community events, two industry training sessions, three weddings and family reunions, four birthday parties, and three block parties.

Interim Report | August 2019

Appendix 2 – Strategic Plan Update

WELL PLANNED AND MAINTAINED MUNICIPAL INFRASTRUCTURE

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

Strategic Initiatives	Progress
Ongoing development and refinement of asset management program	<ul style="list-style-type: none"> • Consultant conducted a gap analysis of the City’s asset management system with report expected to be presented to Council in October.
Inclusion of planned capital funding sources, cost estimates and supporting master plans / strategies within 10 year capital plan	<ul style="list-style-type: none"> • Beginning with the October 2019 Council deliberation of the 2020 capital budget, the 10 year capital plan now includes planned capital funding sources and supporting plans / strategies.
Continued exploration of regional collaboration opportunities for projects (Edmonton Metropolitan Regional Board Servicing Plan, Inter-municipal Collaboration Frameworks, River Valley Alliance)	<ul style="list-style-type: none"> • The City is actively engaged in the development of the Metropolitan Region Servicing Plan. The Metropolitan Region Servicing Plan is mandated by the Province and aligns with the Edmonton Metropolitan Region Growth Plan. The Metropolitan Region Servicing Plan will provide a framework and strategic guidance to optimize eight service areas, including Water, Wastewater, Roads, Transit, Stormwater, Solid Waste, Fire, Emergency Medical Services, and Emergency Management. • Positive and productive talks to develop Inter-municipal Collaboration Frameworks continue with Sturgeon County, Strathcona County and City of Edmonton.
Pursue grant opportunities and other synergies with regional initiatives for infrastructure projects, including readiness with “shovel ready” projects for emergent grants	<ul style="list-style-type: none"> • Received a Cultural Spaces Grant for \$132,000 to replace the Shell Theatre speakers and the City’s wireless microphone systems. • The City applied for a Federation of Canadian Municipalities Green Municipal Fund grant for heating equipment at Bulk Water Station and Main Reservoir. • The City applied for Healthy Communities Grant Program for the expanded Skatepark.
Updates of master plans/strategies including: Recreation Facilities and Parks Master Plan (Indoor Recreation Facility Planning) in relation to community needs and demographics	<ul style="list-style-type: none"> • The City has selected a consultant to conduct a Dow Centennial Centre site study, facility study, and amenity study.
Continue advocacy and input for regional transportation projects (bridge twinning/pedestrian bridge) and exploration of any synergies with planned City capital projects (i.e.) Fort Centre Park, road improvements	<ul style="list-style-type: none"> • Consultant is working with the City to secure synergies between the Fort Centre Park project and the twinning of the HWY 15 Bridge (development of storm ponds).
Continue to implement Transportation Master Plan to guide the City’s transportation infrastructure	<ul style="list-style-type: none"> • Functional Planning study is underway for the widening of the Veterans Way Corridor. • Traffic Safety concepts are being integrated into projects as well as new Developer 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	700	80	620	-	On-Hold	Project to be reviewed with the 2020 capital budget
16033	Project Management Software	100	93	7	-	Dec 2019	Integration with Dynamics GP in progress
19011	Computer Equipment Replacement	167	92	75	-	Dec 2019	
19012	Computer Network Infrastructure	188	44	133	11	Dec 2019	
19017	Computer Hardware / Software New Acquisitions	611	437	150	24	Dec 2019	CityView upgrade expected to be under budget
19037	CRM Software	16	16	-	-	Complete	
Total General Administration		1,782	762	985	35		



Interim Report | August 2019

Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Protective Services							
13022	Protective Services Building	12,000	11,831	-	169	Complete	
18007	Alberta's First Responders Radio Communications System (AFRRCS Radio)	123	55	68	-	Sep 2019	Installation to take place in September 2019
18009	RCMP Fume Hood	20	24	-	(4)	Complete	Overage to be funded from annual capital funding
19035	Animal Control Kennel Building	355	34	321	-	Delayed	As of October project proceeding on project budget through scope change savings and deferral of landscaping, paving, sidewalks to be included with larger projects
Total Protective Services		12,498	11,944	389	165		
Fire Services							
18004	Modular Dorms	125	145	-	(20)	Complete	Overage to be funded from operating contingencies
18011	Fire Engine Replacement	1,800	-	1,800	-	Apr 2020	Production delayed
18026	Fire Dept. Supervisor Vehicle	75	68	16	(9)	Sep 2019	Overage to be funded from annual capital funding
Total Fire Services		2,000	213	1,816	(29)		



Interim Report | August 2019

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							
17027	Replace Freightliner & Attachments	200	241	-	(41)	Complete	Deficit to be funded from surplus in Project 18010
18002	New 3/4 Ton Truck Flat Deck	65	54	-	11	Complete	
18005	New Asphalt Hot Box	60	51	-	9	Complete	
18010	2018 Equipment Replacement	950	616	-	334	Complete	Surplus to cover deficit in Project 17027 and 19027
18022	New Tandem Flat Deck Attachment	20	-	20	-	Dec 2019	Delivery expected in Winter 2019
19004	Highway Safety Equipment	45	37	-	8	Complete	
19013	Transit Smart Fare Equipment	234	-	234	-	On-Hold	Pending federal and provincial grant approvals
19022	New Truck UT Infrastructure	47	42	-	5	Complete	
19027	Vehicle Replacement	866	633	254	(21)	Apr 2020	Deficit to be funded from surplus in Project 18010
19030	Mobile Message Board	40	33	-	7	Complete	
19032	Flail Mower Attachment	40	26	-	14	Complete	
19033	Pesticide Tank	15	-	-	15	Complete	Cost covered by operations
19034	Transit Bus	398	-	398	-	On-Hold	Pending federal and provincial grant approvals
Total Common Services & Equipment Pool		2,980	1,733	906	341		



Interim Report | August 2019

Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Roads & Transportation							
15025	86 Ave/ Southfort Dr. Widening	2,400	2,245	-	155	Complete	Surplus returned to the Southfort Offsite Reserve
18036	Point Aux Pins Road Enhancement	400	30	370	-	Dec 2021	Project to be reviewed with the 2020 capital budget
18037	River Road Realignment	400	71	329	-	On-Hold	Project on hold pending land acquisition
18042	Clover Park Secondary Access	83	61	22	-	Apr 2020	Finalizing design
19007	Local Road Rehabilitation	6,964	2,930	4,033	1	Dec 2019	2 construction sites and large asphalt program remain to be completed
19008	Neighbourhood Rehabilitation	7,265	4,458	2,807	-	Dec 2020	Combined with 2017 and 2018 projects
19009	Veterans Way Corridor Widening	200	68	132	-	Dec 2019	Project to be reviewed with the 2020 capital budget
19036	Eastgate Business Access	415	65	350	-	Aug 2020	Additional \$340k was approved in 2019
Total Roads & Transportation		18,127	9,928	8,043	156		



Interim Report | August 2019

Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Recreation Services							
12025	River Valley Trail System	4,201	3,130	1,071	-	On-Hold	Trail and bridge on hold due to Hwy-15 twinning project
16029	Skateboard/BMX Park	577	565	-	12	Sep 2019	Construction to be completed in September 2019
17014	Harbour Pool Universal Change Room	1,500	1,495	-	5	Complete	
17047	Viewing Deck and Interpretive Signage Original Fort	45	106	-	(61)	Complete	Community built and funded.
18043	Gymnastic Building	3,468	2,746	722	-	Aug 2020	Construction on parking lot improvements remaining
Total Recreation Services		9,791	8,042	1,793	(44)		
Cultural Facilities & Programs							
14040	River Valley Enhancements	195	74	121	-	On-Hold	Project on hold as a result of work being done on highway alignment
19006	Culture Equipment Lifecycle Replacements	229	97	132	-	Dec 2019	Installation of speakers and wireless microphones remaining
Total Cultural Facilities & Programs		424	171	253	-		
Total General Operations		47,602	32,793	14,185	624		



Interim Report | August 2019

Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Utility Operations							
16020	Sewer Service Relines	1,495	1,159	150	186	Dec 2019	Finalizing costs for remaining sewer laterals
16039	Transfer Station - Office Replacement	75	4	71	-	On-Hold	On hold pending completion of Transfer Station study
17039	Solid Waste Cart Purchase	932	938	-	(5)	Complete	
18003	Water Meters - Lifecycle Replacement	2,152	1,136	1,016	-	Dec 2020	Several significant construction remaining
18023	Bulk Water Station Modernization	570	42	528	-	Aug 2020	Additional \$70k was approved in 2019
18028	Water Reservoir Lifecycle Renewal	1,250	106	1,144	-	Dec 2020	Additional \$500k was approved in 2019
19018	Sump Pump Retrofit Program	1,258	811	447	-	Dec 2019	Project close to completion
Total Utility Operations		7,732	4,196	3,356	181		
City Funded Capital Projects		55,334	36,989	17,541	804		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Levy Funded Capital Projects							
15014	Southfort Meadows - Park Amenity	650	-	650	-	On-Hold	Pending new development
16050	119 Street & Hwy 15 Intersection Upgrades	1,750	77	1,673	-	Delayed	Pending new development
17030	94 Street Traffic Lights	300	251	49	-	Complete	Pending final invoices.
19010	450 mm Water main – Area 3 to Dow Main	1,000	-	1,000	-	Delayed	Pending new development
19060	94st Southpointe Roundabout	581	-	581	-	August 2020	Construction started
Total Levy Funded Capital Projects		4,281	328	3,953	-		
City and Developer Capital Projects		59,615		37,317	21,494	804	



Interim Report | August 2019

Appendix 4 – The City at a Glance

THE CITY AT A GLANCE

	YTD August 31 2019	YTD August 31 2018	% Change
General			
Business Licenses	1,594	1,523	4.66%
Population	26,942	26,328	2.3%
Subdivision and Development Appeal Board Appeals	4	2	200.0%
Animal Licenses	3,220	3,010	7.0%
Freedom of Information & Protection of Privacy Requests	18	15	20.0%
Building & Development			
Residential Building Permits	90	128	(26.7%)
Development Permits	334	391	(14.6%)
Development Permits - Construction Value (Thousands)	\$63,285	\$49,574	27.7%
Building & Safety Code Permits	1,364	1,534	(11.08%)
Recreation and Culture			
Dow Centennial Centre - Foot Traffic	430,813	428,217	0.6%
Arena Ice Rental hours (All Arenas)	3,743	3848	(0.03)%
Harbour Pool Lesson Registration	1,730	1,831	(5.5%)
Children's Summer Camp Registrations	426	449	(5.1%)
Fort Heritage Precinct – History Centre Registrations	2,202	1,979	11.3%
Public Safety			
Collisions (Fatal & Major Injury)	5	5	0.0%
Criminal Code Offenses	4,182	2,085	100.6%
Court Fines Issued (Traffic Safety Act & Bylaw)	21,019	10,995	91.2%
Protective Services Complaint Calls	19,290	19,765	1.0%
Fire Department Responses	445	272	64.1%
Transit			
Transit Ridership Local	42,987	39,644	8.4%
Transit Ridership commuter to Edmonton	20,116	26,687	(24.6%)*
Solid Waste - Curbside Collection			
Garbage Tonnes	2,075	2,863	(27.5%)
Recycling Tonnes	877	713	23.0%
Organics Tonnes	1814	915	98.3%
Fort Report			
Requests received	2,564	3,416	(75.0%)
Requests closed	2,544	3,411	(74.5%)
Average number of days to close a service request	7	12	(41.7%)

* See page 20.

