

August 31, 2022

Interim Report

As reported on October 12, 2022



CITY OF
FORT SASKATCHEWAN
ALBERTA

Interim Report | August 2022

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OPERATING HIGHLIGHTS

In the first eight months of 2022, the City of Fort Saskatchewan has returned to operating levels that are comparable to where the City was in 2019 after two years of disruptions.

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

Other highlights from the first eight months of 2022 include:

- Speed limit changes were implemented as part of the City's commitment to the Vision Zero traffic safety program. Unless otherwise posted, the maximum speed within the City is 40 Km/h beginning May 16, 2022.
- Indoor Recreation Infrastructure Expansion review began and is expected to complete phase I before the end of 2022.
- 2022 Tax rate bylaw was approved and the City began offering electronic distribution of property assessment and tax notices for residents.
- Revised spring operating and capital budgets were approved. Council was updated on the 2023-2032 10-Year Capital Plan.
- Citizens now have access to the online Water Portal to monitor their water usage.
- Canada Community Revitalization fund grant funding approved to be used for the Downtown Action plan.
- Opening of the newly reconstructed transfer station Phase I.
- Council approved proceeding with the development of an Urban Forest Protection and Enhancement plan conditional on receiving federal grant funding.

OPERATING BUDGET

In the first eight months of 2022, the City had a \$1,541,000 operating budget surplus, including a \$492,000 surplus from municipal operations and \$1,049,000 from utility operations. The City is forecasting a \$1,248,000 operating budget surplus for 2022, including a \$429,000 surplus from municipal operations and \$819,000 surplus from utility operations. The forecasts presented are estimates based on 2022 actuals and other information available and are subject to change.

Revenues were \$1,744,000 higher than budget in the first eight months of the year and are expected to be \$1,481,000 above budget for 2022. This variance primarily relates to utility user rates, which include 24 extra days of water consumption being billed in 2022 due to a one-time change to the utility billing process. Additionally, user fees and charges, Government transfers and investment income are expected to be higher than budget for the year while fines and penalties are expected to be below budget. Fines and penalties are below budget due to delays automated traffic enforcement cameras upgrades and speed limit changes, partially offset by higher property tax penalties.

Operating expenses were \$43,000 above budget in the first eight months of 2022 and are expected to be \$229,000 above budget for the year. The City is expecting to be below budget in purchases from other governments, service maintenance contracts, and training and development for the year. The City is forecasting to be higher than budget in contracted services, and materials and supplies.

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

CAPITAL PROJECTS

The 2022 capital program includes 39 capital projects. As at August 31, 2022, the City has five completed projects, 31 projects in progress, and three projects that are on hold.

The City has spent \$7,642,000 on capital projects in the first eight months of 2022 and is expecting to spend an additional \$21,780,000 to complete current projects.

Inflation has resulted in tenders for several capital purchases coming in higher than expected. The 2022 Sump Pump Retrofit Program came in \$100,000 higher than budget and three fleet purchases came in \$58,000 over budget. The Southfort Meadows Park Amenity tender came in at budget, and \$150,000 was reallocated from a capital project surplus to provide contingency. In total, the tendered capital projects have come in \$172,000 under budget. Overages will be funded from savings from other projects and annual capital funding.

FINANCIAL POSITION

As at August 31, 2022, the City had net financial assets of \$58,641,000 compared to \$34,530,000 in net financial assets at December 31, 2021, and \$53,327,000 at August 31, 2021.

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

FINANCIAL RESULTS FROM OPERATIONS

Expressed in \$000's	Eight months ended August 31, 2022			Year ended December 31, 2022		
	Budget	Actual	Variance	Budget	Forecast	Variance
Operating Revenue						
Property Taxes	51,038	50,852	(186)	51,038	50,852	(186)
Utility User Rates	13,076	14,161	1,085	19,551	20,532	981
User Fees and Charges	4,240	4,991	751	6,340	7,135	795
Fines and Penalties	2,036	1,524	(512)	3,035	2,162	(873)
Government Transfers – Operating	661	801	140	1,683	1,899	216
Investment Income	680	1,075	395	1,033	1,515	482
Other Revenue	13	84	71	19	85	66
Total Operating Revenue	71,744	73,488	1,744	82,699	84,180	1,481
Operating Expenses						
Salaries, Wages, and Benefits	(20,360)	(20,374)	(14)	(30,748)	(30,686)	62
Purchases from other Governments	(10,475)	(10,366)	109	(15,621)	(15,481)	140
Contracted Services	(5,179)	(5,567)	(388)	(8,185)	(8,865)	(680)
Service Maintenance Contracts	(2,852)	(2,516)	336	(4,361)	(3,847)	514
Materials and Supplies	(2,216)	(2,446)	(230)	(3,467)	(3,790)	(323)
Utilities	(1,964)	(2,120)	(156)	(2,994)	(3,151)	(157)
Transfers to Organizations and Individuals	(1,184)	(1,263)	(79)	(2,731)	(2,805)	(74)
Interest on Long Term Debt	(498)	(485)	13	(956)	(941)	15
Insurance	(545)	(527)	18	(816)	(806)	10
Training and Development	(442)	(259)	183	(701)	(509)	192
Advertising and Printing	(405)	(232)	173	(569)	(461)	108
General Administration	(711)	(707)	4	(953)	(957)	(4)
Other Expenses	(104)	(116)	(12)	(263)	(295)	(32)
Total Operating Expenses	(46,935)	(46,978)	(43)	(72,365)	(72,594)	(229)
Operating Budget Surplus (Deficit) before Other Items	24,809	26,510	1,701	10,334	11,586	1,252
Other Items						
Repayment of Long Term Debt	(1,794)	(1,783)	11	(3,543)	(3,530)	13
Transfers to Reserves	(10,164)	(10,519)	(355)	(10,243)	(10,618)	(375)
Operations funded from Reserves	1,162	1,346	184	3,452	3,810	358
Net Other Items	(10,796)	(10,956)	(160)	(10,334)	(10,338)	(4)
Operating Budget Surplus (Deficit)	14,013	15,554	1,541	-	1,248	1,248

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

ANALYSIS OF SIGNIFICANT VARIANCES

SURPLUS VARIANCES

Utility User Rates

Revenue from utility user rates were \$1,085,000 above budget in the first eight months of 2022 and forecast to be \$981,000 over budget at the end of 2022. The variance in the first eight months of 2022 relates to higher consumption during the summer months and a one-time change to the utility billing process that occurred in the period. The City shifted the utility billing date to align bills and meter reading dates, resulting in 24 extra days of water consumption being billed in 2022.

User Fees and Charges

User fees and charges were \$751,000 above budget in the first eight months of 2022 and are forecast to be \$795,000 above budget at the end of 2022. Significant variances in user fees and charges are as follows:

Expressed in \$000s	Results for the eight months ended August 31, 2022			Forecast for the Year Ended December 31, 2022		
	Budget	Actuals	Variance	Budget	Actuals	Variance
Culture and Recreation	1,600	1,868	268	2,672	2,978	306
Planning and Development	839	1,191	352	1,182	1,551	369
Utilities Bulk Water	146	249	103	219	322	103
Other	1,656	1,683	27	2,266	2,284	18
Total User Fees and Charges	4,241	4,991	750	6,339	7,135	796

In 2022, user fees and charges from Culture and Recreation are expected to be \$306,000 higher than budget. Culture and Recreation user fee revenue is forecast to be approximately 85% of 2019 levels. Dow Centennial Centre and Shell Theatre admissions and fitness program registrations are forecasted to continue to be well below pre-pandemic levels while rental revenue is expected to be higher than 2019 levels. The Culture and Recreation Department temporarily reduced its revenue projection in the 2021 and 2022 operating budget due to facility closures and other impacts related to the pandemic. This reduction was funded with \$560,000 from the financial stabilization reserve. The forecasted transfer at the end of 2022 is expected to be \$298,000.

This variance is due to higher than expected permit sales from Planning and Development, bulk water sales, and admissions and rentals at City recreation facilities.

Service and Maintenance Contracts

Service and maintenance contracts were \$336,000 below budget in the first eight months of 2022 and are forecast to be \$514,000 below budget at year-end. This variance is due to a delay in replacing automated traffic enforcement cameras until later in the year and is offset by lower fines and penalties revenue.

Financial Report for the eight months ended August 31, 2022 (UNAUDITED)

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, 2022			Forecast for the Year Ended December 31, 2022		
	Budget	Actuals	Variance	Budget	Actuals	Variance
Wastewater Management Services	3,646	3,783	137	5,391	5,538	147
Policing Services	3,423	3,166	(257)	5,135	4,809	(326)
Water Supply Services	2,815	2,901	86	4,206	4,312	106
Commuter Transit Services	338	200	(138)	511	346	(165)
Assessment Services	204	266	62	306	402	95
Other	49	50	1	72	75	3
Total Purchases from Other Governments	10,475	10,366	(109)	15,621	15,481	(140)

The City was \$109,000 below budget in purchases from other governments for the first eight months of 2022 and forecasted to be \$140,000 under at the end of 2022.

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

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

Other Surpluses Variances

- Investment income was higher than budgeted due to higher than expected investment balances and increased yields in the period. In the first eight months of 2022, the Bank of Canada target overnight rate increased by 3% to 3.25 % from 0.25% at December 31, 2021.
- Training and development is below budget due to increased attendance at virtual conferences reducing travel.

DEFICIT VARIANCES

Contracted Services

Contracted Services were \$388,000 above budget in first eight months of 2022 and forecast to be \$680,000 above budget at the end of 2022. Contracted services were higher than expected due to equipment repairs and legal fees. Snow removal costs, the Shell Theatre seat replacement project and facility lifecycle maintenance costs also contribute to the overage, but are offset by transfers from reserves.

Fines and Penalties

Revenue from fines and penalties were \$512,000 below budget in the first eight months of 2022 and are forecast to be \$873,000 below budget for the year. Court fine revenue is forecast to be \$1,062,000 below budget in 2022 while penalties for late payment of property taxes are expected to be \$191,000 higher than budgeted in 2022. Court fines are consistent with 2021 levels but lower than the 2022 budget due to automated traffic enforcement cameras upgrades being delayed until early 2023 due to supply chain issues. Speed limit changes in May 2022 have also resulted in fewer traffic violations along 99 Avenue.

Other Deficit Variances

- Materials and supplies and utility costs were higher in the first eight months of the year due higher energy costs and higher consumption of sand, chips and salt used for snow and ice removal on roads.
- Property taxes are forecast to be below budget in 2022 due to the province funding only 50% of the grants in place of taxes for provincially owned properties.

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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 year ending August 31, 2022				
Revenue				
Utility user rates	576	505	4	1,085
Other revenue	110	(5)	27	132
Expenses				
Salaries, wages and benefits	(47)	22	30	5
Commission charges	(85)	(138)	-	(223)
Contracted services	34	106	2	142
Other expenses	(90)	(14)	9	(95)
Reserve transfers and debt repayment	12	2	(11)	3
YTD Operating Budget Surplus (Deficit)	510	478	61	1,049
For the year ending December 31, 2022				
Revenue				
Utility user rates	604	373	4	981
Other revenue	110	2	27	139
Expenses				
Salaries, wages and benefits	(49)	23	30	4
Commission charges	(106)	(147)	-	(253)
Contracted services	-	14	17	31
Other expenses	(89)	(8)	9	(88)
Reserve transfers and debt repayment	12	2	(11)	3
Forecast Operating Budget Surplus (Deficit)	482	261	76	819

The City's utility operations had a \$1,049,000 surplus compared to budget in first eight months of 2022.

The combined utility-user rates revenue from water and sewer were \$1,081,000 higher than budget in the first eight months of 2022 due to higher consumption during the summer months and the January to April alignment of the meter read dates with the statement dates. The City shifted the utility billing date to align bills and meter readings, resulting in 24 extra days of water and sewer consumption being billed in 2022. The water and sewer revenue is offset by an increase in commission charges of \$223,000.

Other revenue was \$132,000 above budget due to higher user fees and charges collected at the bulk water station and transfer station.

CAPITAL BUDGET HIGHLIGHTS

The 2022 Capital Program included nine new projects and 30 multi-year projects that were carried forward from 2021. At August 31, 2022, the City had 31 active projects, five that were complete, and three that were on hold for various reasons. The capital programs are summarized below. Additional project level details are attached in Appendix 3.

	Carried Forward from 2021	2022 Capital Budget	Authorized in 2022	Authorized Capital Expenditure	2022 Expenditure	Forecast Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
General Administration	346	138	-	484	(179)	(319)	(14)
Protective Services	85	-	-	85	(76)	-	9
Common Services & Equipment Pool	671	1,996	-	2,667	(286)	(2,439)	(58)
Roads & Transportation	7,388	7,785	815	15,988	(3,957)	(12,030)	-
Recreation Services	3,459	1,319	-	4,778	(421)	(4,507)	(150)
Culture Facilities & Programs	121	90	-	211	-	(212)	-
Utility Rate Funded Projects	3,231	1,210	-	4,441	(2,723)	(1,273)	445
Levy Funded Projects	(530)	1,470	-	940	-	(1,000)	(60)
Total	14,771	14,008	815	29,594	(7,642)	(21,780)	172

NEIGHBOURHOOD REHABILITATION PROJECTS

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

HIGHWAY 15 BRIDGE TWINNING

In October the Province announced the official bridge opening. The Province is continuing work on the Highway 15 Bridge and pedestrian bridge. The City is working closely with the Province to coordinate river valley enhancement projects.

JUBILEE RECREATION CENTRE ICE PLANT REPLACEMENT AND MODERNIZATION

Installation of the new ice plant is complete. Design work for the modernization project is underway. Renovations will include the lobby, washrooms, showers, concession, meeting rooms, change rooms and lease spaces. The construction budget for renovations will be presented following design for approval mid 2023.

SOUTHFORT MEADOWS PARK AMENITY

Construction has started for the new Southfort Meadows Park, but has been delayed due to the availability of contractor and supplies. The new amenity will include a lit hard surfaced boarded rink, support building, parking lot, skating area and plaza.

TRANSFER STATION SITE ENHANCEMENTS

This project will improve traffic flow and drainage, upgrade compacting equipment, replace the office, and add a scale system. Phase I of this project has been completed. Construction of phase II is ongoing. The transfer station remains open during construction.

FINANCIAL POSITION HIGHLIGHTS

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

NET FINANCIAL ASSETS

As at August 31, 2022, the City had net financial assets of \$58,641,000 compared to the net financial assets of \$34,530,000 at December 31, 2021 and \$53,327,000 as at August 31, 2021.

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

CASH AND CASH EQUIVALENTS

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

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

Cash and Cash Equivalents	August 31, 2022		December 31 2021	
	Balance \$000	Interest Rate	Balance \$000	Interest Rate
Operating Accounts	12,820	3.02%	6,188	0.76%
Guaranteed Investment Certificates (Cashable)	44,273	3.31%	-	-
Notice of Demand Accounts	309	3.24%	39,558	0.98%
Total	57,402	3.24%	45,746	0.95%

The City's notice of demand account earns interest at the rate of 3.24% and is redeemable upon 90 days' notice. The City's operating and notice of demand account earns variable rates of interest and are therefore subject to interest rate risk.

Due to the Bank of Canada increase in the period the City has invested in one year guaranteed investment certificates that are cashable after 90 days to capture yield increases.

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Rounded to the nearest thousand dollars, except where otherwise stated

INVESTMENTS

	August 31, 2022			December 31, 2021		
	Average Yield	Average Years to Maturity	Book Value \$000	Average Yield	Average Years to Maturity	Book Value \$000
Guaranteed Investment Certificates	2.55%	2.73	30,480	2.45%	3.41	27,480
Notice of Demand Account	3.82%	n/a	14,063	-	-	-
Long Term Bond	2.61%	0.82	1,939	2.61%	1.49	1,949
Long Term Note	5.00%	1.69	1,000	-	-	-
Other	3.67%	n/a	62	3.67%	n/a	62
Total	2.98%	1.82	47,544	2.46%	3.28	29,491

The City manages interest rate risk in its long term investment portfolio by purchasing securities with maturity dates ranging from one to six years so that only a portion of the City's long term portfolio is exposed to interest rate risk in any given year. The City has shortened the average year to maturity in 2022 due to rapidly rising yields available in the market. The Bank of Canada raised its target overnight rate by 300 basis points to 3.25% from 0.25% in 2022.

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

PROPERTY TAXES RECEIVABLE

	August 31, 2022	December 31, 2021	August 31, 2021
	\$000s	\$000s	\$000s
Property Taxes Receivable			
Current Taxes Receivable			
Current Taxes (FEPP Accounts)	4,436	-	4,026
Current Taxes (Non-FEPP)	885	878	1,487
Current Grants in Place of Taxes	339	16	327
Total Current Taxes Receivable	5,660	894	5,840
Tax Arrears Receivable	310	577	902
Allowance for Doubtful Accounts	-	-	(173)
Total Property Taxes Receivable	5,970	1,471	6,569

As at August 31, 2022, \$5,970,000 was outstanding in property taxes receivable compared to \$1,471,000 at the end of December 2022 and \$6,569,000 at August 31, 2021.

Of the \$5,660,000 current taxes receivable, \$4,436,000 are on Fort Electronic Payment Plan ("FEPP") and \$339,000 are grants in place of taxes that are expected to be paid prior to the end of 2022. The majority of the remaining \$885,000 outstanding are one multi-unit residential property 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, 2022. Of the outstanding \$310,000 from prior years the remaining is mostly for one multi-unit residential property and one non-residential properties.

Financial Report for the four months ended August 31, 2022 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

LONG-TERM DEBT

Projects	Weighted Average Interest Rate	Aug 31, 2022 \$000	Dec 31, 2021 \$000	Fully Repaid
Debentures				
Dow Centennial Centre	5.705%	1,659	2,194	December 2023
Sewer Service Reline	2.371%	2,216	2,558	December 2029
City Hall	3.308%	9,728	10,110	December 2033
100 Avenue Rehab	3.571%	4,488	4,651	September 2035
Protective Services Building	3.136%	8,342	8,613	December 2036
Pointe Aux Pins Waterline	4.990%	148	-	June 2042
Total Debentures		26,581	28,126	
Capital Leases				
Capital Lease Obligations		106	196	December 2025
Total Long Term Debt		26,687	28,322	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at August 31, 2022 is \$26,687,000. During the first eight months of the year, the City paid \$1,692,000 in principal and \$481,000 in interest expense to service debentures and \$90,000 in principal and \$3,000 in interest to service capital leases. The City received a debenture payment for the Pointe Aux Pins Waterline of \$148,000 in June 2022.

Debentures are paid semi-annually or annually in accordance with the terms of the debenture. Capital leases have monthly or annual payments up to the year 2025 with implied interests ranging from 2.285% to 9.161%.

At August 31, 2022, the City was at 23% of its provincial Debt Limit (December 31, 2021 – 25%) and 20% of its provincial Service on Debt Limit (December 31, 2021 – 22%). The City's capital leases do not impact its debt limit or debt service limit.

FINANCIAL RESERVES

At August 31, 2022, the City has \$70,724,000 in financial reserves, of which \$19,523,000 is committed to various capital and operating projects. The City has uncommitted financial reserve balances of \$51,201,000, including \$45,099,000 in internally restricted reserves and \$6,102,000 in externally restricted reserves. The City's 2022 optimal balance for internally restricted financial reserves excluding specific purpose reserves is \$33,894,000.

In 2022, the optimal balance of the Capital Projects Reserve decreased to \$2,447,000 compared to \$7,556,000 in 2021. This change is the result of capital projects that were removed from the 10-year capital plan during 2022 budget deliberations. The optimal balance for the Capital Projects Reserve is calculated in accordance with the Financial Reserves Policy, FIN-021-C, based on the expected drawdowns on the reserve identified in the 10-year capital plan within the next five years. The Financial Reserve Policy is currently under review and proposed changes will be proposed to Council in early 2023.

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

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Appendix 1

SUPPLEMENTARY FINANCIAL INFORMATION

STATEMENT OF FINANCIAL POSITION

(Unaudited)

	August 31, 2022	December 31, 2021	August 31, 2021
	\$000s	\$000s	\$000s
Financial Assets			
Cash and Cash Equivalents	57,402	45,746	67,072
Revenues Receivable			
Property Taxes Receivable	5,970	1,471	6,569
Government Transfers Receivable	1,443	2,831	1,364
Trade and Other Receivables	5,164	4,117	3,514
Inventory Held for Resale	1,268	1,268	1,269
Investments	47,544	29,491	33,718
Total Financial Assets	118,791	84,924	113,506
Liabilities			
Accounts Payable and Accrued Expenses			
Trade Payables	(18,600)	(8,927)	(16,479)
Employee Benefit Obligations	(1,533)	(1,464)	(1,500)
Payroll and Remittances	(1,048)	(1,129)	(1,000)
Interest Payable	(167)	(167)	(172)
Liability for Contaminated Sites	(1,243)	(1,420)	(1,609)
Deposits on Account	(1,635)	(1,953)	(1,672)
Deferred Revenue	(9,237)	(7,012)	(7,751)
Long-Term Debt	(26,687)	(28,322)	(29,996)
Total Liabilities	(60,150)	(50,394)	(60,179)
Net Financial Assets	58,641	34,530	53,327
Other Assets			
Tangible Capital Assets	513,966	513,674	507,814
Prepaid Expenses	678	465	633
Inventories of Supplies	808	682	679
Total Other Assets	515,452	514,821	509,126
Accumulated Surplus	574,093	549,351	562,453

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)

	Eight months ended August 31		
	2022	2022	2021
<i>Expressed in \$000s</i>	Budget	Actuals	Actuals
Operating Revenue			
Property Taxes	51,038	50,852	48,277
Utility User Rates	13,076	14,161	13,069
User Fees & Charges	4,240	4,991	3,824
Fines and Penalties	2,036	1,524	1,623
Government Transfers - Operating	661	801	777
Investment Income	680	1,075	712
Other Revenue	12	84	54
Total Operating Revenue	71,743	73,488	68,336
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(11,754)	(12,794)	(10,974)
Fleet, Facilities, & Engineering	(6,316)	(6,446)	(4,977)
Planning & Development	(1,394)	(1,140)	(1,270)
Economic Development	(618)	(637)	(552)
	(20,082)	(21,017)	(17,773)
Community and Protective Services			
Culture & Recreation Services	(6,991)	(6,222)	(3,839)
Protective Services	(6,150)	(5,206)	(6,280)
Fire Services	(2,630)	(2,589)	(2,503)
Family & Community Support Services	(883)	(863)	(858)
	(16,654)	(14,880)	(13,480)
Corporate Services Division			
Information Technology	(2,195)	(2,190)	(1,979)
Legislative Services	(1,135)	(1,185)	(1,089)
People Services	(980)	(988)	(714)
Financial Services	(997)	(892)	(882)
Corporate Communications	(580)	(496)	(393)
	(5,887)	(5,751)	(5,057)
Senior Leadership	(1,486)	(1,447)	(1,324)
Elected Officials	(260)	(298)	(259)
Fiscal Services	(1,306)	(1,831)	(1,848)
Utility Operations	(12,199)	(12,463)	(12,168)
Total Operating Expenses	(57,874)	(57,687)	(51,909)
Surplus (Deficit) before Other Items	13,869	15,801	16,427
Other Items			
Contributed Tangible Capital Assets	3,460	3,840	5,863
Government Transfers - Capital	4,176	3,647	6,498
Community Capital Funding	-	98	-
Developer Levies	-	1,304	1,657
Gain from Annexation	-	52	-
Net Other Items	7,636	8,941	14,018
Operating Surplus (Deficit)	21,505	24,742	30,445

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

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

NET OPERATING BUDGET VARIANCES BY DEPARTMENT

Expressed in 000's	Eight months ended August 30, 2022			Year ended December 31, 2022		
	Budget	Actuals	Variance	Budget	Forecast	Variance
Infrastructure & Planning Division						
Public Works	(5,307)	(5,388)	(81)	(8,236)	(8,195)	41
Fleet, Facilities, & Engineering	(5,104)	(5,388)	(284)	(7,056)	(7,169)	(113)
Planning & Development	(370)	52	422	(632)	(164)	468
Economic Development	(363)	(309)	54	(584)	(503)	81
Total Infrastructure & Planning Division	(11,144)	(11,033)	111	(16,508)	(16,031)	477
Community & Protective Services Division						
Culture and Recreation Services	(4,196)	(3,819)	377	(5,382)	(5,382)	-
Protective Services	(4,179)	(3,940)	239	(5,639)	(5,563)	76
Fire Services	(2,751)	(2,700)	51	(4,037)	(3,798)	239
Family & Community Support Services	(300)	(334)	(34)	(521)	(500)	21
Total Community & Protective Services Division	(11,426)	(10,793)	633	(15,579)	(15,243)	336
Corporate Services Division						
Information Technology	(2,163)	(2,217)	(54)	(3,055)	(3,045)	10
Legislative Services	(1,133)	(1,182)	(49)	(1,735)	(1,806)	(71)
People Services	(960)	(988)	(28)	(1,460)	(1,491)	(31)
Financial Services	(997)	(887)	110	(1,396)	(1,396)	(10)
Corporate Communications	(553)	(496)	57	(782)	(782)	21
Total Corporate Services Division	(5,806)	(5,770)	36	(8,428)	(8,509)	(81)
Senior Leadership	(1,252)	(1,151)	101	(1,954)	(1,893)	61
Elected Officials	(338)	(298)	40	(516)	(479)	37
Fiscal Services	44,739	44,310	(429)	42,985	42,583	(402)
Utility Operations	(758)	291	1,049	-	820	820
Operating Budget Surplus (Deficit)	14,015	15,556	1,541	-	1,248	1,248

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	Forecast	2022	Over
	2021	Contributions	Interest	Withdrawals	2022	Remaining	Uncommitted	Optimal	(Under)
	Balance				Balance	Commitments	Balance	Balance	Funded
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Stabilization and Contingency									
Financial Stabilization and Contingency	16,107	411	-	(1,172)	15,346	(4,013)	11,333	14,361	(3,028)
Future Facility Operating	6,871	1,101	-	-	7,972	(1,074)	6,898	-	6,898
Snow Removal	1,119	-	-	(566)	553	566	1,119	1022	97
Total Stabilization and Contingency	24,097	1,512	-	(1,738)	23,871	(4,521)	19,350	15,383	3,967
Capital Projects	9,151	3,134	-	(1,314)	10,971	(4,757)	6,214	2,447	3,767
Infrastructure Lifecycle, Maintenance and Replacement									
Municipal Infrastructure Lifecycle, Maintenance and Replacement	11,338	2,371	216	(226)	13,699	(1,526)	12,173	9,470	2,703
Utilities Infrastructure Lifecycle, Maintenance and Replacement	7,387	2,991	154	(1,578)	8,954	(4,580)	4,374	6,594	(2,220)
Total Infrastructure Lifecycle, Maintenance and Replacement	18,725	5,362	370	(1,804)	22,653	(6,106)	16,547	16,064	483
Total Over/(Under) Funded							42,111	33,894	8,217
Specific Purpose									
Land Purchases	1,830	-	-	(3)	1,827	(97)	1,730		
Health, Safety, and Wellness	499	-	-	-	499	(61)	438		
Economic Development	597	520	-	(61)	1,056	(777)	279		
Family and Community Support Services	73	-	-	(6)	67	(78)	(11)		
Art in Public Places	151	20	-	-	171	-	171		
River Valley Enhancement	362	89	-	-	451	(70)	381		
Total Specific Purpose	3,512	629	-	(70)	4,071	(1,083)	2,988		
Total Internally Restricted Reserves	55,485	10,637	370	(4,926)	61,566	(16,467)	45,099		
Externally Restricted Reserves									
Developer Levies	6,008	1,304	98	(574)	6,836	(2,212)	4,624		
Contributions in Lieu of Municipal Reserve Land	977	-	14	(244)	747	(713)	34		
Fire Waterline	883	-	-	-	883	(110)	773		
Perpetual Care	545	38	9	-	592	(21)	571		
Transportation Assistance	63	-	-	-	63	-	63		
Westpark Estates Community Enhancement	18	-	-	-	18	-	18		
Drug Abuse Resistance Education	19	-	-	-	19	-	19		
Total Externally Restricted Reserves	8,513	1342	121	(818)	9,158	(3,056)	6,102		
Total Reserves	63,998	11,979	491	(5,744)	70,724	(19,523)	51,201		

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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 2022.

POSITIONED FOR GROWTH

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

Strategic Initiatives	Progress
Review of Municipal Development Plan and subsequent planning and engineering documents	<ul style="list-style-type: none"> Our Fort. Our Future: The City of Fort Saskatchewan’s Municipal Development Plan was adopted by Council on January 26, 2021. Work is underway or complete on immediate and short-term implementation items. The terms of reference for Area Structure Plans is complete. The second phase of the Land Use Bylaw project is underway.
Refresh of Land Use Bylaw – (2019 and 2021)	<ul style="list-style-type: none"> The City is conducting a comprehensive renewal of the City’s Land Use Bylaw that is anticipated to be complete before the end of 2023.. Phase II of the project commenced this summer, which included walking tours with residents and Council interviews.
Development of land management strategy for corporate property acquisition and dispensation	<ul style="list-style-type: none"> Administration will be presenting its plan to develop and implement a Land Management Strategy to Council during the 2023 budget deliberations.
Update the approach to downtown redevelopment	<ul style="list-style-type: none"> The City continued to implement the Downtown Action Plan. Parklets on 100 Ave and on 102 Street have been developed. Work on a visual identity for downtown, including a website to promote activities and events are ongoing and should be complete before the end of 2022. Murals on 102 Street and 100 Ave are also underway and should be complete before the end of 2022. Engagement with downtown business and property owners is commencing to gather feedback on progress to date. Council established Incentives to support multi-unit residential development in the downtown. The City is working with a number of proponents who are expected to submit proposals in 2023.

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Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p>Actively participate in the initiatives of Alberta Industrial Heartland Association, Edmonton Global and other regional economic initiatives</p>	<ul style="list-style-type: none"> • The City has worked with both AIHA and Edmonton Global to support their conferences scheduled for fall of 2023. • The City worked with Edmonton Global to support 3 investor tours through the City to showcase potential locations for development. •
<p>Ensure strong business retention, support and attraction strategies and programs are in place to retain and grow business and industry</p>	<ul style="list-style-type: none"> • The City’s Investment Attraction Strategy is complete. The next stage will be to develop a comprehensive marketing plan to ensure the information and data gathered as part of the strategy can reach potential investors. • The City’s Economic Development staff participated in the Canadian and World Foreign Investment Forums in May and met with Site Selection consultants and investors to showcase the City. • The City’s Small Business Incentive Programs were fully subscribed by May with interest continuing to be high in available programs. Staff are continuing to work with applicants with ongoing projects to ensure funds are fully utilized. • The City engaged the services of Deloitte to undertake a business retention and support survey to engage with the local business community and understand how the City is supporting their operations. Similar surveys have been conducted in municipalities across Canada, with Fort Saskatchewan scoring the best in Canada with respect to services and support for businesses. The survey also identified areas where service levels can be improved and issues that can be addressed.

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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
Ensure four year department business plans are in place aligned with strategic priorities and operating and capital budget processes	<ul style="list-style-type: none"> Department Business Plans (2023-26) are being updated to reflect Council's new Strategic Plan
Implement improved use of performance measures to inform service delivery and planning	<ul style="list-style-type: none"> Performance measures in development with plan for 2023 rollout.
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"> Budget 2023 (and 3 year operating forecast + 10 year capital plan) development is ongoing with capital budget presentations in October and Operating Budget presentations in November and December 2022
Continue implementation of health and safety program and procedures in alignment with new provincial regulations and leading practices	<ul style="list-style-type: none"> The City completed a review of Health & Safety Policy. Review and rewrite of Joint Occupational Health and Safety Committee terms of reference is complete. Review of Vendor Management process underway.
Enhance public engagement and communication where public is encouraged to be involved	<ul style="list-style-type: none"> As part of the work on the modernization of the Jubilee Recreation Center a public engagement plan is being developed for facility stakeholders to be launched this fall that will be used to inform the proposed concepts. The cities indoor recreation infrastructure service level review public engagement planning has begun and will include a general population survey sent to all households, a community stakeholder group survey and interviews with targeted stakeholders to inform the development of an indoor facility program. A draft engagement plan is expected before the end of 2022.
Continue ongoing policy and bylaw review to guide actions and minimize risk	<ul style="list-style-type: none"> New and updated policies and procedures include – Securities for Development Permits; Fleet Operations and Maintenance; Memorials; Downtown Development Grants; Operating and Capital Budgets; Council Remuneration & Expense. Several overdue policies are also in the process of being reviewed

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Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
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">• The City general managers, directors and supervisors attended virtual leadership sessions provided by David Irvine.• The City concluded the market salary and wage survey which was conducted by an external consultant.
Continue to develop and maintain strong relationships with our neighbouring municipalities and civic organizations	<ul style="list-style-type: none">• The City reached a mutual services agreement with Strathcona County in 2021 to share safety codes inspection services. The sharing of services is continuing and demonstrating to be very effective.

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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 partnered with the RCMP to connect individuals to community supports. A working group is developing an initiative to increase cold weather supplies. The City is piloting a Community Liaison Peace Officer position to patrol city facilities. This position responds to staff concerns within the city facilities and helps connect vulnerable residents to resources in the community.
Follow the Strong Community Strategy as a guiding document to address the priorities of the community as identified through the Building Bridges Coalition	<ul style="list-style-type: none"> Building Bridges continues to oversee the work of the Poverty Awareness Fort Saskatchewan group. This group was awarded the Civil Societies Grant and are working on hiring a consultant. The focus of the work will be to identify strengths and gaps in services that work to end poverty and establish a collective way to gather data.
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 is continuing its work on a renewed land use bylaw. The document is intended to, incorporate tools that support and facilitate mix-use areas and a variety of housing options.
Build community awareness of social issues to facilitate social inclusion and social support networks	<ul style="list-style-type: none"> The City is part of a Heartland partnership called Inclusion in the Heartland which is being developed to look at creating long lasting and sustainable change regarding accessibility, diversity, equity and inclusion.
Ensure a continuum of social supports, education, and resources are available that evolve to meet changing community needs	<ul style="list-style-type: none"> As part of the Vision Zero education the City and RCMP offered an Option 4 Program. This option offered drivers an educational session on the effects of distracted driving rather than ticket payment. A majority attended the educational session.
Develop volunteer engagement strategies to assist with enhancing capacity, recruitment and retention	<ul style="list-style-type: none"> The Policing Committee recruited a youth member to give a youth perspective on public safety and law enforcement initiatives. The City met with the individuals looking to establish the Indigenous Society of Fort Saskatchewan and shared resources on governance and establishing a non-profit society.

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Appendix 2 – Strategic Plan Update

Strategic Initiatives	Progress
<p>Promote awareness and involvement in community and cultural events that help to create a sense of place for our city and enhance community interaction and connectedness</p>	<ul style="list-style-type: none"> • The 2022 Canada Day event saw outstanding participation in the parade and activities. Attendees provided many appreciative comments about the success of Canada Day in Fort Saskatchewan. • Movie Under the Stars – with an ocean theme our Movie Under the Stars “Shark Tale” attracted an audience of roughly 500 community members who enjoyed the caricature artists and bouncy castles in Legacy Park. • The Ukrainian Support events held in cooperation with the Hosting Ukrainians in Fort Saskatchewan committee raised approximately \$30,000 for incoming Ukrainian refugees.
<p>Promote City programming of public spaces to celebrate the City’s history and culture</p>	<ul style="list-style-type: none"> • The City hosted an event to celebrate National Indigenous Peoples Day in June. Attendees explored eight cultural education stations and enjoyed a showcase of Indigenous talent and performances. • The City of Fort Saskatchewan also hosted its first ever Alberta Day celebration in September. Free access was provided to City facilities and the Fort Heritage Precinct for music, games and indigenous learning opportunities.
<p>Promote a range of accessible cultural and recreational programming that meets the changing needs of residents</p>	<ul style="list-style-type: none"> • Summer Theatre camp where participants enjoyed the weeklong camp culminating with the finale show. • Summer activity camps and other City camps such as golf, basketball and sportsball were held for the first time since 2019 , as well as, pop up activity events in four City parks • Staff organized and coordinated the City’s ParticipACTION Community Challenge – a national wide challenge to determine the most active community in Canada, as well as each province. <ul style="list-style-type: none"> ○ The Dow Centennial Centre accumulated 405,900 active minutes from June 1-30 for all of our drop in activities and registered fitness programs. ○ Harbour Pool accumulated 316,205 active minutes from June 1-30 through their lane swim, parent and tot swim, aqua size classes, public swim programs and registered swim lessons. ○ The Fort Heritage Precinct had 725 participants in school programs and tours from June 1-30 with individuals contributing to a total of 1,451,000 steps and 87,000 active minutes. • In June the City sponsored Out of School Bash that provided a variety of indoor and outdoor activities. • The City's Lifejacket Loaner Station ran from May to September, allowing citizens to borrow lifejackets.

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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
Ongoing development and refinement of asset management program	<ul style="list-style-type: none">The City put out a request for proposal for new Asset Management software and selected a vendor. Implementation is expected to begin in late 2022 and completed by the end of 2023.
Updates of master plans/strategies including: Recreation, Facility and Parks Master Plan (Dow Centennial Center site plan, Aquatics, Ice) in relation to community needs and demographics	<ul style="list-style-type: none">The City hired a consultant to conduct an Indoor Recreation Facility Service Review to understand the current status of recreation infrastructure service levels and opportunities to address any current and future projected service level deficiencies. This work will be carried out over the next year with check-in to council at the conclusion of each phase of the work..

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Appendix 3 – Capital Projects

CAPITAL PROJECTS

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
General Operations							
General Administration							
16021	City Hall Space Development	1,100	1,018	82	-	Apr 2023	City Hall main floor redesign in progress
19012	Computer Network Infrastructure	138	162		(24)	Dec 2022	Overage due to inflation. Funded from annual capital funding
19017	Computer Hardware / Software New Acquisitions	726	685	33	8	Dec 2022	
21013	Council Chamber Audio Visual and Space Updates	490	459	-	31	Complete	Surplus used to offset shortfalls in 21014
21014	Asset Management Software	175	-	204	(29)	Dec 2023	Vendor selected to begin late 2022
Total General Administration		2,629	2,324	319	(14)		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Protective Services							
20048	ME Patrol Vehicle	85	76	-	9	Aug 2022	
Total Protective Services		85	76	-	9		

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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 2022	Systems integration in progress
19027	Vehicle Replacement	4,308	2,677	1,666	(35)	On-Going	Experiencing some delivery delays
21019	Public Works Site Fire Protection & Security Enhancement	200	12	188	-	Dec 2022	
22009	Fleet Addition – Vehicle for Electrician	60	73	-	(13)	Dec 2022	
22013	Fleet Addition – Branch Chipper	52	62	-	(10)	Dec 2022	
22020	Fleet Addition – Loader, Bucket, Snow Blade	380	29	351	-	Dec 2022	
Total Common Services & Equipment Pool		5,234	2,853	2,439	(58)		

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Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Roads & Transportation							
18036	Pointe Aux Pins Road Enhancement	1,550	1,389	161	-	Complete	Landscaping in 2022
18037	River Road Realignment	400	76	324	-	On-Hold	Ongoing land acquisition
19007	Local Road Rehabilitation	15,439	13,920	1,519	-	On-Going	
19008	Neighbourhood Rehabilitation	19,165	12,768	6,397	-	On-Going	
19009	Veterans Way Corridor Widening	500	452	48	-	On-Going	
20002	Roadway Safety Improvements	250	137	113	-	Dec 2022	
20028	112 St Widening	1,650	1,616	34	-	Complete	Landscaping in 2022
21012	Veterans Way – Pedestrian Crossing	250	109	141	-	Dec 2022	
21033	94 Street Widening – Phase 1	1,870	627	1,243	-	Dec 2022	
21034	TWP RD 542 Culvert Replacement	1,325	67	1,258	-	Dec 2022	
22102	Range Road 224 Culvert Replacement	555	23	532		Dec 2022	
22103	Greenfield Way Traffic Calming	260	-	260		Dec 2022	
Total Roads & Transportation		43,214	31,184	12,030	-		

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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	Trail on hold due to Hwy-15 bridge twinning
15014	Southfort Meadows - Park Amenity	2,120	287	1,983	(150)	Aug 2023	Funded from 19039 surplus
21017	Natural Playground at Legacy Park	250	98	152	-	Dec 2022	
21023	Fort Centre Park Phase 1	80	68	12	-	Dec 2022	Design substantially complete. Construction based on 2023 Capital budget approval
22100	Jubilee Recreation Centre Modernization	1,319	30	1,289	-	Dec 2024	
Total Recreation Services		7,970	3,613	4,507	(150)		
Cultural Facilities & Programs							
14040	River Valley Enhancements	195	73	122	-	On-Hold	Trail on hold due to Hwy-15 bridge twinning
19006	Culture Equipment Lifecycle Replacement	90	-	90	-	Dec 2022	
Total Cultural Facilities & Programs		285	73	212	-		
Total General Operations		59,417	40,123	19,506	(213)		

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Appendix 3 – Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Utility Operations							
18028	Water Reservoir Lifecycle Renewal	1,920	1,653	267	-	Dec 2022	
19018	Sump Pump Retrofit Program	3,058	2,952	207	(100)	On-Going	
19039	River Road Waterline	2,450	1,904	-	546	Complete	Surplus used to offset shortfalls
20021	Transfer Station Site Enhancement	3,695	3,506	189	-	Dec 2022	Includes 16039 transfer station office
22018	HVAC Replacement – River Road Lift Station	110	-	110	-	Apr 2023	
23011	Alternate Water Supply Functional Planning Study	500	-	500	-	Dec 2022	
Total Utility Operations		11,733	10,015	1,273	445		
City Funded Capital Projects		71,150	50,138	20,778	232		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
Levy Funded Capital Projects							
19010	450 mm Water main – Area 3 to Dow Main	1,000	-	1,000	-	Dec 2022	Pending developer schedule
19060	94st Southpointe Roundabout	581	641	-	(60)	Complete	Overage to be funded from levy
Total Levy Funded Capital Projects		1,581	641	1,000	(60)		
City and Developer Capital Projects		72,731	50,779	21,778	172		

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Appendix 4 – Business Support

BUSINESS SUPPORT

The City awarded the following amounts in the first eight months of 2022 pursuant to the Business Development Incentives Policy FIN-014-C and have reached the budgeted amount of \$50,000 for the year.

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid To Date
Melanie Doderai - Violin Instruction	Equipment & Technology Incentive	\$3,890	\$1,945	\$1,900
R.Tummy Full Restaurant Inc.	Equipment & Technology Incentive	\$1,516	\$758	\$758
Three Peaks Contracting	Equipment & Technology Incentive	\$4,123	\$2,061	-
Twice but Nice	Storefront Improvement	\$14,588	\$9,795	-
ASAP Solutions	Marketing Incentive	\$12,000	\$5,000	-
Fort Distillery	Export Incentive	\$2,156	\$1,130	-
Handyman Electric	Education Incentive	\$235	\$117	-
AMS Services	Equipment & Technology Incentive	\$5,600	\$3,385	\$3,385
Benjamin Moore Fort Saskatchewan	Equipment & Technology Incentive	\$2,309	\$1,264	\$1,180
1201983 AB Ltd. M.Friel Agencies	Storefront Improvement	\$40,000	\$20,000	
Pear Beauty	Storefront Improvement	\$12,120	\$2,637	
Dreamcatchers Gift and Art Gallery	Storefront Improvement	\$7,500	\$1,908	
		\$106,037	\$50,000	\$7,223