

December 31, 2020

# Annual Report

As reported on April 14, 2021



CITY OF  
FORT SASKATCHEWAN  
ALBERTA

# Annual Report | December 2020

As reported on April 14, 2021

## Table of Contents

<b>OPERATING HIGHLIGHTS</b> .....	<b>2</b>
OPERATING BUDGET .....	3
CAPITAL PROJECTS.....	3
FINANCIAL POSITION .....	3
<b>FINANCIAL RESULTS FROM OPERATIONS</b> .....	<b>4</b>
ANALYSIS OF SIGNIFICANT VARIANCES .....	5
<b>CAPITAL BUDGET HIGHLIGHTS</b> .....	<b>8</b>
<b>FINANCIAL POSITION HIGHLIGHTS</b> .....	<b>9</b>
NET FINANCIAL ASSETS.....	9
CASH AND CASH EQUIVALENTS .....	9
INVESTMENTS .....	10
PROPERTY TAXES RECEIVABLE .....	10
LONG-TERM DEBT .....	11
FINANCIAL RESERVES .....	11
<b>SUPPLEMENTARY FINANCIAL INFORMATION</b> .....	<b>13</b>
STATEMENT OF FINANCIAL POSITION .....	13
STATEMENT OF OPERATIONS .....	14
NET OPERATING BUDGET VARIANCES BY DEPARTMENT .....	15
FINANCIAL RESERVE BALANCES AND COMMITMENTS .....	16
<b>STRATEGIC PLAN UPDATE</b> .....	<b>17</b>
POSITIONED FOR GROWTH.....	17
EXCELLENCE IN GOVERNMENT .....	18
A VIBRANT AND THRIVING COMMUNITY.....	20
WELL PLANNED AND MAINTAINED MUNICIPAL INFRASTRUCTURE.....	21
<b>CAPITAL PROJECTS</b> .....	<b>22</b>
<b>BUSINESS SUPPORT</b> .....	<b>26</b>



## OPERATING HIGHLIGHTS

The City of Fort Saskatchewan faced significant challenges in 2020. On March 11, 2020, the World Health Organization officially declared the spread of the COVID-19 virus a global pandemic. Subsequently, significant public health and safety measures have been put in place by all three levels of Government intended on helping to slow the spread of the virus to ensure the public healthcare system is not overwhelmed while trying to keep the virus from widespread infection, especially with the more vulnerable members of the population.

The public health orders put in place by the provincial government, along with the additional measures put in place by the City of Fort Saskatchewan, resulted in significant disruptions for both City operations, and for the community as a whole.

At a high level, the City:

- Closed, partially closed, or significantly modified the operation of a number of City facilities and programs in accordance with provincial health orders.
- Reduced the municipal property tax increase for 2020 to zero.
- Deferred numerous operating projects and curtailed spending to mitigate the impacts of lower revenue.
- Made significant changes to operations in response to the operational impacts by redeploying and laying off staff, while changing the working conditions for administrative and operational staff still working.
- Allowed for the deferrals of utility bill penalties and property tax payments to provide relief for local business and residents impacted by the pandemic.
- Provided more than \$120,000 in direct business support grants fostering more than \$367,000 by investments into local businesses.

The City continues to monitor ongoing changes to public health orders, as well as other announcements from various levels of government pertaining to economic relaunch and recovery of various city facilities and programming.

The City also advanced a number of key initiatives in 2020, including:

- Moving many processes to paperless and holding most meetings via video conference.
- Continuing to work on updates to the Land Use Bylaw and the Municipal Development Plan.
- Adopting the Heartland Tax Incentives Bylaw, a regional first that is expected to drive future investment in the City.
- Improving corporate governance by adopting a staff code of conduct and updating our conflict of interest policy.
- Expanding outdoor recreation opportunities such as the skating oval at the West River's Edge Pavilion.



# Annual Report | December 2020

As reported on April 14, 2021

## OPERATING BUDGET

In 2020, the City had an \$875,000 operating budget surplus, excluding receipt of \$2,804,000 through the Municipal Operating Support Transfer ("MOST").

The Government of Alberta and the Government of Canada provided operating funding support to municipalities through the MOST as part of the Safe Restart Agreement. MOST supports municipalities by funding incremental costs and reduced revenues associated with the pandemic and actions taken in response to it.

Excluding MOST, Revenues were \$3,337,000 below budget, primarily due to lower user fees and charges as a result of facility closures, waiving of fines and penalties, as well as, lower investment income due to Bank of Canada rate cuts in response to COVID-19.

Expenses were \$6,218,000 below budget due to staffing reductions related to facility closures and Culture and Recreation programming changes, project deferrals, and a broad based expenditure curtailment in response to COVID-19. In addition, the RCMP contract came in \$563,000 below budget due to vacancies and lower than budgeted compensation rates.

## CAPITAL PROJECTS

The 2020 capital program included 44 capital projects. As at December 31, 2020 the City has completed 10 projects while 29 were still in progress, 4 projects were postponed or deferred to 2021, and the additional transit bus project was cancelled due to changes in provincial grant funding. Projects were postponed due to twinning the highway 15 bridge, developer schedules, and COVID-19.

The City spent \$12,110,000 on capital projects in 2020.

## FINANCIAL POSITION

As at December 31, 2020, the City had net financial assets of \$ 29,392,000 compared to \$14,575,000 in net financial assets at December 31, 2019. The net financial assets were higher than last year due to the investment and cash equivalent balances and the decrease in long term debt payable.

- Investment, cash and cash equivalent balances increased overall by \$9,649,000 from December 31, 2019.
- Long term debt decreased to \$31,721,000 compared to \$35,132,000 at December 31, 2019.

The City deferred application of penalties for some taxpayers until September 1, 2020 in order to mitigate financial strain caused by the COVID-19 related restrictions and business closures.

In order to mitigate the increased risk of uncollectible property taxes, Council has authorized the City to borrow up to \$40 million to finance the ongoing operating activities of the City. With the City's spending reductions and receipt of the Municipal Operations Support Transfer, the City did not access this additional borrowing capacity in 2020.



## FINANCIAL RESULTS FROM OPERATIONS

	Budget	2020	Variance	2019
	\$000s	\$000s	\$000s	\$000s
<b>Operating Revenue</b>				
Property Taxes	48,198	48,192	(6)	46,872
Utility User Rates	18,670	18,352	(318)	17,142
User Fees & Charges	7,210	4,789	(2,421)	7,142
Fines and Penalties	2,254	1,631	(623)	3,055
Government Transfers - Operating	1,794	4,652	2,858	2,003
Investment Income	1,257	1,094	(163)	1,509
Other Revenue	74	280	206	344
<b>Total Operating Revenue</b>	<b>79,457</b>	<b>78,990</b>	<b>(467)</b>	<b>78,067</b>
<b>Operating Expenses</b>				
Salaries, Wages, and Benefits	(30,116)	(28,016)	2,100	(28,371)
Purchases from other Governments	(14,766)	(14,014)	752	(13,648)
Contracted Services	(6,749)	(5,180)	1,569	(6,791)
Service Maintenance Contracts	(4,032)	(3,655)	377	(3,827)
Utilities	(2,930)	(2,743)	187	(2,793)
Materials and Supplies	(3,173)	(2,812)	361	(3,195)
Transfers to Organizations and Individuals	(1,704)	(1,718)	(14)	(1,624)
Interest on Long Term Debt	(1,227)	(1,156)	71	(1,293)
Insurance	(749)	(701)	48	(658)
Training and Development	(815)	(259)	556	(612)
Memberships	(449)	(474)	(25)	(433)
Advertising and Printing	(613)	(323)	290	(480)
Phones and Postage	(431)	(376)	55	(396)
Other Expenses	(240)	(349)	(109)	(270)
<b>Total Operating Expenses</b>	<b>(67,994)</b>	<b>(61,776)</b>	<b>6,218</b>	<b>(64,391)</b>
<b>Operating Budget Surplus (Deficit) before Other Items</b>	<b>11,463</b>	<b>17,214</b>	<b>5,751</b>	<b>13,676</b>
<b>Other Items</b>				
Net Operating Transfers (to) from Reserves	(8,008)	(9,537)	(1,529)	(7,741)
Repayment of Long Term Debt	(3,455)	(3,457)	(2)	(3,234)
Loss from Annexation	-	(541)	(541)	-
<b>Net Other Items</b>	<b>(11,463)</b>	<b>(13,535)</b>	<b>(2,072)</b>	<b>(10,975)</b>
<b>Operating Budget Surplus (Deficit)</b>	<b>-</b>	<b>3,679</b>	<b>3,679</b>	<b>2,701</b>

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

## ANALYSIS OF SIGNIFICANT VARIANCES

In 2020, the City was significantly impacted by COVID-19 and public health orders from the Government of Alberta. Facility closures, capacity reductions, and demand reductions resulted in lower revenues.

### REVENUES

#### Government Transfers - Operating

Revenue from Government Operating transfers were \$2,857,000 above budget in 2020 due to additional Federal and Provincial grant funding for COVID-19.

The City received \$2,733,000 for general operations and \$71,000 for transit through MOST to fund incremental costs and reduced revenues associated with the pandemic and actions taken in response to it. The City also received \$91,000 in additional funding and in-kind support through various other streams in response to the COVID-19 pandemic.

#### User Fees and Charges

Revenue from user fees and charges were \$2,421,000 below budget in 2020 and \$2,351,000 lower than in 2019. Facility closures and other service disruptions, a decline in demand for construction related permits, and the waiver of transit fees all contributed to the decline in user fees and charges.

	Budget	2020	Variance	2019
	\$000s	\$000s	\$000s	\$000s
<b>Operating Revenue</b>				
Facility Rental and Lease Revenue	1,835	1,039	(796)	1,798
Admissions	1,027	404	(623)	1,130
Registrations	692	169	(523)	668
Permits	1,319	1,100	(219)	1,371
Transit User Fees	249	104	(145)	222
Advertising and Sponsorship	197	116	(81)	146
Other	1,891	1,857	(34)	1,807
<b>User Fees and Charges</b>	<b>7,210</b>	<b>4,789</b>	<b>(2,421)</b>	<b>7,142</b>

#### Fines and Penalties

The City's fines and penalties revenue were \$623,000 below budget in 2020. Court fines were \$886,000 below budget. However, property tax penalties were \$259,000 higher than budget in 2020 due to higher than expected outstanding property tax receivable balances throughout the year.

#### Investment Income

Investment income was \$163,000 lower than budget due to lower than expected interest rates in 2020. In March 2020, the Bank of Canada interest rate dropped to 0.25% in response to the COVID-19 pandemic.

## EXPENDITURES

The City embarked on a broad spending reduction or deferral program in response to the COVID-19 pandemic.

### Salaries, wages, and benefits

	Year Ended December 31, 2020		
<i>Expressed in \$000s</i>	Budget \$000	Actuals \$000	Variance \$000
Staff Surplus before allowance	30,885	28,016	(2,869)
Budgeted vacancy / rate allowance	(769)	-	769
<b>Net Staff Surplus</b>	<b>30,116</b>	<b>28,016</b>	<b>(2,100)</b>

Salaries, wages, and benefits were \$2,100,000 lower than budgeted in 2020. Labour costs are \$2,869,000 below budget for the year before a \$769,000 budgeted salary and wage mitigation for vacancies and wage grid placements.

Facility closures, service reductions and spending curtailments due to the pandemic resulted in the City delays in filling vacant positions, reduced staff hours, and temporary lay-offs throughout 2020. Culture and Recreation Services has the largest surplus in salary, wages, and benefits of \$1,749,000.

### Purchases from Other Governments

	Results for the year ended December 31, 2019		
<i>Expressed in \$000s</i>	Budget	Actuals	Variance
Wastewater Management Services	4,936	5,071	135
Policing Services	4,656	4,093	(563)
Water Supply Services	4,099	3,817	(282)
Commuter Transit Services	585	545	(40)
Assessment Services	417	414	(3)
Other	73	74	1
	<b>14,766</b>	<b>14,014</b>	<b>(752)</b>

The City was \$752,000 below budget in purchases from other governments for 2020, primarily resulting from a variances for policing services. The RCMP contract was \$563,000 below budget in 2020 due to lower than budgeted pay rates and staff turnover. The National Police Federation and Government of Canada are in ongoing collective bargaining negotiations and significant uncertainty exists regarding the impact of unionization, including the amount of any retroactive pay dating back to their last pay increase in 2017. Administration is recommending that \$563,000 of the City's operating budget surplus be committed within the financial stabilization reserve to fund a potential cost increase for policing services.

### Contracted Services

A number of projects that were planned for 2020 have been scaled back, deferred, or cancelled, resulting in contracted services being \$1,569,000 below budget in 2020. Spending reductions to the Vision Zero program and special events programming, deferral of firefighter annual medical

assessments, implementation of the culture master plan, and cancellation of fitness instructor classes, seniors and youth events contributed to this variance.

## Other Spending Reductions

The City reduced spending in a number of areas including materials and supplies, training and development, advertising and printing, and service maintenance contracts. Facility closures and program cancellations have significantly reduced spending by Culture and Recreation services. Other departments have deferred preventative maintenance, or reduced non-essential spending where possible.

## 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
<b>For the year ending December 31, 2020</b>				
Revenue				
Utility user rates	(353)	30	4	(318)
Other revenue	(185)	11	155	(19)
Expenses				
Salaries, wages and benefits	(2)	21	21	40
Commission charges	283	(135)	(150)	(2)
Contracted services	137	46	5	187
Other expenses	78	14	2	94
Reserve transfers and debt repayment	(1)	50	(50)	(0)
<b>Forecast Operating Budget Surplus (Deficit)</b>	<b>(43)</b>	<b>37</b>	<b>(12)</b>	<b>(18)</b>

The City's utility operations had an \$18,000 deficit compared to budget in 2020. The combined utility-user rates revenue from water and sewer were \$323,000 lower than budgeted due to lower than budgeted water consumption offset by higher industrial effluent usage. Likewise, charges from the Capital Region Northeast Water Services Commission and Alberta Capital Region Wastewater Commission were \$148,000 above budget.

The Transfer Station had a surplus of \$155,000 compared to budget partly due to citizens undertaking renovations and yard maintenance while quarantined during COVID-19.





## CAPITAL BUDGET HIGHLIGHTS

The 2020 Capital Program included 14 new projects and 30 multi-year projects that were carried forward from 2019. At December 31, 2020, the City had 29 active projects, 10 that were complete, one that was cancelled, and 4 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 2019	2020 Capital Budget	Authorized in 2020	Authorized Capital Expenditure	2020 Expenditure	Forecast Remaining Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
General Administration	694	924	-	1,618	(1,027)	(591)	-
Protective Services	321	365	-	686	(354)	(365)	(32)
Fire Services	1,799	275	20	2,094	(1,814)	(275)	6
Common Services & Equipment Pool	1,242	1,612	(49)	2,805	(1,475)	(870)	460
Roads & Transportation	3,428	9,930	-	13,358	(5,519)	(7,542)	296
Recreation Services	1,273	113	850	2,236	(1,110)	(1,124)	1
Culture Facilities & Programs	121	-	-	121	-	(121)	-
Utility Rate Funded Projects	2,408	860	2,364	5,632	(753)	(4,874)	5
Levy Funded Projects	3,338	-	-	3,338	(58)	(3,308)	(28)
<b>Total</b>	<b>14,624</b>	<b>14,079</b>	<b>3,185</b>	<b>31,888</b>	<b>(12,110)</b>	<b>(19,071)</b>	<b>708</b>

### COVID-19

The City deferred or modified several capital projects due to the financial impact of COVID-19, including:

- Sump Pump Retrofit Program;
- Roadway Safety Improvements ;
- Protective Services Equipment Lifecycle;
- Computer Hardware / Software New Acquisition Program; and
- Computer Network Infrastructure Program.

### FIRE ENGINE REPLACEMENTS

The City received two new fire engines to replace two existing pumper trucks after the reporting period in May 2020. Cost of the replacements were funded from the Municipal Sustainability Initiative and proceeds from the sale of the old trucks.

### HIGHWAY 15 BRIDGE TWINNING

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

### NEIGHBOURHOOD AND LOCAL ROAD REHAB

2020 projects focused on Southview Way, 99 Ave, 96A Ave, Harbour Pool Access Road, 93 Ave, 101 St, sections of HWY 21 and sections of HWY 15.



# FINANCIAL POSITION HIGHLIGHTS

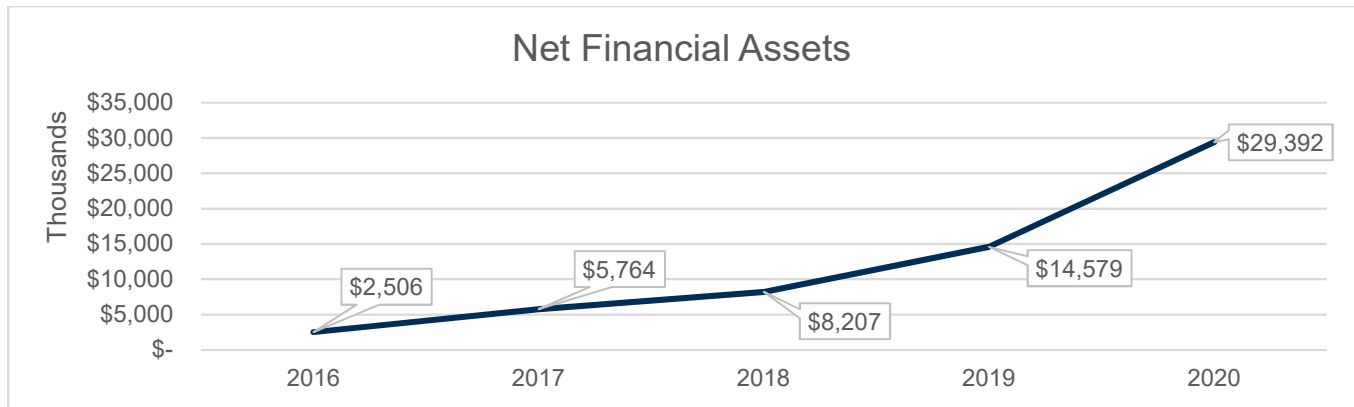
An unconsolidated statement of financial position for the City of Fort Saskatchewan has been included in Appendix 1.

## NET FINANCIAL ASSETS

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

As at December 31, 2020, the City had net financial assets of \$29,392,000 compared to the net financial assets of \$14,575,000 at December 31, 2019.

Over the past five years, the City's net financial assets have increased as a result of planned contributions to reserves, operating budget surpluses, and repayment of long term debt.



## CASH AND CASH EQUIVALENTS

The City maintains 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 December 31, 2020, the City had the following cash and short term deposits:

	December 31, 2020			December 31, 2019		
	\$000	Interest Rate %	Benchmark	\$000	Interest Rate %	Benchmark
<b>Cash and Cash Equivalents</b>						
Operating Accounts	4,155	0.80%	0.87%	6,183	2.30%	1.61%
Notice of Demand Accounts	43,486	1.09%	0.87%	42,203	2.59%	1.61%
<b>Total</b>	<b>47,641</b>	<b>1.06%</b>	<b>0.87%</b>	<b>48,386</b>	<b>2.56%</b>	<b>1.61%</b>

The City's notice of demand accounts earn interest at rates from 1.00 to 1.10% and are redeemable upon 31 to 90 days' notice. The City's benchmark for short term investments, FTSE Canada 91 day T-Bills Index, had an annualized yield of 0.87% on February 23, 2020.



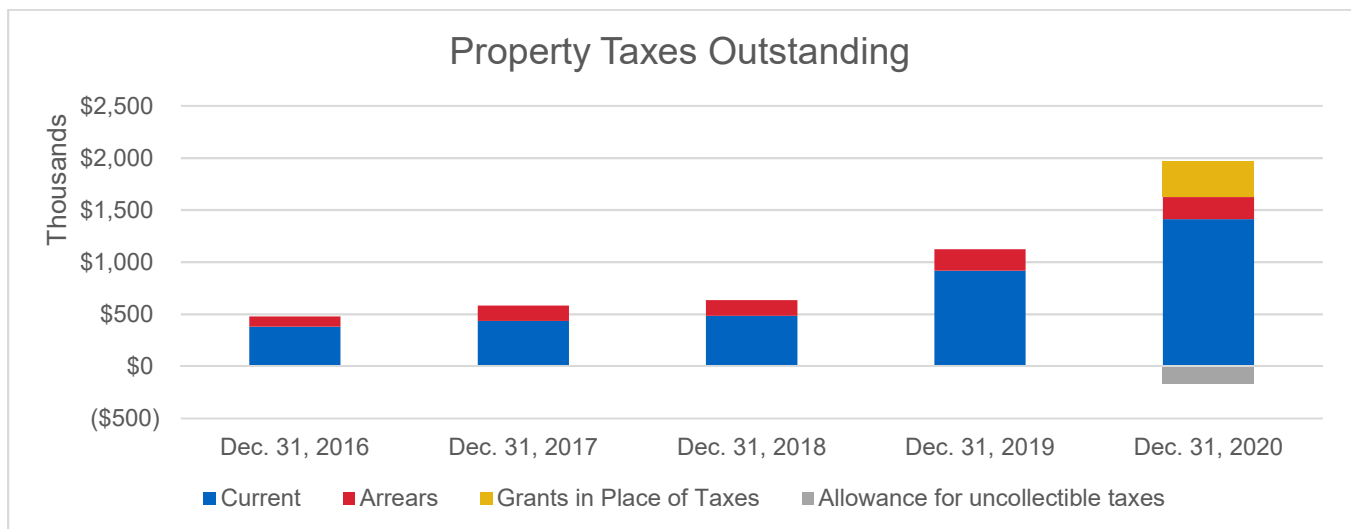
## INVESTMENTS

	December 31, 2020			December 31, 2019		
	Average Yield %	Average Years to Maturity	Book Value \$000	Average Yield %	Average Years to Maturity	Book Value \$000
Guaranteed Investment Certificates	2.37%	3.91	25,384	2.70%	5.24	14,980
Long Term Bond	2.61%	2.49	1,964	2.61%	3.49	1,979
Other	-4.45%	n/a	59	12.59%	n/a	55
	<b>2.37%</b>	<b>3.80</b>	<b>27,004</b>	<b>2.72%</b>	<b>5.02</b>	<b>17,014</b>

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, 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



As at December 31, 2020, property taxes receivable were \$1,792,000 compared to \$1,124,000 at December 31, 2019. In 2020, the City experienced slower collection of property taxes due to COVID-19 related property tax penalty deferrals, declining economic conditions, and timing changes regarding the receipt of \$340,000 for grants in place of taxes from the Province of Alberta.

Subsequent to the period, the city collected \$593,000 between January 1 and April 14, 2021.

In response to COVID-19, the City deferred the application of property tax penalties until September 1 to assist taxpayers facing financial hardship due to the pandemic, excluding designated industrial properties.

At December 31, 2020, 3.7% of net property taxes were outstanding compared with 2.4% outstanding at December 31, 2019. In recognition of the increased risk of uncollectible property taxes, the City has made an allowance for uncollectible taxes in the amount of \$173,000 in 2020.



## LONG-TERM DEBT

Projects	Weighted Average Interest Rate %	Dec. 31, 2020 \$000	Dec. 31, 2019 \$000	Fully Repaid
<b>Debentures</b>				
Westpark Reservoir	6.375%		173	October 2020
Dow Centennial Centre	5.705%	3,203	4,157	December 2023
Sewer Service Reline	2.371%	3,228	3,882	December 2029
City Hall	3.308%	10,856	11,578	December 2033
100 Avenue Rehab	3.571%	4,969	5,276	September 2035
Protective Services Building	3.136%	9,149	9,658	December 2036
<b>Total Debentures</b>		<b>31,405</b>	<b>34,724</b>	
<b>Capital Leases</b>				
Capital Lease Obligations		<b>320</b>	<b>408</b>	December 2025
<b>Total Long Term Debt</b>		<b>31,721</b>	<b>35,132</b>	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at December 31, 2020 is \$31,721,000. The Westpark Reservoir debenture was fully repaid in October 2020. During the year, the City paid \$3,324,000 in principal and \$1,202,000 in interest expense to service debentures and \$86,000 in principal and \$9,000 in interest to service capital leases.

Debentures are paid semi-annually or annually in accordance with the terms of the debenture.

Capital leases have monthly or annual payments up to the year 2025 with implied interests ranging from 2.285% to 9.161%.

At December 31, 2020 the City was at 26% of its provincial Debt Limit (December 31, 2019 – 30%) and 22% of its provincial Service on Debt Limit (December 31, 2019 – 24%). Capital leases do not impact 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. This debenture will be issued upon closing of the project, expected in 2021.

In order to mitigate the increased risk of non-collection, Council has authorized the City to borrow up to \$40 million to finance the ongoing operating activities of the City. With the City's spending reductions and receipt of the Municipal Operations Support Transfer, the City did not access this additional borrowing capacity in 2020.

## FINANCIAL RESERVES

At December 31, 2020, the City had \$58,577,000 in financial reserves, of which \$14,568,000 is committed to various capital and operating projects. The City has uncommitted financial reserve balances at December 31, 2020 of \$44,008,000, including \$38,452,000 in internally restricted reserves and \$5,556,000



in externally restricted reserves. The City's 2020 optimal balance for internally restricted financial reserves excluding specific purpose reserves is \$36,411,000.

Stabilization and contingency reserves are above optimal balances. However, the capital project, infrastructure lifecycle, maintenance, and replacement reserves are \$5,664,000 underfunded

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

### SUPPLEMENTARY FINANCIAL INFORMATION

#### STATEMENT OF FINANCIAL POSITION

(Unaudited)

	December 31, 2020	December 31, 2019
	\$000s	\$000s
<b>Financial Assets</b>		
Cash and Cash Equivalents	47,642	48,386
Property Taxes Receivable	1,792	1,124
Government Transfers Receivable	866	1,523
Trade and Other Receivables	2,074	2,150
Inventory Held for Resale	1,269	1,306
Investments	27,408	17,015
<b>Total Financial Assets</b>	<b>81,051</b>	<b>71,503</b>
<b>Liabilities</b>		
Trade Payables	(6,550)	(6,489)
Employee Benefit Obligations	(1,516)	(1,417)
Payroll and Remittances	(930)	(695)
Interest Payable	(172)	(228)
Liability for Contaminated Sites	(1,609)	(1,602)
Deposits on Account	(1,374)	(2,037)
Deferred Revenue	(7,787)	(9,329)
Long-Term Debt	(31,721)	(35,132)
<b>Total Liabilities</b>	<b>(51,659)</b>	<b>(56,928)</b>
<b>Net Financial Assets</b>	<b>29,392</b>	<b>14,575</b>
<b>Other Assets</b>		
Tangible Capital Assets	501,476	502,182
Prepaid Expenses	393	471
Inventories of Supplies	747	573
<b>Total Other Assets</b>	<b>502,616</b>	<b>503,226</b>
<b>Accumulated Surplus</b>	<b>532,008</b>	<b>517,802</b>

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



## STATEMENT OF OPERATIONS

(Unaudited)

	Year ended December 31		
	2020	2020	2019
Expressed in \$000s	Budget	Actuals	Actuals
<b>Operating Revenue</b>			
Property Taxes	48,198	48,192	46,872
Utility User Rates	18,670	18,352	17,142
User Fees & Charges	7,210	4,789	7,142
Fines and Penalties	2,254	1,632	3,055
Investment Income	1,257	1,094	1,509
Government Transfers - Operating	1,794	4,651	2,003
Other Revenue	72	280	444
<b>Total Operating Revenue</b>	<b>79,457</b>	<b>78,990</b>	<b>78,167</b>
<b>Operating Expenses</b>			
<b>Infrastructure &amp; Planning Service</b>			
Public Works	(16,892)	(16,716)	(16,789)
Fleet, Facilities, & Engineering	(9,526)	(8,440)	(9,638)
Planning & Development	(2,150)	(1,843)	(2,010)
Economic Development	(809)	(874)	(891)
	<b>(29,377)</b>	<b>(27,873)</b>	<b>(29,328)</b>
<b>Community and Protective Services</b>			
Culture & Recreation Services	(10,392)	(7,540)	(10,753)
Protective Services	(8,013)	(6,809)	(7,077)
Fire Services	(3,966)	(3,708)	(2,706)
Family & Community Support Services	(1,408)	(1,271)	(1,526)
Emergency Management	(191)	(338)	(6)
	<b>(23,970)</b>	<b>(19,666)</b>	<b>(21,789)</b>
<b>Corporate Services Division</b>			
Information Technology	(2,998)	(2,982)	(2,919)
Legislative Services	(1,514)	(1,515)	(1,469)
Financial Services	(1,375)	(1,363)	(1,400)
People Services	(1,497)	(1,156)	(1,404)
Corporate Communications	(779)	(674)	(752)
	<b>(8,163)</b>	<b>(7,690)</b>	<b>(7,944)</b>
<b>Senior Leadership</b>	(2,025)	(1,997)	(1,850)
<b>Fiscal Services</b>	(1,181)	(2,052)	(1,821)
<b>Elected Officials</b>	(495)	(405)	(461)
<b>Utility Operations</b>	(17,583)	(17,303)	(16,762)
<b>Total Operating Expenses</b>	<b>(82,794)</b>	<b>(76,986)</b>	<b>(79,955)</b>
<b>Surplus (Deficit) before Other Items</b>	<b>(3,337)</b>	<b>2,004</b>	<b>(1,788)</b>
<b>Other Items</b>			
Contributed Tangible Capital Assets	4,204	2,325	1,559
Government Transfers - Capital	6,335	9,351	7,982
Community Capital Funding	541	556	352
Developer Levies	-	378	205
Loss from Annexation	-	(411)	-
<b>Net Other Items</b>	<b>11,080</b>	<b>12,199</b>	<b>10,098</b>
<b>Operating Surplus (Deficit)</b>	<b>7,743</b>	<b>14,203</b>	<b>8,310</b>

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



## NET OPERATING BUDGET VARIANCES BY DEPARTMENT

	Year ended December 31, 2020			
	Expressed in \$000s	Budget	Actuals	Variance
<b>Infrastructure &amp; Planning Division</b>				
Public Works		(8,414)	(7,952)	462
Fleet, Facilities, & Engineering		(6,421)	(6,512)	(91)
Planning & Development		(756)	(685)	71
Economic Development		(580)	(570)	10
<b>Total Infrastructure &amp; Planning Division</b>		<b>(16,171)</b>	<b>(15,719)</b>	<b>452</b>
<b>Community &amp; Protective Services Division</b>				
Culture and Recreation Services		(6,982)	(6,081)	901
Protective Services		(5,353)	(5,031)	322
Fire Services		(3,954)	(3,776)	178
Family & Community Support Services		(491)	(396)	95
Emergency Management		2	(171)	(173)
<b>Total Community &amp; Protective Services Division</b>		<b>(16,778)</b>	<b>(15,455)</b>	<b>1,323</b>
<b>Corporate Services Division</b>				
Information Technology		(2,706)	(2,712)	(6)
Legislative Services		(1,510)	(1,514)	(4)
Financial Services		(1,361)	(1,346)	15
People Services		(1,433)	(1,111)	322
Corporate Communications		(763)	(665)	98
<b>Total Corporate Services Division</b>		<b>(7,773)</b>	<b>(7,348)</b>	<b>425</b>
<b>Senior Leadership</b>		<b>(1,929)</b>	<b>(1,734)</b>	<b>195</b>
<b>Fiscal Services</b>		<b>43,146</b>	<b>44,358</b>	<b>1,212</b>
<b>Elected Officials</b>		<b>(495)</b>	<b>(405)</b>	<b>90</b>
<b>Utility Operations</b>		<b>-</b>	<b>(18)</b>	<b>(18)</b>
<b>Operating Budget Surplus (Deficit)</b>		<b>-</b>	<b>3,679</b>	<b>3,679</b>



## Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

### FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31	Activity			Dec 31	Forecast	Forecast	2020	Over
	2019				2020	Remaining	Uncommitted	Optimal	(Under)
	Balance	Contributions	Interest	Withdrawals	Balance	Commitments	Balance	Balance	Funded
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
<b>Stabilization and Contingency</b>									
Financial Stabilization and Contingency	10,484	3,474	-	(740)	13,218	(1,169)	12,049	13,085	(1,036)
Future Facility Operating	4,803	1,109	-	(69)	5,843	(6)	5,837	-	5,837
Snow Removal	160	53	-	(94)	119	-	119	694	(575)
<b>Total Stabilization and Contingency</b>	<b>15,447</b>	<b>4,636</b>	<b>-</b>	<b>(903)</b>	<b>19,180</b>	<b>(1,175)</b>	<b>18,005</b>	<b>13,779</b>	<b>4,226</b>
<b>Capital Projects</b>	<b>8,790</b>	<b>2,450</b>	<b>-</b>	<b>(590)</b>	<b>10,650</b>	<b>(4,355)</b>	<b>6,295</b>	<b>9,692</b>	<b>(3,397)</b>
<b>Infrastructure Lifecycle, Maintenance and Replacement</b>									
Municipal Infrastructure Lifecycle, Maintenance and Replacement	5,972	3,144	157	(1,127)	8,147	(1,396)	6,752	6,820	(68)
Utilities Infrastructure Lifecycle, Maintenance and Replacement	5,478	2,815	162	(349)	8,106	(4,183)	3,923	6,120	(2,197)
<b>Total Infrastructure Lifecycle, Maintenance and Replacement</b>	<b>11,450</b>	<b>5,959</b>	<b>319</b>	<b>(1,476)</b>	<b>16,253</b>	<b>(5,579)</b>	<b>10,673</b>	<b>12,940</b>	<b>(2,267)</b>
<b>Total Over/(Under) Funded</b>							<b>34,973</b>	<b>36,411</b>	<b>(1,438)</b>
<b>Specific Purpose</b>									
Land Purchases	1,961	-	-	(5)	1,956	(145)	1,811		
Health, Safety, & Wellness	897	17	-	(184)	730	(107)	622		
Economic Development	804	50	-	(171)	683	(109)	574		
Family & Community Support Services	130	-	-	(11)	119	(19)	100		
Art in Public Places	91	40	-	-	131	(8)	123		
River Valley Enhancement	284	89	-	(11)	363	(114)	248		
<b>Total Specific Purpose</b>	<b>4,167</b>	<b>196</b>	<b>-</b>	<b>(382)</b>	<b>3,982</b>	<b>(502)</b>	<b>3,478</b>		
<b>Total Internally Restricted Reserves</b>						<b>(11,612)</b>	<b>38,452</b>		
<b>Externally Restricted Reserves</b>									
Developer Levies	5,582	378	114	(58)	6,015	(2,426)	3,591		
Contributions in Lieu of Municipal Reserve Land	985	-	20	-	1,005	(400)	605		
Fire Waterline	883	-	-	-	883	(110)	773		
Perpetual Care	449	51	10	-	510	(21)	489		
Transportation Assistance	63	-	-	-	63	-	63		
Westpark Estates Community Enhancement	48	-	-	(30)	18	-	18		
Drug Abuse Resistance Education	18	-	-	-	18	-	18		
<b>Total Externally Restricted Reserves</b>	<b>8,028</b>	<b>429</b>	<b>144</b>	<b>(88)</b>	<b>8,512</b>	<b>(2,957)</b>	<b>5,556</b>		
<b>Total Reserves</b>						<b>(14,568)</b>	<b>44,008</b>		

# Annual Report | December 2020

## 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 September and December 2020.

#### POSITIONED FOR GROWTH

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

Strategic Initiatives	Progress
<b>Refresh of Land Use Bylaw – (2019 and 2021)</b>	<ul style="list-style-type: none"> <li>Council gave first reading to an amendment of the Land Use Bylaw that would permit secondary realtor signage on certain rear and side yard fencing. The amending bylaw was given second and third reading subsequent to the period following a public hearing.</li> </ul>
<b>Development of land management strategy for corporate property acquisition and dispensation</b>	<ul style="list-style-type: none"> <li>The City adopted the City Property Leasing and Licensing policy FIN-005-C and procedure FIN-005-A, which provides for the consistent, equitable, and transparent administration of the City's leased or licensed properties. Leases and licences are now administered through the Land Administration Committee.</li> <li>Administration continued to work on a land management strategy, which is expected to be presented to Council in 2021.</li> </ul>
<b>Update the approach to downtown redevelopment</b>	<ul style="list-style-type: none"> <li>Administration continued to work on a Downtown Action Plan, which is expected to be presented to Council in 2021.</li> </ul>
<b>Ensure strong business retention, support and attraction strategies and programs are in place to retain and grow business and industry</b>	<ul style="list-style-type: none"> <li>The City adopted the Heartland Incentive Program which offers property tax incentives to large scale development within the Energy Value Chain. This program ensures the City remains a competitive location for this type of investment.</li> <li>The City continues to support local businesses through the Support Your Fort campaign as well as various incentive and grant programs such as the E-Commerce Grant.</li> </ul>

# Annual Report | December 2020

## Appendix 2 - Strategic Plan Update

### EXCELLENCE IN GOVERNMENT

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

Strategic Initiatives	Progress
<b>Ensure four year department business plans are in place aligned with strategic priorities and operating and capital budget processes</b>	<ul style="list-style-type: none"> <li>Departmental business plans were updated for 2020 and are available on the City's website.</li> </ul>
<b>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</b>	<ul style="list-style-type: none"> <li>Programs, insights, and costing information generated through priority-based budgeting were used to inform the 2021 Budget process, and were included in the 2021 Operating and Capital Budget document and presentations.</li> </ul>
<b>Continue implementation of health and safety program and procedures in alignment with new provincial regulations and leading practices</b>	<ul style="list-style-type: none"> <li>The City continued to implement its Roads OHS Action Plan. Highlights in the period included staff engagements, revisions of all hazard assessments, first aid training, improvements to incident records and follow up processes, improved health and safety meeting records, and implementation of formal inspection process.</li> </ul>
<b>Enhance public engagement and communication where public is encouraged to be involved</b>	<ul style="list-style-type: none"> <li>The City and the RCMP facilitated a Cultural Focus Group to engage cultural leaders in our community. This focus group helps the police force to learn and grow.</li> </ul>

# Annual Report | December 2020

## Appendix 2 - Strategic Plan Update

Strategic Initiatives	Progress
<b>Continue ongoing policy and bylaw review to guide actions and minimize risk</b>	<ul style="list-style-type: none"><li>• Council provided feedback on Asset Management Policy and Community Standards Bylaw and, final versions of both were adopted subsequent to the period.</li><li>• The Tangible Capital Assets Policy was repealed and replaced by an administrative policy.</li><li>• Council adopted the City Property Leasing and Licensing Policy and Heartland Incentives Bylaw.</li><li>• A new Code of Conduct Policy and an updated Conflict of Interest policy were adopted by administration to bolster the City's corporate governance and fraud risk management processes.</li></ul>
<b>Continue enhancements to water billing and transmission programs</b>	<ul style="list-style-type: none"><li>• Installations of water meters and transmitters neared completion in the period, both antennas were installed and functional, and the billing integration was nearing completion. The new billing system is expected to be completed in the summer of 2021.</li></ul>
<b>Continue to develop and maintain strong relationships with our neighbouring municipalities and civic organizations</b>	<ul style="list-style-type: none"><li>• The City, along with its regional partners, applied to form the Edmonton Metropolitan Transit Services Commission, which was completed subsequent to the period.</li></ul>
<b>Development of advocacy strategy to direct and strengthen the City's message when addressing policies and issues with other levels of government, agencies, or regional neighbours; including provincial/ federal grants, regional transportation, emergency medical services/co-responses, community spaces/school planning, and housing options</b>	<ul style="list-style-type: none"><li>• The Edmonton Metropolitan Region Board Integrated Regional Transportation Master Plan is ongoing. Scenario modelling is complete and transportation policies are being developed to tie back to the Edmonton Metropolitan Region Board Growth Plan. More background detail is being sought as the northeast river crossing is no longer in the plan.</li></ul>

# Annual Report | December 2020

## Appendix 2 - Strategic Plan Update

### A VIBRANT AND THRIVING COMMUNITY

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

Strategic Initiatives	Progress
<b>Undertake a collaborative approach to addressing community needs through coordinated partnerships with local agencies and organizations</b>	<ul style="list-style-type: none"> <li>The City partnering with the Families First Society, the Primary Care Network and Town of Lamont to offer support groups for parents dealing with the impacts of COVID-19 pandemic.</li> <li>The City is working with Edmonton Transit Services to adjust services due to low ridership resulting from COVID-19.</li> </ul>
<b>Build community awareness of social issues to facilitate social inclusion and social support networks</b>	<ul style="list-style-type: none"> <li>November marked Family Violence Prevention Month which included interactive art exhibits in City Hall, social media education campaigns and in person/virtual screening and panel discussions at the Shell Theatre.</li> </ul>
<b>Promote awareness and involvement in community and cultural events that help to create a sense of place for our city and enhance community interaction and connectedness</b>	<ul style="list-style-type: none"> <li>The City's Director of Protective Services and RCMP Staff Sergeant joined the Multi-Cultural Association Board of Directors to enhance our involvement with multi-cultural groups in our community.</li> </ul>
<b>Promote a range of accessible cultural and recreational programming that meets the changing needs of residents</b>	<ul style="list-style-type: none"> <li>The City created a skating loop at the West River's Edge pond. This new amenities provided residents with a new and unique outdoor recreation alternative during the winter months.</li> </ul>

# Annual Report | December 2020

## Appendix 2 - Strategic Plan Update

### WELL PLANNED AND MAINTAINED MUNICIPAL INFRASTRUCTURE

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

Strategic Initiatives	Progress
<b>Ongoing development and refinement of asset management program</b>	<ul style="list-style-type: none"> <li>• Council provided feedback on a draft asset management policy and in early 2021 adopted an amended version of the policy.</li> </ul>
<b>Inclusion of planned capital funding sources, cost estimates and supporting master plans/strategies within 10 year capital plan</b>	<ul style="list-style-type: none"> <li>• In October 2020, the 2021 – 2030 Capital Plan was presented to Council for review and deliberation. The Plan included proposed capital funding sources and references to City master plans/studies, as applicable.</li> <li>• Council adopted an interim 10 year capital plan that will return to Council in June 2021 for further review after administration completes recreation public engagement.</li> </ul>
<b>Continued exploration of regional collaboration opportunities for projects (Edmonton Metropolitan Regional Board Servicing Plan, Inter-municipal Collaboration Frameworks, River Valley Alliance)</b>	<ul style="list-style-type: none"> <li>• Through the Capital Region Intersection Safety Partnership, the City shared expertise and information on regional traffic safety issues.</li> <li>• The City signed a memorandum of understanding with Alberta Sheriffs that allows our community peace officers to receive commercial vehicle enforcement training.</li> </ul>
<b>Pursue grant opportunities and other synergies with regional initiatives for infrastructure projects, including readiness with “shovel ready” projects for emergent grants</b>	<ul style="list-style-type: none"> <li>• The City received approval for funding Council Chamber upgrades required as a result of COVID-19 from the Investing in Canada Infrastructure Program.</li> </ul>
<b>Continue advocacy and input for regional transportation projects (bridge twinning/pedestrian bridge) and exploration of any synergies with planned City capital projects (i.e.) Fort Centre Park, road improvements</b>	<ul style="list-style-type: none"> <li>• The City continued to participate in the Edmonton Metropolitan Region Board's development of an Integrated Regional Transportation Master Plan.</li> <li>• Work on the Highway 15 Bridge twinning continues using fill from Fort Centre Park.. Rehabilitation plans, including development of ponds in Fort Centre Park are being finalized.</li> </ul>

### CAPITAL PROJECTS

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>General Operations</b>							
<b>General Administration</b>							
16021	City Hall Space Development	1,100	774	326	-	Dec 2021	
16033	Project Management Software	100	94	6	-	Jun 2021	Systems integration ongoing
19011	Computer Equipment Replacement	333	312	21	-	On-Going	
19012	Computer Network Infrastructure	381	253	128	-	On-Going	
19017	Computer Hardware / Software New Acquisitions	775	665	110	-	On-Going	
<b>Total General Administration</b>		<b>2,689</b>	<b>2,098</b>	<b>591</b>	<b>-</b>		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Protective Services</b>							
19035	Animal Control Kennel Building	355	387	0	(32)	Apr 2021	Shortfall funded by MSI. Move-in early 2021
20001	Protective Services Equipment Lifecycle Replacement	280	-	280	-	Dec 2021	Deferred to 2021
20048	ME Patrol Vehicle	85	-	85	-	Aug 2021	
<b>Total Protective Services</b>		<b>720</b>	<b>387</b>	<b>365</b>	<b>(32)</b>		
<b>Fire Services</b>							
18011	Fire Engine Replacement	1,800	1,797	-	3	Complete	
20013	Firefighting Lucas Automated CPR System	20	17	-	3	Complete	Funded by community donations
20042	Fire Station Direct Capture Exhaust System	275	-	275	-	Apr 2021	
<b>Total Fire Services</b>		<b>2,095</b>	<b>1,814</b>	<b>275</b>	<b>6</b>		





# Annual Report | December 2020

## Appendix 3 - Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Common Services &amp; Equipment Pool</b>							
18022	New Tandem Flat Deck Attachment	20	18	-	2	Complete	
19013	Transit Smart Fare Equipment	234	-	234	-	Aug 2021	
19027	Vehicle Replacement	2,347	1,711	636	-	On-Going	
19034	Transit Bus	398	-	-	398	Cancelled	Cancelled due to changes in provincial grant
20050	Public Works & Fire Hall New Backup Power System	440	379	-	61	Complete	
<b>Total Common Services &amp; Equipment Pool</b>		<b>3,439</b>	<b>2,108</b>	<b>870</b>	<b>461</b>		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Roads &amp; Transportation</b>							
18036	Point Aux Pins Road Enhancement	1,900	1,175	335	390	Aug 2021	
18037	River Road Realignment	400	76	324	-	On-Hold	Ongoing land negotiations
18042	Clover Park Secondary Access	83	63	0	20	Complete	Cost savings found in design phase
19007	Local Road Rehabilitation	9,664	8,148	1,516	-	On-Going	
19008	Neighbourhood Rehabilitation	11,065	6,073	4,992	-	On-Going	
19009	Veterans Way Corridor Widening	500	253	247	-	Dec 2021	
20002	Roadway Safety Improvements	100	25	75	-	Dec 2021	
20010	Old Gaol Bridge Rail Replacement	130	117	-	13	Complete	
20028	112 St Widening	1,300	1,404	54	(158)	Dec 2021	Overrun funded from 18036 Point Aux Pins
20046	99 Ave Street Lamp Lifecycle Replacement	100	70	-	30	Complete	
<b>Total Roads &amp; Transportation</b>		<b>25,242</b>	<b>17,404</b>	<b>7,543</b>	<b>295</b>		





# Annual Report | December 2020

## Appendix 3 - Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Recreation Services</b>							
12025	River Valley Trail System	4,201	3,130	1,071	-	On-Hold	Trail and bridge on hold due to Hwy-15 twinning project
18043	Gymnastic Building	3,468	3,451	17	-	Aug 2021	
20032	Harbour Equipment Lifecycle Replacement	60	60	-	-	Complete	
20047	DCC Equipment Lifecycle Replacement	53	52	-	1	Complete	
20060	Sportsplex Ice Plant	850	814	36	-	Aug 2021	
<b>Total Recreation Services</b>		<b>8,632</b>	<b>7,507</b>	<b>1,124</b>	<b>1</b>		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Cultural Facilities &amp; Programs</b>							
14040	River Valley Enhancements	195	74	121	-	On-Hold	Project on hold as a result of work being done on highway alignment
<b>Total Cultural Facilities &amp; Programs</b>		<b>195</b>	<b>74</b>	<b>121</b>	<b>-</b>		
<b>Total General Operations</b>		<b>43,012</b>	<b>31,392</b>	<b>10,889</b>	<b>731</b>		



# Annual Report | December 2020

## Appendix 3 - Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Utility Operations</b>							
16039	Transfer Station - Office Replacement	75	7	68	-	Dec 2021	
18003	Water Meters - Lifecycle Replacement	2,352	1,738	614	-	Apr 2021	
18023	Bulk Water Station Modernization	570	164	406	-	Dec 2021	
18028	Water Reservoir Lifecycle Renewal	1,250	207	1,042	-	Dec 2021	
19018	Sump Pump Retrofit Program	1,858	1,203	656	-	On-Going	
19039	River Road Waterline	2,450	522	1,928	-	Aug 2021	
20014	Pointe Aux Pins Water Supply Connection	389	229	160	-	Aug 2021	
20016	Second Sewage Grinder	50	45	-	5	Complete	
<b>Total Utility Operations</b>		<b>8,994</b>	<b>4,116</b>	<b>4,874</b>	<b>5</b>		
<b>City Funded Capital Projects</b>		<b>52,006</b>	<b>35,508</b>	<b>15,763</b>	<b>736</b>		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Surplus (Deficit) \$000s	Estimated Completion Date	Comments
<b>Levy Funded Capital Projects</b>							
15014	Southfort Meadows - Park Amenity	650	-	650	-	Aug 2022	Pending new development
16050	119 Street & Hwy 15 Intersection Upgrades	1,750	111	1,639	-	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	Overage to be funded from levy
<b>Total Levy Funded Capital Projects</b>		<b>3,981</b>	<b>701</b>	<b>3,307</b>	<b>(28)</b>		
<b>City and Developer Capital Projects</b>		<b>55,987</b>	<b>36,210</b>	<b>19,071</b>	<b>708</b>		



### BUSINESS SUPPORT

The City paid the following amounts in 2020 pursuant to the Business Development Incentives Policy FIN-014-C:

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid To Date
Urban Centre Plaza Ltd.	Storefront improvements	\$48,690	\$10,000	\$10,000
Switzer Financial Service	Storefront improvements	\$67,000	\$20,000	\$19,996
Vivid Vison	New equipment to enhance services for children and non-verbal patients.	\$9,430	\$5,000	\$4,715
Prairie Fire Landscaping	Purchase of landscaping equipment to expand service offerings	\$28,500	\$5,000	\$5,000
Serenity Funeral Homes	New equipment to enhance services offered to families	\$3,024	\$1,512	\$1,512
Fort Saskatchewan Chamber of Commerce	Landscaping improvements	\$15,570	\$7,785	\$7,785
1747363 Alberta Inc.	Equipment purchase	\$7,421	\$3,711	\$3,711
Fake & Bake Suntan Studios	Purchase computer based tanning software and dedicated computer	\$9,093	\$4,547	\$4,547
Your Holistic Earth Inc.	Marketing campaign and upgrades	\$6,800	\$3,230	\$3,230
Integrity Land Inc.	Brand and marketing performance audit and rebrand	\$23,500	\$5,000	\$5,000
Alberta Communication Cable Service	Digital marketing campaign	\$12,100	\$5,000	\$5,000
Millers Ice Cream	Purchase ice cream cabinets refrigerators and work table	\$10,619	\$5,000	\$5,000
Primary Heat	Purchase equipment	\$3,198	\$1,599	\$1,394
Be Free Fitness	Website development	\$1,000	\$500	\$500
Mackin Quality Construction Inc.	Equipment trailer	\$7,750	\$3,875	\$3,842
Royal Catering	Marketing plan development and automobile advertising	\$10,200	\$5,000	\$4,713
Green Pen Writing Services	Business development and marketing plan including website development	\$14,750	\$5,000	\$5,000
Fort Saskatchewan Auto Body Ltd	Radio and social media marketing ads	\$20,550	\$5,000	\$5,000
The Bears Den	Enhancements to entryway	\$4,370	\$2,185	\$2,185
Voshell Architecture	Drafting software & licenses	\$14,470	\$5,000	\$5,000
Dominique Digital	Equipment & digital design	\$5,515	\$2,757	\$2,757
		<b>\$323,550</b>	<b>\$106,701</b>	<b>\$105,887</b>



# Annual Report | December 2020

## Appendix 4 - Business Support

The City paid the following amounts in 2020 pursuant to the E-Commerce Support Grant Policy FIN-013-C:

Recipient	Nature & Scope	Estimated Project Cost	Incentive Approved	Incentive Paid To Date
Fort Distillery	Social media marketing to encourage shopping on their website.	\$1,000	\$1,000	\$1,000
Associated Telecom	Implement online payment service, upgrading phone & database systems	\$7,510	\$1,000	\$1,000
Little Caesars	Local advertising to promote online ordering through their website	\$1,000	\$1,000	\$1,000
Marble Slab	Local advertising to promote online ordering through their website	\$1,000	\$1,000	\$1,000
Pita Pit	Local advertising to promote online ordering through their website	\$1,000	\$1,000	\$1,000
The Barn Door	Created an e-commerce website and local advertising to encourage shopping and bring awareness to the website	\$1,145	\$1,000	\$1,000
Master Cleaners	Build a website to show their services and social media marketing to bring people to the website	\$1,026	\$1,000	\$1,000
Unfussy	Online advertising using Google ads to increase brand awareness and search ability	\$1,000	\$1,000	\$1,000
R. Tummy Full Restaurant Inc.	Create business website and delivery app	\$750	\$750	\$750
Royal Catering	Marketing updates on website	\$1,359	\$1,000	\$1,000
Alberta Communication Cable Service	Digital marketing campaign, blog and website audit and updates	\$6,900	\$1,000	\$1,000
Switzer Financial Service	Website Development	\$15,800	\$1,000	\$1,000
Fort Saskatchewan Acupuncture	Ecommerce online ordering/booking service	\$1,107	\$1,000	\$996
Modo Mio Italian Restaurant Inc.	Revamp existing website with ecommerce platform and search engine optimization	\$992	\$992	\$936
Anytime Fitness	Online membership platform	\$1,221	\$1,000	\$1,000
Parikarma Massage & Wellness	Digital marketing campaign	\$1,100	\$1,000	\$1,000
		<b>\$43,910</b>	<b>\$15,742</b>	<b>\$15,681</b>

