

August 31, 2021

Interim Report

As reported on October 27, 2021



CITY OF
FORT SASKATCHEWAN
ALBERTA

Interim Report | August 2021

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OPERATING HIGHLIGHTS

During the first eight months of 2021, City operations continued to be affected by the COVID-19 and changing public health orders.

At a high level, in the first eight months :

- The City reopened culture and recreation facilities in June.
- Staff were rehired or returned to their normal departments to assist with the reopening facilities.
- Administrative and operational staff continued to work from home where possible.
- The Government of Canada and the National Police Federation signed a collective agreement.
- The City and CUPE Local 30 signed a collective agreement
- The Planning and Development department transitioned to an in-house building inspection model .

Subsequent to the period on September 16, 2021, the Province declared a state of public health emergency due to the significant increase in COVID 19 cases and implemented the restriction exemption program or negative test and mandatory masking.

OPERATING BUDGET

In the first eight months of 2021, the City had a \$2,867,000 surplus variance compared to its operating budget. The City is forecasting a \$2,337,000 surplus at the end of 2021.

Revenues are expected to be \$146,000 over budget, primarily due to higher than expected user fees and charges, and government operating grants, which are partially offset by lower than expected property tax revenue due to reductions in grants in place of taxes by the Province.

Expenditures are expected to be \$1,511,000 below budget primarily due to lower than expected salaries and wages, contracted services, utilities, materials and supplies, advertising, and training and development, which are partially offset by increased purchases from other governments.

Other items are expected to be \$680,000 higher than budgeted for the year. This is due to higher than expected transfers from reserves resulting from the RCMP collective agreement which is partially offset by lower transfers from reserves due to fewer shortfalls in user fees and charges and savings related to facility closures during the year.

CAPITAL PROJECTS

The 2021 capital program includes 45 capital projects. As at August 31, 2021, the City has completed five projects while 35 were still in progress, and five projects were postponed or deferred to future years. Some projects were postponed due to twinning the highway 15 bridge, developer schedules, and COVID-19.

The City spent \$10,745,000 on capital projects in the first eight months of 2021.

FINANCIAL POSITION

As at August 31, 2021, the City had net financial assets of \$53,329,000 compared to \$29,392,000 in net financial assets at December 31, 2020, and \$37,969,000 at August 31, 2020.

Significant changes in net financial assets in the current period include increases in cash and cash equivalents, property taxes receivable, and investments, and offset by an increase of trade payables.



FINANCIAL RESULTS FROM OPERATIONS

Expressed in \$000s	Eight months ended August 31, 2021			Year ended December 31, 2021		
	Budget	Actual	Variance	Budget	Forecast	Variance
Operating Revenue						
Property Taxes	48,653	48,277	(376)	48,653	48,337	(316)
Utility User Rates	12,823	13,069	246	19,426	19,472	46
User Fees & Charges	3,312	3,823	511	5,841	5,610	(231)
Fines and Penalties	1,544	1,623	79	2,266	2,382	116
Government Transfers - Operating	1,059	777	(282)	1,622	1,972	350
Investment Income	665	712	47	987	1,100	113
Other Revenue	10	54	44	22	90	68
Total Operating Revenue	68,066	68,335	269	78,817	78,963	146
Operating Expenditures						
Salaries, Wages, and Benefits	(19,160)	(18,151)	1,009	(29,202)	(28,175)	1,027
Purchases from other Governments	(10,326)	(11,230)	(904)	(15,614)	(16,082)	(468)
Contracted Services	(3,900)	(3,107)	793	(6,647)	(6,750)	(103)
Utilities	(1,953)	(1,798)	155	(2,977)	(2,839)	138
Materials and Supplies	(2,077)	(1,752)	325	(3,310)	(3,018)	292
Transfers to Individuals and Organizations	(1,152)	(1,197)	(45)	(1,720)	(1,746)	(26)
Interest on Long Term Debt	(555)	(551)	4	(1,088)	(1,078)	10
Service Maintenance Contracts	(2,589)	(2,594)	(5)	(3,776)	(3,762)	14
Advertising & Printing	(393)	(111)	282	(571)	(289)	282
Training & Development	(349)	(126)	223	(619)	(285)	334
Insurance	(485)	(503)	(18)	(727)	(747)	(20)
Phones & Postage	(264)	(245)	19	(389)	(367)	22
Memberships	(414)	(397)	17	(500)	(481)	19
Other Expenses	(106)	(103)	3	(239)	(249)	(10)
Total Operating Expenditures	(43,723)	(41,865)	1,858	(67,379)	(65,868)	1,511
Operating Budget Surplus (Deficit) before Other Items	24,343	26,470	2,127	11,438	13,095	1,657
Other Items						
Repayment of Debenture Principal	(1,717)	(1,725)	(8)	(3,409)	(3,401)	8
Net Operating Transfers (to) from Reserves	(8,795)	(8,047)	748	(8,029)	(7,357)	672
Net Other Items	(10,512)	(9,772)	740	(11,438)	(10,758)	680
Operating Budget Surplus (Deficit)	13,831	16,698	2,867	-	2,337	2,337

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. The above forecast does not include allowances for uncollectible property taxes.



ANALYSIS OF SIGNIFICANT VARIANCES

The City continues to be impacted by COVID-19 and public health orders from the Government of Alberta. While all areas of the City have been affected by the pandemic, the delivery of culture and recreation services have experienced the most significant affects due to facility closures and other restrictions.

Subsequent to the period, the Government of Alberta announced new capacity and other restrictions and a restriction exemptions program for vaccinated customers. The City has implemented the restriction exemption program in culture and recreation facilities. The following forecast assumes a lower demand for culture and recreation services.

REVENUES

Property Taxes

The City is expecting property tax revenues to be \$316,000 lower than budget. This variance relates to a 2019 Government of Alberta decision to reduce grants in place of taxes by 50%, as well as various property reassessments in the period.

User Fees and Charges

Revenue from user fees and charges was \$511,000 above budget in the first eight months of 2021, but is expected to be \$231,000 below budget for the year. This is due to larger than expected construction activity early in 2021 that is offset by lower culture, recreation and facility revenues throughout the year.

Planning and Development is expected to be \$821,000 above budget for the year because of a large construction project and higher than budgeted permits and service fees in the first eight months of the year.

Program registration, admissions, rental, and lease revenues were below budget in the first eight months of 2021. Despite culture and recreation facilities reopening in June 2021, the City has forecasted to be below budget for the remainder of the year due to lower than expected demand. However, significant uncertainty remains for the level of demand for these services due to changing public health orders, rising vaccination rates, adoption of the restriction exemptions program, and the general economic conditions.

Government Operating Grants

The city is expecting to be \$350,000 above budget at the end of 2021 due to MSI funding for the water meter master plan carried forward from 2020, Cultural Spaces grant for theater seating project and an Alberta Community Partnership grant for the Emergency Services / Fire Services Collaborative Station Planning Study project.

EXPENDITURES

Salaries, wages, and benefits

Salaries, wages, and benefits were \$1,009,000 lower than budgeted in the first eight months of 2021 and forecasted to be \$1,027,000 under budget by the end of the year. Culture and Recreation Services has the largest surplus in salary, wages, and benefits at \$1,135,000 year to date, and forecasting a surplus of \$1,310,000 due to COVID-19 related restrictions, vacant positions, and restructuring.



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Rounded to the nearest thousand dollars, except where otherwise stated

Purchases from other Governments

Expressed in \$000s	Results for the eight months ended August 31, 2021			Forecast for the year ended December 31, 2021		
	Budget	Actual	Variance	Budget	Forecast	Variance
Wastewater Management Services	3,672	3,524	(148)	5,568	5,240	(328)
Policing Services	3,210	4,239	1,029	4,815	5,660	845
Water Supply Services	2,757	2,953	196	4,194	4,389	195
Commuter Transit Services	351	198	(153)	531	325	(206)
Assessment Services	290	267	(23)	435	393	(42)
Other	47	49	2	72	73	1
Purchase from Other Government Surplus	10,327	11,230	903	15,615	16,080	465

Purchases from other governments were \$903,000 over budget in the first eight months of 2021. Policing services were \$1,029,000 over budget in the first eight months. In the period, the City accrued \$1,598,000 for retroactive pay dating back to 2017 that was included in the collective agreement between the Government of Canada and the National Police Federation. This expense was partially offset by a \$1,041,000 transfer from reserve funds that the City had set aside in prior years to cover its share of this one-time cost.

Other Spending Reductions

As a result of COVID-19 public health restrictions and resulting service level changes, the City continued to temporarily restrict spending on materials and supplies, training and development, and advertising and printing.

OTHER ITEMS

Net operating transfers from reserves are forecast to be \$672,000 higher than budgeted.

In the period, the City used \$1,041,000 from reserves that was carried forward from prior years to partially fund the retroactive pay for RCMP members that was included in the collective agreement between the Government of Canada and the National Police Federation.

The 2021 budget included a \$424,000 transfer from reserves that was intended to offset lower than usual revenue from user fees and charges. These funds were set aside from the 2020 operating budget surplus as a result the Municipal Operating Support Transfer. The 2021 budget assumed a return to normal staffing and operating levels but with lower demand for services. Due to higher than budgeted user fee revenue, operational savings, and facility closures, the City is no longer expected to use these funds.



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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 ended August 31, 2021				
Revenue				
Utility user rates	296	(52)	3	247
Other revenue	182	5	73	260
Expenses				
Salaries, wages and benefits	(47)	(4)	(14)	(65)
Commission charges	(196)	147	-	(49)
Contracted services	(91)	(93)	98	(86)
Other costs	25	4	(2)	27
Reserve transfers and debt repayment	10	3	(39)	(26)
YTD Operating Budget Surplus (Deficit)	179	10	119	308
For the year ending December 31, 2021				
Revenue				
Utility user rates	280	(245)	10	45
Other revenue	189	5	76	270
Expenses				
Salaries, wages and benefits	(64)	(11)	(27)	(102)
Commission charges	(196)	327	-	131
Contracted services	(62)	33	104	75
Other expenses	29	4	(5)	28
Reserve transfers and debt repayment	10	3	(37)	(24)
Forecast Operating Budget Surplus (Deficit)	186	116	121	423

The City's utility operations were \$308,000 above budget in the first eight months of 2021 and are expected to be \$423,000 above budget for the year. Water consumption was 7% higher than expected consumption and is expected to be 5% higher for the year.



CAPITAL BUDGET HIGHLIGHTS

The 2021 Capital Program includes 11 new projects and 34 multi-year projects that were carried forward from 2020. At August 31, 2021, the City had 35 active projects, five that were complete, and five that were on hold for various reasons. The capital programs are summarized below. Additional project level details are attached in Appendix 3.

	Carried Forward from 2020	2021 Capital Budget	Authorized in 2021	Authorized Capital Expenditure	2021 Expenditure	Forecast Remaining Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
General Administration	596	175	490	1,261	(431)	(805)	25
Protective Services	332	-	-	332	(1)	(365)	(34)
Fire Services	275	36	-	311	(225)	(79)	7
Common Services & Equipment Pool	870	657	-	1,527	(823)	(704)	-
Roads & Transportation	7,775	7,675	75	15,525	(5,177)	(10,321)	27
Recreation Services	1,125	370	23	1,518	(193)	(1,424)	(99)
Culture Facilities & Programs	121	-	-	121	-	(121)	-
Utility Rate Funded Projects	9,171	770	-	9,941	(2,864)	(6,654)	423
Levy Funded Projects	3,679	-	-	3,679	(1,031)	(2,676)	(28)
Total	23,944	9,683	588	34,215	(10,745)	(23,149)	321

VEHICLE REPLACEMENT

A plow and sander truck was replaced in January 2021, and a sweeper truck was replaced in February 2021. In May 2021, two skid-steers were replaced. In July, 2 heavy-duty lawnmowers were replaced.

HIGHWAY 15 BRIDGE TWINNING

Work by the Province to twin the Highway 15 Bridge, including a pedestrian bridge, is underway. The City and the Province are coordinating river valley enhancements with the bridge project.

TRANSFER STATION

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

NEIGHBOURHOOD AND LOCAL ROAD REHABS

2021 projects will focus on Southview Way, Sherridon Drive, Southfort Drive, 99 Ave, 96A Ave, 97 Ave, 98 Ave, 101 Ave, 108 St, 103 St, 101 St, and sections of HWY 21 and 15.

PUBLIC WORKS SITE FIRE PROTECTION & SECURITY ENHANCEMENT

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



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, 2021, the City had net financial assets of \$53,329,000 compared to the net financial assets of \$29,392,000 at December 31, 2020 and net financial assets of \$37,969,000 at August 31, 2020.

CASH AND CASH EQUIVALENTS

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

	August 31, 2021			December 31, 2020		
	\$000	Interest Rate %	Benchmark	\$000	Interest Rate %	Benchmark
Cash and Cash Equivalents						
Operating Accounts	9,419	0.77%	0.16%	4,155	0.80%	0.87%
Notice of Demand Accounts	57,653	0.98%	0.16%	43,486	1.09%	0.87%
Total	67,072	0.95%	0.16%	47,641	1.06%	0.87%

The City's notice of demand accounts earn interest at rates from 0.85 to 0.99% as at August 1, 2021 and are redeemable upon 31 – 90 days' notice. The City's benchmark for short term investments, FTSE Canada 91 day T-Bills Index, had a year to date yield of 0.12% on September 29, 2021.

PROPERTY TAXES RECEIVABLE

	August 31, 2021	December 31, 2020
	\$000s	\$000s
Property Taxes Receivable		
Current Taxes Receivable	5,840	1,753
Tax Arrears Receivable	902	212
Allowance for Uncollectible Taxes	(173)	(173)
Total Property Taxes Receivable	6,569	1,792

As at August 31, 2021, \$6,569,000 was outstanding in property taxes receivable compared to \$1,792,000 at the end of December 2020. Of the \$5,841,000 current taxes receivable, \$4,026,000 are on Fort Electronic Payment Plan and \$327,000 are grants in place of taxes which will be paid prior to the end of 2021. The majority of the remaining \$1,488,000 outstanding are the two multi-unit residential properties and four non-residential properties, while the remainder is substantially all residential properties.

The tax arrears receivable are property taxes levied in prior years that remain outstanding as at August 31, 2021. In recognition of the rising balance of both current and arrears taxes receivable since the end of 2019, in 2020, the City made an allowance for for uncollectible taxes. Despite this allowance, all current and arrears taxes receivable remain due and collectible, and the City will use the tools available under the Municipal Government Act to



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collect taxes. Two multi-unit residential properties and one non-residential property represent the 66% of tax arrears receivable, while the remainder is substantially all residential properties.

INVESTMENTS

	August 31, 2021			December 31, 2020		
	Yield %	Years to Maturity	Book Value \$000	Yield %	Years to Maturity	Book Value \$000
Guaranteed Investment Certificates	2.24%	3.20	31,705	2.37%	3.91	25,384
Long Term Bond	2.61%	1.82	1,954	2.61%	2.49	1,964
Other	8.10%	n/a	59	8.10%	n/a	60
Total	2.27%	3.12	33,718	2.40%	3.80	27,408

The City's operating and notice of demand accounts earn variable rates of interest and are therefore subject to interest rate risk. The City manages interest rate risk in its long term investment portfolio by purchasing securities with maturity dates ranging from 2021 to 2028 so that only a portion of the City's long term portfolio is exposed to interest rate risk in any given year.

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

LONG-TERM DEBT

Projects	Weighted Average Interest Rate	August 2021 \$000	December 2020 \$000	Fully Repaid
Debentures				
Dow Centennial Centre	5.705%	2,697	3,202	December 2023
Sewer Service Reline	2.371%	2,895	3,228	December 2026
City Hall	3.308%	10,486	10,856	December 2033
100 Avenue Rehab	3.571%	4,811	4,969	September 2035
Protective Services Building	3.136%	8,881	9,144	December 2036
Total Debentures		29,770	31,399	
Capital Leases				
Capital Lease Obligations		226	326	December 2025
Total Long Term Debt		29,996	31,725	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. At August 31, 2021, the City had \$29,996,000 in outstanding debt. In the first eight months of 2021, the City paid \$1,629,000 in principal and \$544,000 in interest expense to service debentures and \$100,000 in principal and \$5,000 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 2.85% to 9.16%.



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

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

In order to mitigate the increased risks associated with the COVID-19 pandemic, in 2020 Council authorized the City to borrow up to \$40 million to finance the ongoing operating activities of the City. The City has not accessed this additional borrowing capacity in the first eight months of 2021.

SUPPLEMENTARY FINANCIAL INFORMATION

STATEMENT OF FINANCIAL POSITION

(Unaudited)

	August 31, 2021	December 31, 2020	August 31, 2020
	\$000s	\$000s	\$000s
Financial Assets			
Cash and Cash Equivalents	67,072	47,642	60,734
Revenues Receivable			
Property Taxes Receivable	6,569	1,792	10,777
Government Transfers Receivable	1,364	866	940
Trade and Other Receivables	3,514	2,074	2,461
Inventory Held for Resale	1,269	1,269	1,309
Investments	33,718	27,408	27,006
Total Financial Assets	113,506	81,051	103,227
Liabilities			
Accounts Payable and Accrued Liabilities			
Trade Payables	(16,477)	(6,550)	(14,312)
Employee Benefit Obligations	(1,500)	(1,516)	(1,549)
Payroll and Remittances	(1,000)	(930)	(977)
Interest Payable	(172)	(172)	(228)
Liability for Contaminated Sites	(1,609)	(1,609)	(1,602)
Deferred Revenue	(7,751)	(7,787)	(11,695)
Deposits on Account	(1,672)	(1,374)	(1,388)
Long-Term Debt	(29,996)	(31,721)	(33,506)
Total Liabilities	(60,177)	(51,659)	(65,258)
Net Financial Assets	53,329	29,392	37,969
Other Assets			
Tangible Capital Assets	507,815	501,476	500,810
Prepaid Expenses	633	393	565
Inventories of Supplies	679	747	611
Total Other Assets	509,127	502,616	501,986
Accumulated Surplus	562,456	532,008	539,955

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



Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

STATEMENT OF OPERATIONS

(Unaudited)

	Expressed in \$000s	Eight months ended Aug 31		
		2021 Budget	2021 Actuals	2020 Actuals
Operating Revenue				
Property Taxes		48,653	48,277	47,860
Utility User Rates		12,823	13,069	12,415
User Fees & Charges		3,312	3,823	3,322
Fines and Penalties		1,544	1,623	1,085
Government Transfers - Operating		1,059	777	701
Investment Income		665	712	745
Other Revenue		10	54	117
Total Operating Revenue		68,066	68,335	66,245
Operating Expenses				
Infrastructure & Planning Service				
Public Works		(11,121)	(10,971)	(11,131)
Fleet, Facilities, & Engineering		(5,693)	(4,978)	(5,412)
Planning & Development		(1,114)	(1,270)	(1,282)
Economic Development		(596)	(552)	(601)
		(18,524)	(17,771)	(18,425)
Community and Protective Services				
Culture & Recreation Services		(6,565)	(4,654)	(5,416)
Protective Services		(5,432)	(6,280)	(4,524)
Fire Services		(2,567)	(2,288)	(2,448)
Family & Community Support Services		(915)	(858)	(827)
Emergency Management		(119)	(215)	(196)
		(15,598)	(14,295)	(13,412)
Corporate Services Division				
Information Technology		(2,176)	(1,979)	(2,140)
Legislative Services		(1,030)	(1,089)	(977)
Financial Services		(891)	(882)	(909)
People Services		(885)	(714)	(775)
Corporate Communications		(541)	(393)	(474)
		(5,523)	(5,057)	(5,274)
Senior Leadership		(1,375)	(1,324)	(1,312)
Fiscal Services		(571)	(1,033)	(1,068)
Elected Officials		(323)	(259)	(262)
Utility Operations		(12,109)	(12,168)	(11,578)
Total Operating Expenses		(54,023)	(51,907)	(51,330)
Surplus (Deficit) before Other Items		14,043	16,428	14,914
Other Items				
Contributed Tangible Capital Assets		2,511	5,863	2,134
Government Transfers - Capital		3,387	6,498	5,123
Community Capital Funding		200	-	15
Developer Levies		-	1,657	378
Gain (Loss) from Annexation		-	2	(411)
Net Other Items		6,098	14,020	7,237
Operating Surplus (Deficit)		20,141	30,448	22,152

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, 2021			Year ended December 31, 2021		
	Budget	Actual	Variance	Budget	Forecast	Variance
Infrastructure & Planning Division						
Public Works	(5,176)	(4,907)	269	(7,946)	(7,686)	260
Fleet, Facilities, & Engineering	(4,352)	(4,020)	332	(6,465)	(6,530)	(65)
Planning & Development	(527)	174	701	(635)	(121)	514
Economic Development	(446)	(405)	41	(616)	(614)	2
Total Infrastructure & Planning Division	(10,501)	(9,158)	1,343	(15,662)	(14,951)	711
Community & Protective Services Division						
Culture and Recreation Services	(5,074)	(3,691)	1,383	(6,639)	(5,801)	839
Protective Services	(3,849)	(4,124)	(275)	(5,533)	(5,363)	170
Fire Services	(2,760)	(2,414)	346	(4,006)	(3,536)	470
Family & Community Support Services	(326)	(282)	44	(503)	(447)	56
Emergency Management	-	(104)	(104)	-	(141)	(141)
Total Community & Protective Services Division	(12,009)	(10,615)	1,394	(16,681)	(15,288)	1,394
Corporate Services Division						
Information Technology	(1,942)	(1,905)	37	(2,736)	(2,748)	(12)
People Services	(885)	(714)	171	(1,382)	(1,200)	182
Financial Services	(891)	(882)	9	(1,369)	(1,356)	13
Legislative Services	(995)	(1,088)	(93)	(1,509)	(1,543)	(34)
Corporate Communications	(528)	(393)	135	(764)	(607)	157
Total Corporate Services Division	(5,241)	(4,982)	259	(7,760)	(7,454)	306
Senior Leadership	(1,254)	(1,107)	147	(1,931)	(1,742)	189
Fiscal Services	43,962	43,314	(648)	42,518	41,748	(770)
Elected Officials	(323)	(259)	64	(484)	(403)	81
Utility Operations	(805)	(497)	308	-	426	426
Operating Budget Surplus (Deficit)	13,831	16,698	2,867	-	2,337	2,337



Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31	Activity			Aug 31	Forecast Remaining Commitments	Forecast Uncommitted Balance	2021 Optimal Balance	Over (Under) Funded
	2020 Balance	Contributions	Interest	Withdrawals	2021 Balance				
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Stabilization and Contingency									
Financial Stabilization and Contingency	15,138	-	-	(1,150)	13,988	(1,062)	12,926	13,408	(482)
Future Facility Operating	5,842	1,101	-	-	6,943	-	6,943	-	6,943
Snow Removal	994	-	-	-	994	-	994	994	-
Total Stabilization and Contingency	21,974	1,101	-	(1,150)	21,925	(1,062)	20,863	14,402	6,461
Capital Projects									
	10,650	2,570	-	(2,011)	11,209	(4,978)	6,231	7,556	(1,325)
Infrastructure Lifecycle, Maintenance and Replacement									
Municipal	9,046	2,562	106	(983)	10,731	(786)	9,945	10,528	(583)
Utilities	8,088	2,953	103	(190)	10,954	(7,529)	3,425	6,331	(2,906)
Total Infrastructure Lifecycle, Maintenance and Replacement	17,134	5,515	209	(1,173)	21,685	(8,315)	13,370	16,859	(3,489)
Total Over/(Under) Funded							40,018	38,817	1,647
Specific Purpose									
Land Purchases	1,956	-	-	-	1,956	(145)	1,811		
Health, Safety, & Wellness	730	-	-	(112)	618	(204)	414		
Economic Development	683	-	-	(10)	673	(490)	183		
Family & Community Support Services	119	-	-	(35)	84	(74)	10		
Art in Public Places	131	20	-	-	151	(8)	143		
River Valley Enhancement	363	89	-	(22)	430	(127)	303		
Total Specific Purpose	3,982	109	-	(179)	3,912	(1,048)	2,864		
Total Internally Restricted Reserves							(15,822)	42,882	
Externally Restricted Reserves									
Developer Levies	6,015	1,657	66	(1,083)	6,655	(2,451)	4,204		
Contributions in Lieu of Municipal Reserve Land	1005	-	11	-	1,016	(400)	616		
Fire Waterline	883	-	-	-	883	(110)	773		
Perpetual Care	510	38	6	-	554	(21)	533		
Transportation Assistance	63	-	-	-	63	-	63		
Westpark Estates Community Enhancement	18	-	-	-	18	-	18		
Drug Abuse Resistance Education (D.A.R.E.)	19	-	-	-	19	-	19		
Total Externally Restricted Reserves	8,513	1,695	83	(1,083)	9,208	(2,982)	6,226		
Total Reserves							(18,385)	49,554	

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Appendix 2 – Strategic Plan Update

STRATEGIC PLAN UPDATE

In June 2018, the City adopted a strategic plan for 2018 – 2022, identifying four goals and a number of strategic initiatives to advance those goals. The report below indicates the progress made toward those goals between January and August 2021.

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
Develop land use and servicing plans for preferred growth strategy area	<ul style="list-style-type: none"> RFP for servicing of the newly annexed lands is under development.
Refresh of Land Use Bylaw – (2019 and 2021)	<ul style="list-style-type: none"> Phase 1 of the Land Use Bylaw renewal continues. The City has completed research initiatives on the different approaches to land use and regulation and examining how these approaches might be applied to different parts of the city. Initial engagement with mature neighbourhood residents took place June. A summary of the engagement will be presented to Council in December. Phase 2 will commence in early 2022 with completion by mid 2023
Update the approach to downtown redevelopment	<ul style="list-style-type: none"> Work continues on developing downtown incentives. A thorough legal review of associated legislation and regulations has identified several possible tools which are being studied and evaluated for potential implementation. Subsequent to the period, recruiting for a Downtown Action Plan Coordinator began. Progress continues to be made on lighting for 100 Ave. Technical conversations with Fortis continues to identify available infrastructure and installation requirements.
Actively participate in the initiatives of Alberta Industrial Heartland Association, Edmonton Global and other regional economic initiatives	<ul style="list-style-type: none"> The City is represented on the Alberta Industrial Heartland Association Designated Industrial Zone Working Group. Work is ongoing to streamline approval processes and reduce duplication.

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Strategic Initiatives	Progress
Ensure strong business retention, support and attraction strategies and programs are in place to retain and grow business and industry	<ul style="list-style-type: none">• Phase 2 of Support Your Fort is well underway. Support your Fort kits containing promotional material and resources are being assembled and will be distributed to businesses who request them.• Monthly Support Your Fort contests encouraging residents to support local businesses have been running since August, and will continue to run until December.• The City has received 43 applications to the Business Incentive Programs, 31 have been approved, and remainder are pending review.• Interest in industrial development is returning to pre-pandemic levels, with four new projects/expansions underway or at the permitting stage this year. Administration continues to engage with potential investors on additional projects.

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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
Ongoing program and service level reviews utilizing the approved review framework	<ul style="list-style-type: none"> On June 22, 2021, Municipal Enforcement Service Level Review was completed and presented to Council.
Enhance public engagement and communication where public is encouraged to be involved	<ul style="list-style-type: none"> The City launched a Vision Zero Education campaign on August 30 to share Traffic Safety and Vision Zero messaging for the remainder of the year. The City engaged with residents in the city's mature neighbourhoods as part of the Land Use Bylaw renewal project. The City led a Public Engagement in June to gather feedback on proposed speed limit changes in the City. In August 2021, Council updated the Public Engagement policy with a comprehensive public engagement framework to support policy directions.
Continue enhancements to water billing and transmission programs	<ul style="list-style-type: none"> The Water Meter Reading Infrastructure Upgrades project is now complete. City water meters reads are performed through a new remote system. Real time data is available to staff and account holders. An update was provided to Council at the June 15, 2021 Committee Of the Whole meeting.
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"> City staff participated in Conscious Team Relationships workshops to build teams, share workplace values, and enhance culture.

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Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
Continue to develop and maintain strong relationships with our neighbouring municipalities and civic organizations	<ul style="list-style-type: none">• The City collaborated with Strathcona County on two Joint Force Operations for Commercial Vehicle Enforcement to ensure commercial vehicle compliance.• The Protective Services department joined a newly formed Edmonton Regional Supervisor group. The group shares information and collaborates on regional traffic safety and municipal enforcement projects.• The City entered into a mutual services agreement with Strathcona County to share safety codes inspection services.• The City is part of the Alberta Industrial Heartland Association Designated Industrial Zone Municipal Engagement working group. The group is working toward streamlining regulatory processes and creating consistency among its five municipal members.• Together with Strathcona County, the City was awarded an Alberta Community Partnership grant to conduct a joint emergency and fire services study.

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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 is working with the Multicultural Association on a number of Truth & Reconciliation programs including Drum Making Working with the local Indigenous Community on a Vigil for children who did not return from Residential Schools.
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 and the Fort Saskatchewan Public Library have partnered to support patrons that are unhoused or at risk of being unhoused. The number of residents in crisis and in need of assistance with meeting their basic needs has steadily increased.
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 City received applications for zero-lot line housing types. To ensure an appropriate mix of house types and options that serve the needs of the community in light of this emerging housing type, the department is considering possible updates to the City's Area Structure Plans. The City is exploring how the Comprehensively Planned Residential Land Use District can be updated to increase the diversity of housing options to meet the needs of all residents.
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 accessibility audits have been scheduled for September. This will look at three City spaces (Jubilee Recreation Center, Dow Centennial Center, and Pryce Alderson Park). The information obtained will be used to inform work designated on these areas and other City owned spaces.
Facilitate neighbourhood and community building programs and remove barriers to community initiatives to encourage connections to neighbours and further develop community	<ul style="list-style-type: none"> City and RCMP Officers attended the Fort Black Society community event and participated in a line dance challenge. This was an important community connection and video can be found on the Fort Black Society Facebook page. The Family and Community Support Services Neighbourhood Connector volunteers have recognized the need to bring residents together for the collective good in order to foster connection and give back to the community. The volunteers are planning for the first annual 'Project Bag It All' event which will be held in September. All proceeds collected at the event will be donated to the local emergency fund.

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Strategic Initiatives	Progress
<p>Build community awareness of social issues to facilitate social inclusion and social support networks</p>	<ul style="list-style-type: none"> • The City worked with altView Foundation to present Safer Spaces and Conversion Therapy training for front line Municipal Enforcement and RCMP Officers. This training is being shared within the RCMP to help educate officers on social issues and diversity in our communities. • The City created a comprehensive Conversion Therapy Prohibition bylaw. Community organizations were consulted as part of the creation with many local churches voicing their appreciation of being included in the process. • As part of this year’s Pride Week, the City hosted a series of workshops by the altView Foundation on Anti-Oppression, Decolonization, Two Spirit Identities, and Indigenous Sexuality.
<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, in collaboration with Boys and Girls Club, Families First Society and the Bridge Youth Hub, held two presentations in schools providing information on front line roles that would be beneficial for school staff to be aware of to support their students. The goal is to assist all schools to have improved understanding and awareness of what is available to them in the community, highlight that we are all interconnected, and make frontline staff more familiar in the community.
<p>Implement a priority based City policy and program for non-profit organization grants</p>	<ul style="list-style-type: none"> • Grant applications for 2022 budget have been submitted and reviewed. Recommendations to Council will be brought forward in the 2022 budget process.
<p>Develop volunteer engagement strategies to assist with enhancing capacity, recruitment and retention</p>	<ul style="list-style-type: none"> • COVID-19 has resulted in fewer people volunteering in the community. Additional volunteer recruitment will need to take place in the final months of 2021. • The City is currently recruiting for additional youth volunteers to join the Youth Advisory Committee and the new Youth Council.
<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"> • Subsequent to the period a four outdoor concert series took place at Legacy Park. This series was funded by a Canadian Heritage grant. • The City sponsored an Indigenous evening of music to celebrate Indigenous Culture. • The Youth Advisory Committee wanted to find a way to address the concerning decline of youth mental health. The youth members decided to create care packages that were delivered to nominated youth. The response to the program was overwhelming with many reporting the positive impact this has made. • This year’s Senior’s Week was a huge success. The “Nominate a Senior” event was well received by many with positive feedback on how appreciative people were to be able to participate. We were able to reach many seniors in the community that were socially isolated. We also organized an online Yoga session, and an Active Senior Contest where community members submitted pictures demonstrating how they stay active for a chance to win prizes.

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Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
Promote City programming of public spaces to celebrate the City's history and culture	<ul style="list-style-type: none">• Fort Heritage Precinct will reopen in September for public tours and programs as well as curricular programs.
Promote a range of accessible cultural and recreational programming that meets the changing needs of residents	<ul style="list-style-type: none">• The City is streaming all outdoor concerts so residents who do not want to attend in person still have the ability to experience the concert.• The City is adding various family, and youth programs at the Dow Centennial Centre to provided affordable activities for all residents.

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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
Pursue grant opportunities and other synergies with regional initiatives for infrastructure projects, including readiness with “shovel ready” projects for emergent grants	<ul style="list-style-type: none">• The City received \$104,000 (50%) from a Cultural Spaces grant for the seat refurbishment project, as well as, a grant of \$96,000 from Canadian Heritage for an accessible outdoor concert series in September.
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">• The Province is continuing to work on the Bridge projects. The Province used fill from the Fort Centre Park, creating new storm ponds. The park will be regraded and reclaimed in the summer of 2022.
Continue to implement Transportation Master Plan to guide the City’s transportation infrastructure	<ul style="list-style-type: none">• The Highway Widening Project and Pedestrian Underpass will be brought forward for Phase 1 construction in the 2022 Capital Budget.

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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 Operation							
General Administration							
16021	City Hall Space Development	1,100	995	105	-	Dec 2021	Closing out
16033	Project Management Software	100	94	-	6	Complete	
19011	Computer Equipment Replacement	333	314	-	19	Complete	
19012	Computer Network Infrastructure	381	325	56	-	On-Going	
19017	Computer Hardware / Software New Acquisitions	775	676	99	-	On-Going	
21013	Council Chamber Audio Visual and Space Updates	490	120	370	-	Dec 2021	
21014	Asset Management Software	175	-	175	-	Dec 2021	
Total General Administration		3,354	2,524	805	25		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Protective Services							
19035	Animal Control Kennel Building	355	389	-	(34)	Complete	Overage funded from 18036
20001	Equipment Lifecycle Replacement	280	-	280	-	Deferred	
20048	Municipal Enforcement Patrol Vehicle	85	-	85	-	Dec 2021	Awaiting vehicle delivery
Total Protective Services		720	389	365	(34)		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Fire Services							
20042	Fire Station Direct Capture Exhaust System	275	196	79	-	Dec 2021	Installation underway
21010	Thermal Imaging Cameras	36	29	-	7	Complete	
Total Fire Services		311	225	79	7		



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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	-	234	-	Dec 2021	Delivery delayed
19027	Vehicle Replacement	2,804	2,534	270	-	Ongoing	
21019	Public Works Site Fire Protection & Security Enhancement	200	-	200	-	Dec 2021	
Total Common Services & Equipment Pool		3,238	2,534	704	-		

		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	1,900	1,375	135	390	Dec 2021	Surplus used for 20028 and 19035
18037	River Road Realignment	400	76	324	-	On-Hold	Pending land negotiations
19007	Local Road Rehabilitation Program	12,364	12,038	326	-	On-Going	
19008	Neighbourhood Rehabilitation Program	15,065	6,492	8,573		On-Going	
19009	Veterans Way Corridor Widening	500	430	70	-	Dec 2021	
20002	Roadway Safety Improvements	175	85	90	-	Dec 2021	Traffic beacons have been installed
20028	112 Street Widening	1,300	1,613	50	(363)	Dec 2021	Sidewalk and trail ongoing, overrun funded from 18036
21012	Veterans Way – Pedestrian Crossing North	250	103	147	-	Dec 2021	Detailed design work underway
21033	94 Street Widening – Phase 1	650	52	598	-	On-Hold	Delayed until 2022
21034	TWP RD 542 Culvert Replacement	75	67	8	-	Dec 2021	
Total Roads & Transportation		32,679	22,331	10,321	27		



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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	On hold due to Hwy-15 twinning project
18043	Gymnastic Building	3,468	3,487	-	(19)	Dec 2021	Parking lot remaining overage funded from 19007
20047	DCC Equipment Lifecycle Replacement	93	61	32	-	Dec 2021	
20060	Sportsplex Ice Plant	850	930	-	(80)	Dec 2021	Overage funded from 18036
21017	Natural Playground at Legacy Park	250	-	250	-	Dec 2021	
21023	Fort Centre Park – Phase 1	80	19	61	-	Dec 2021	
21040	Dog Park – Small Dog Area	23	23	10	-	Dec 2021	New dedicated area for small dogs
Total Recreation Services		8,965	7,640	1,424	(99)		
Cultural Facilities & Programs							
14040	River Valley Enhancements	195	74	121	-	On-Hold	On hold due to Hwy15 Twinning
Total Cultural Facilities & Programs		195	74	121	-		
Total General Operations		49,462	35,717	13,819	(74)		



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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							
18003	Water Meters - Lifecycle Replacement	2,352	1,928	-	424	Dec 2021	Project closed after the period.
18023	Bulk Water Station Modernization	570	571	-	(1)	Complete	
18028	Water Reservoir Lifecycle Renewal	1,920	665	1,225	-	Dec 2021	
19018	Sump Pump Retrofit Program	2,458	1,331	1,127	-	Aug 2022	
19039	River Road Waterline	2,450	1,810	640	-	Dec 2021	
20014	Pointe Aux Pins Water Supply Connection	389	229	160	-	Dec 2021	
20021	Transfer Site Enhancement	3,695	393	3,302	-	Aug 2022	Includes office replacement 16039.
21020	River Road Lift Station Pump Replacement	170	-	170	-	Dec 2021	
Total Utility Operations		14,004	6,927	6,654	423		
City Funded Capital Projects		63,466	42,644	20,473	349		

		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	-	Aug 2022	Pending new development
16050	119 Street & Hwy 15 Intersection Upgrades	2,150	1,143	1,007	-	Dec 2021	
19010	450 mm Water main – Area 3 to Dow Main	1,000	-	1,000	-	On-Hold	Pending new development
19060	94st Southpointe Roundabout	581	590	19	(28)	Dec 2021	Expected overage to be funded from levy
Total Levy Funded Capital Projects		4,381	1,733	2,676	(28)		
City and Developer Capital Projects		67,847	44,377	23,149	321		



BUSINESS SUPPORT

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

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid To Date
Primary Heating	Education- Accounting courses	\$800	\$400	\$400
BB Studio	Equipment & Technology Incentive	\$4,350	\$2,175	\$1,989
Fine Light Designs	Equipment & Technology Incentive	\$15,246	\$5,000	\$5,000
MAXX Physiotherapy	Equipment & Technology Incentive	\$12,995	\$5,000	\$5,000
Ingram Custom Homes Ltd.	Equipment & Technology Incentive	\$25,000	\$5,000	\$5,000
The Atlantic Kitchen	Storefront Improvement	\$12,600	\$6,300	\$6,300
Eastgate Plaza	Storefront Improvement	\$26,397	\$10,000	\$10,000
Pivotal Physiotherapy	Equipment & Technology Incentive	\$18,900	\$5,000	\$5,000
		\$116,288	\$38,875	\$38,689

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Appendix 4 – Business Support

The City paid the following amounts in the first eight months of 2021 pursuant to the Professional Services Grant Policy FIN-016-C:

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid To Date
Casilda Beauty Supplies	Professional Services Grant	\$1,000	\$1,000	\$1,000
The Fort Distillery	Professional Services Grant	\$4,000	\$1,000	\$1,000
Oakwood Management Ltd.	Professional Services Grant	\$4,000	\$1,000	\$1,000
Fort Saskatchewan & District Chamber of Commerce	Professional Services Grant	\$2,000	\$1,000	\$1,000
		\$11,000	\$3,001	\$4,000

The City has approved 35 incentives this year to date which will be paid during the remaining months of 2021. Council approved an additional \$75,000 for business support grants for 2021.

