

December 31, 2025

Annual Report

As reported on April 28, 2026



CITY OF
FORT SASKATCHEWAN
ALBERTA

Annual Report | December 2025

As reported on April 28, 2026

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OPERATING HIGHLIGHTS

The City continues to move forward with exciting developments and community-focused initiatives. Here is what has occurred over the past twelve months:

GROWTH AND DEVELOPMENT

- **Keyera Expansion Projects** - Keyera has approved a \$500 million Frac III expansion in Fort Saskatchewan, expected in service by 2028, following the Frac II debottlenecking project set for mid-2026.
- **Keyera Acquisition** - Keyera is acquiring Plains Midstream Canada's NGL business, expanding its operations. The deal is expected to close in May 2026.
- **DOW Path2Zero Update** - The City continues to support Path2Zero and related projects. In January, Dow announced the revised timeline for start-up was 2029 for Phase 1 and 20230 for Phase 2; construction is on-going with peak workforce demands expected in 2027/2028.

RECENT APPROVALS AND UPDATES

- **Aquatics Facility** – approval for the City to borrow up to \$72 million to design and construct the new Aquatic Facilities project. Construction began in March 2026.
- **Roseburn Neighbourhood** – Area Structure Plan and Neighborhood Structure Plan for new development areas south of the City.
- **Water Tower Lighting** – approved to move forward with \$115,000 for lighting from the capital projects reserve.
- **Legacy Radio Replacement Plan** – approved amendment to the 2025 Capital Budget to replace the City's existing two-way radio communication system.
- **2025 Municipal Election** – a total of 5,962 residents cast their votes in this year's municipal election, representing a turnout rate of 28.28%.
- **2026 Operating and Capital Budgets** – the 2026 Operating Budget, totalling \$111.3 million in revenues and expenses, addresses inflation and growth pressures while supporting essential services across the community. The approved 2026 Capital Budget is \$18.6 million, centred on increased infrastructure and strategic investments that support long-term community needs.

TRENDS TO WATCH

1. Well-Planned Community and Resilient Economy

- Municipal Development Plan five-year update is underway.
- Community Standards Bylaw regarding derelict properties scheduled for review in 2026.

2. Strategically Managed Infrastructure

- Stormwater Maintenance and Reserve Funding Strategy will be presented in 2026.
- Aquatics facility construction commencing in spring 2026.
- Detailed design for proposed Firehall expected mid 2026.

4. Environmental Stewardship

- Funding approved, additional tree planting initiatives are planned for spring and fall of 2026.

5. Operational Excellence and Continuous Improvement

- Phase 1 of the ERP modernization concluded, and the second phase is underway with an expected completion of 2028.
- Work on the Records and Information Management Modernization Project is proceeding and slated for completion in late 2028.

FINANCIAL RESULTS FROM OPERATIONS

For the Years Ended December 31

Expressed in \$000's	Budget	2025	Variance	2024
Operating Revenue				
Property Taxes	61,741	61,746	5	56,777
Utility User Rates	24,048	24,144	96	22,781
User Fees & Charges	8,391	12,904	4,513	10,383
Investment Income	3,002	3,664	662	3,251
Government Transfers - Operating	2,023	2,005	(18)	2,089
Fines and Penalties	951	1,458	507	2,187
Other Revenue	22	1,673	1,651	611
Total Operating Revenue	100,178	107,594	7,416	98,079
Operating Expenses				
Salaries, Wages, and Benefits	(38,949)	(39,111)	(162)	(36,556)
Purchases from Other Governments	(20,046)	(18,079)	1,967	(18,159)
Contracted Services	(8,493)	(8,757)	(264)	(8,368)
Materials and Supplies	(4,410)	(4,430)	(20)	(4,217)
Utilities	(3,482)	(3,401)	81	(3,305)
Service Maintenance Contracts	(3,326)	(3,451)	(125)	(3,947)
Transfers to Organizations and Individuals	(2,054)	(1,946)	108	(2,008)
General Administration	(1,059)	(915)	144	(1,011)
Training and Development	(826)	(695)	131	(575)
Interest on Long Term Debt	(761)	(627)	134	(685)
Insurance	(707)	(680)	27	(638)
Advertising and Printing	(582)	(395)	187	(405)
Contaminated Site Revaluation	-	-	-	26
Other Expenses	(662)	(439)	223	(341)
Total Operating Expenses	(85,357)	(82,926)	2,431	(80,189)
Operating Budget Surplus before Other Items	14,821	24,668	9,847	17,890
Other Items				
Transfers to Reserves	(15,333)	(17,109)	(1,776)	(14,892)
Transfers from Reserves	2,587	1,977	(610)	1,124
Repayment of Long-Term Debt	(2,075)	(2,194)	(119)	(2,133)
Net Other Items	(14,821)	(17,326)	(2,505)	(15,901)
Operating Budget Surplus	-	7,342	7,342	1,989

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.

FINANCIAL HIGHLIGHTS

OPERATING RESULTS

In 2025, the City had a \$7.34 million operating budget surplus, including \$6.16 million from municipal operations and \$1.18 million from utility operations. Operating revenue was \$7.42 million higher than budgeted for the year. The revenue surpluses came from user fees and charges for development activities, higher than expected Investment Income, Fines and Penalties, and Other Revenue. Operating expenses were \$2.43 million below budget, primarily due to lower water commission charges and RCMP vacancies.

The Planning and Development, Protective Services, and Utilities and Sustainability Departments account for \$3.63 million, \$2.00 million, and \$1.19 million of the 2025 operating budget surplus respectively, with all other departments representing the remaining \$0.52 million.

CAPITAL PROJECTS

In 2025, the City made \$19.98 million in capital expenditures, completing 24 of the 49 active projects in the year. Significant projects include completion of design work for the new Aquatics Facility, modernization of the Jubilee Recreation Centre, and development of Heritage Trails Park. Multi-year infrastructure projects, including local road rehabilitation, neighbourhood rehabilitation, and the sump pump retro-fit programs continued throughout the year.¹

FINANCIAL POSITION

The City's net financial assets increased to \$59.16 million at December 31, 2025, up from \$42.03 million at the end of 2024. Financial assets increased by \$13.20 million in the period, with cash and cash equivalents, trade and other receivables, and investments. Liabilities declined \$3.92 million in the period, with accounts payable and other liabilities seeing the most significant declines.

¹ See Appendix 3, Capital Projects

ANALYSIS OF SIGNIFICANT VARIANCES

Operating Revenue Variances

User Fees and Charges

Expressed in \$000's	For the Years Ended December 31			
	Budget	2025	Variance	2024
Permits & Licenses	2,131	5,654	3,523	4,066
Service Fees	1,583	2,506	923	1,796
<i>Service Fees – Planning and Development</i>	344	902	558	480
<i>Service Fees – All Others</i>	1,239	1,604	365	1,316
Other	4,677	4,746	69	4,522
	8,391	12,906	4,515	10,384

User fees and charges were \$4,513,000 higher than budget in 2025. Elevated industrial and residential development and construction activity in the City drove user fee and charge revenues to 54% above budget and 24% higher than 2024.

Permit revenues in the last four months exceeded the City's August forecast by \$1,077,000 due to the issuance of several commercial, industrial, institutional, and high-density development permits.

In 2025, the City issued 3,971 building and safety codes permits, compared to 3,601 in 2024 and 2,459 in 2023. This includes 206 single detached residential building permits (2024 – 231), and 131 semi-detached and townhouse residential building permits (2024 – 32).

Other Revenue

Other Revenue includes donations and fundraising from private firms, individuals, and organizations, payments received in place of reserve land and proceeds from the disposal of surplus reserve land. In 2025, the City received payments from Dow Canada and CAF America totalling \$750,000 as contributions to the City's Access for Everyone Endowment fund. These funds are restricted and were transferred directly to financial reserves.

Other revenue also included \$198,000 for payments received in place of reserve land (2024 - \$273,000). Payments received in place of reserve land are restricted under section 666 of the Municipal Government Act and are transferred directly to financial reserves.

Other Significant Operating Revenue Variances

- Investment income – cash and investment balances had higher than expected balances, offsetting lower than budgeted yields.
- Fines and Penalties – higher than expected court fines from ATE revenue in the first half of 2025, and higher than expected utility accounts receivable balances in arrears during the second half of 2025.

Financial Report for the year ended December 31, 2025 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

OPERATING EXPENSES VARIANCES

Purchases from Other Governments

Expressed in \$000's	For the Years Ended December 31			
	Budget	2025	Variance	2024
Wastewater Management Services	8,035	7,944	(91)	7,267
Policing Services	6,686	5,373	(1,313)	5,805
Water Supply Services	4,347	3,763	(584)	4,173
Commuter Transit Services	468	425	(43)	364
Assessment Services	438	471	33	438
Other	72	103	31	112
	20,046	18,079	(1,967)	18,159

Purchases from Other Governments were \$1,967,000 below budget in 2025. Policing services were \$1,313,000 under budget by the end of the year due to RCMP staffing vacancies and adjustments following the reconciliation of their 2024/25 fiscal year. Water supply services are \$584,000 below budget because since the commission rate is \$0.22m³ lower than was budgeted and lower than anticipated consumption.

Salary, Wages and Benefits

Expressed in \$000's	For the Years Ended December 31			
	Budget	2025	Variance	2024
Compensation	32,239	32,259	20	30,318
Benefits	7,563	6,852	(711)	6,239
Budgeted Vacancy / Rate Allowance	(853)	-	853	-
	38,949	39,111	162	36,557

Net compensation came in on budget as salary and wage savings from vacant positions were offset by vacation and time in lieu of overtime entitlements and temporary and casual staffing to maintain operations. Overtime exceeded budget by \$414,000 (primarily driven by Fire response), which combined with the unrealized \$853,000 vacancy allowance drove the \$162,000 unfavorable variance despite \$711,000 in favorable benefits.

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Other Significant Operating Expense Variances

- Contracted Services – snow and ice removal and repairs and maintenance on the City’s stormwater management and drainage infrastructure were higher than expected in 2025 due to increased snowfall events, drainage repair and maintenance in Clover Park, and emergency repair work for three sinkholes. In 2025, the City spent less than expected on consulting and professional fees because major projects such as the pre-ERP work leveraged more internal resources than expected and the Wastewater System Master Plan was delayed to 2026.
- Advertising and Printing – savings came from centralization of corporate advertising under the Corporate Communications department.
- Other Expenses – favourable variance due to delaying drawdowns of temporary loans for the new Aquatics Facility (project 24016).
- General Administration – favourable variances resulted from a membership refund from the Edmonton Metropolitan Regional Board and changes to the City’s cell phone policy reduced the number of cell phone contracts.

Other Items Significant Variances

- Transfers to Reserves – transfers to reserves were higher than budgeted due to donations to the Access For Everyone Endowment Fund, payments received in place of reserve land, and as a result of higher than expected balances in interest bearing reserves.
- Transfers from Reserves – lower due to various projects requiring less reserve funds than expected in the year.

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.

For the Year Ended December 31, 2025						
Expressed in \$000s	Budget	Water Service	Sewer Service	Solid Waste	Total Utilities	Variance
Revenue						
Utility User Rates	24,048	9,076	12,053	3,016	24,145	97
Other Revenue	1,046	642	55	710	1,407	361
Expenses						
Salaries, Wages, and Benefits	(3,017)	(1,299)	(606)	(910)	(2,815)	202
Commission charges	(12,382)	(3,763)	(7,944)	-	(11,707)	675
Contracted services	(3,253)	(682)	(505)	(2,109)	(3,296)	(43)
Other expenses	(881)	(670)	(94)	(94)	(858)	23
Reserve transfers and debt repayment	(5,561)	(2,617)	(2,605)	(474)	(5,696)	(135)
	-	687	354	139	1,180	1,180

The City's utility operations had a \$1,180,000 surplus compared to budget in 2025. New residential construction, higher than anticipated transfer station volumes, and higher than expected utility bill penalties and interest resulted in a favourable revenue variance. Lower commission charges and staffing vacancies resulted in a favourable operating expense variance.

CAPITAL BUDGET HIGHLIGHTS

The 2025 Capital Program included 24 new projects and 25 multi-year projects that were carried forward from 2024. At December 31, 2025, the City had completed 24 capital projects and 25 were in progress. The capital programs are summarized below. Additional project level details are attached in Appendix 3.

	Carried Forward from 2024	2025 Capital Budget	Budget Amendments in 2025	Authorized Capital Expenditure	2025 Expenditure	Forecast Expenditure	Forecast Surplus (Deficit)
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Engineering Structures	5,800	10,470	-	16,270	(8,194)	(6,685)	1,391
Vehicles, Machinery & Equipment	3,717	2,996	650	7,363	(3,394)	(3,142)	827
Buildings	9,237	20	68,689	77,946	(7,620)	(70,326)	-
Land Improvements	180	733	-	913	(771)	(444)	(302)
Total	18,934	14,219	69,339	102,492	(19,979)	(80,597)	1,916

JUBILEE RECREATION CENTRE

MODERNIZATION

This project includes upgrades to the Jubilee Recreation Centre’s lobby, washrooms, showers, concession, meeting rooms, change rooms, and leased spaces. A grand re-opening celebration was held on June 30, 2025.

AQUATICS FACILITY

In 2025, Council approved a \$72 million budget to design and construct a new aquatics facility at the Dow Centennial Centre. Detailed design is underway and construction is scheduled to begin in spring 2026. The new facility will include a 10-lane lap pool, leisure and tot pools, hot tub and cold plunge pool, suspended obstacle course, sauna, steam room, water slides, lazy river, diving boards, climbing wall, and therapy areas. Additional amenities feature multipurpose rooms, viewing areas, and full accessibility. Site enhancements will include a new lobby corridor, more than 140 new parking stalls, and a ring road around the northwest lot.

HERITAGE TRAILS PARK

Heritage Trails Park Phase 1 has been completed. This 40-acre green space is located along the North Saskatchewan River. The park has been enhanced with new picnic shelters, Wayfinding and Interpretative signage. Designed to support both active and passive recreation, the park features:

- A 1.8 km gravel trail system
- Two earth wood staircases
- Naturalized pond surroundings
- A pollinator-friendly garden
- Day-use areas with picnic tables, shelters, wood bench, and fire pits
- A shaded seating zone for small educational gatherings
- Concrete play features throughout the park

LOCAL ROAD REHABILITATION

The 2025 program completed rehabilitation on sections of Westpark Drive and Southfort Drive. Roadways within the Sienna and Southfort Estates neighbourhoods were also rehabilitated.

DISC GOLF COURSE

The Disc Golf Course project was completed and opened to public on August 21, 2025. Located at West River’s Edge, it is the City’s first 9-hole disc golf course. This provides residents with an accessible, low-cost, and environmentally friendly outdoor recreation option.

NEIGHBOURHOOD REHABILITATION

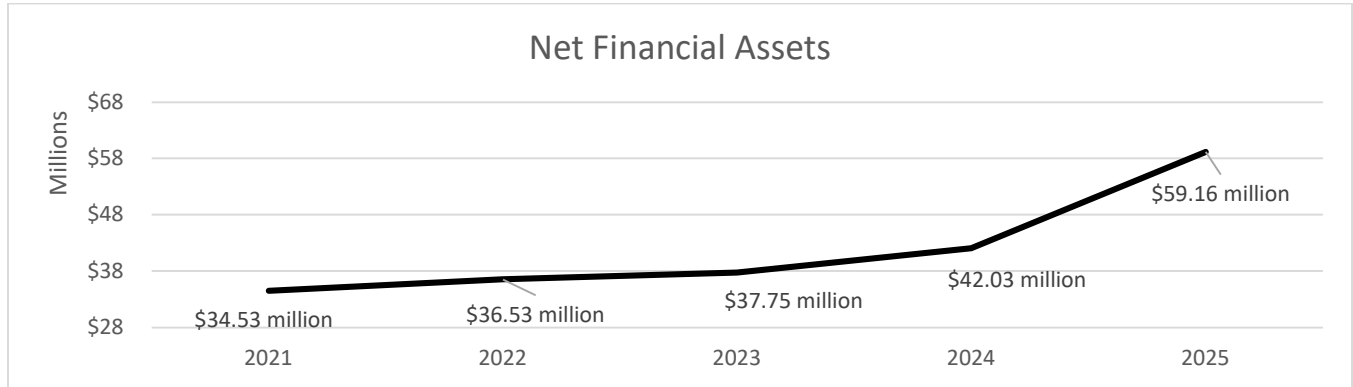
Lowe Avenue and 101 Street were completed in 2025. Some seasonal deficiencies and final overlays will be carried forward on those streets into 2026 and 2027. Detailed design of 102 Street between 98 Avenue and 99 Avenue was complete in preparation of construction in 2026. Detailed design of 109 Street between 100 Avenue and 101 Avenue is underway.

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 City's financial assets, less its liabilities. Net Financial Assets are a measure of the City's financial position and its ability to meet obligations and provide municipal services.



The City had \$59.16 million in net financial assets at December 31, 2025 (2024 - \$42.03 million), continuing a multi-year trend increasing as the City pays down debt and reflects surpluses from operations.

CASH AND CASH EQUIVALENTS

The City maintains funds expected to be used in the next twelve months in operating 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 December 31, 2025, the City had \$36.3 million in various operating accounts (December 31, 2024 - \$30.2 million) held at a weighted average rate of return of 2.94% (December 31, 2024 - 3.87%). The City's operating accounts earn variable rates of interest and are therefore subject to interest rate risk.

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Rounded to the nearest thousand dollars, except where otherwise stated

PROPERTY TAXES RECEIVABLE

	December 31, 2025 \$000	December 31, 2024 \$000
Current Taxes Receivable		
Property Taxes	967	634
DIP Supplementary	237	88
Total Current Taxes Receivable	1,204	722
Tax Arrears Receivable	122	172
Total Property Taxes Receivable	1,326	894

Property tax receivables increased to \$1.33 million at December 31, 2025 (approximately 2.1% of net property taxes), compared to \$0.89 million in 2024 (1.6% of net property taxes), consistent with growth in the overall levy and normal timing differences, as property taxes are due June 30 and DIP supplementary taxes billed in mid-December are not due until January of the following year. Tax arrears declined compared to the prior year, and all balances remain secured by the underlying properties, limiting collectability risk.

TRADE AND OTHER RECEIVABLES

	December 31, 2025 \$000	December 31, 2024 \$000
Off-Site Levies	3,881	1,125
Utility Account Receivable	2,844	2,046
Accrued Investment Income	2,439	2,533
Other Receivables	587	373
	9,751	6,077

Trade and other receivables increased in 2025, primarily due to higher off-site levies and utility account receivables. Accrued interest remained stable year over year, while all other receivables are relatively small, and allowances and clearing balances remain immaterial, indicating limited credit risk.

INVESTMENTS

	December 31, 2025 Carrying Value \$000	December 31, 2024 Carrying Value \$000
Investment Measured at Cost or Amortized Cost		
Guaranteed Investment Certificates	10,000	25,000
Corporate and Government Bonds	24,786	13,473
Principal Protected Notes	14,782	7,750
Other	169	154
Total Investments	49,737	46,377

- a) The guaranteed investment certificates which have effective interest rates of 2.65% to 5.45% (2024 – 5.00% to 6.15%), are for fixed terms and have maturity dates of less than four years at the time of purchase.
- b) The corporate and government bonds have effective interest rates of 4% to 6.60% (2024 – 2.65% to 6.60%), with maturity dates between 2026 and 2035. These investments are comprised of both marketable and non-marketable securities. Marketable securities as at December 31, 2025, have an aggregate fair value of \$24,669,000 (2024 - \$13,794,000).
- c) Principal protected notes contain embedded derivatives, are recorded at fair value, and are classified as level 2 within the fair value hierarchy. Principal protected notes mature between 2029 and 2035.

The City manages interest rate risk in its long-term investment portfolio by purchasing securities with maturity dates ranging from one to ten years so that only a portion of the City’s long-term portfolio is exposed to interest rate risk in any given year.

ATB Financial, CIBC Wood Gundy, and Raymond James Ltd. are designated financial institutions for investment purposes, pursuant to the Bank Administration Bylaw C19-25.

Financial Report for the year ended December 31, 2025 (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

DEBT

Projects	Weighted Average Interest Rate	Dec 31, 2025 \$000	Dec 31, 2024 \$000	Fully Repaid
Debentures				
Sewer Service Reline	2.327%	685	1,044	December 2029
City Hall	3.308%	6,870	7,720	December 2033
100 Avenue Rehab	3.571%	3,262	3,628	September 2035
Protective Services Building	3.136%	6,319	6,920	December 2036
Pointe Aux Pins Waterline	4.990%	132	136	December 2042
Total Debentures		17,268	19,448	
Temporary Loans Payable - Aquatics Facility	3.700%	2,000	-	Revolving
Capital Lease Obligations	9.229%	57	37	April 2030
Total Debt		19,325	19,485	

The City borrows money to fund capital projects by issuing debentures and entering into capital leases. The total debt outstanding at December 31, 2025, is \$19,325,000. During the year, the City paid \$2,194,000 in principal and \$627,000 in interest expense to service its debt.

In 2025, Council has approved the City to borrow up to \$72 million to fund the design and construction of the new Aquatics Facility. In December 2025, the City drew \$2,000,000 from a revolving credit facility to fund work on the project. This credit facility incurs interest at a variable rate based on bank prime minus 0.75%.

Debentures are paid semi-annually in accordance with the terms of the debenture. Capital leases have monthly or annual payments up to the year 2030 with implied interest of 4.60% to 14.68%

At December 31, 2025, the City was utilizing 11% of its provincial Debt Limit (December 31, 2024 – 13%) and 10% of its provincial Service on Debt Limit (December 31, 2024 – 11%).

OTHER LIABILITIES

Trade payables declined in 2025 due to release of holdbacks for the Jubilee Recreation Centre Modernization project.

Employee benefit obligations increased modestly in 2025, driven by higher vacation and other accrued leaves in line with compensation growth, while non-vesting sick leave obligations remained stable.

TANGIBLE CAPITAL ASSETS

At December 31, 2025, the City's tangible capital assets had a net book value of \$566,009,000, up \$19,514,000 from \$546,495,000 in 2024, reflecting continued investment in infrastructure and community assets. In 2025, the City invested \$19,979,000 in capital expenditures and also received \$17,578,000 of contributed tangible capital assets as new development areas were completed. These additions were partially offset by \$17,272,000 of amortization expense recognized in the year.

FINANCIAL RESERVES

At December 31, 2025, the City had \$76,663,000 in financial reserves, of which \$10,063,000 is committed to various capital and operating projects. The uncommitted balance was \$66,604,000. The City's 2025 optimal uncommitted financial reserve balance is \$49,773,000.

Stabilization and contingency reserves were \$3,916,000 below their optimal balances.

Project reserves, infrastructure lifecycle reserves, specific purpose reserves, and restricted reserves were all above their optimal balances.

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

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)

	December 31, 2025	December 31, 2024
	\$000s	\$000s
Financial Assets		
Cash and Cash Equivalents	36,322	30,247
Revenues Receivable		
Property Taxes Receivable	1,326	894
Government Transfers Receivable	1,816	2,218
Trade and Other Receivables	9,980	6,248
Inventory Held for Resale	1,462	1,461
Investments	49,737	46,377
Total Financial Assets	100,643	87,445
Liabilities		
Accounts Payable and Accrued Liabilities		
Trade Payables	(8,156)	(10,779)
Employee Benefit Obligations	(3,389)	(3,011)
Payroll and Remittances	(388)	(1,614)
Interest Payable	(85)	(95)
Deposits on Account	(1,773)	(2,236)
Deferred Revenue	(3,064)	(3,091)
Liability for Contaminated Sites	(1,405)	(1,381)
Asset Retirement Obligations	(3,903)	(3,720)
Long-Term Debt and Temporary Loans	(19,325)	(19,485)
Total Liabilities	(41,488)	(45,412)
Net Financial Assets	59,155	42,033
Other Assets		
Tangible Capital Assets	566,009	546,495
Prepaid Expenses	1,494	1,382
Inventories of Supplies	702	569
Total Other Assets	568,205	548,446
Accumulated Operating Surplus	627,191	590,479
Accumulated Remeasurement Gains	169	
Total Accumulated Surplus	627,360	590,479

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)

	Year ended December 31		
	2025	2025	2024
<i>Expressed in \$000s</i>	Budget	Actuals	Actuals
Operating Revenue			
Property Taxes	61,741	61,747	56,777
Utility User Rates	24,050	24,144	22,781
User Fees & Charges	8,391	12,904	10,383
Government Transfers – Operating	2,023	2,005	2,089
Investment Income	951	3,686	3,251
Fines and Penalties	3,002	1,458	2,187
Other Revenue	21	1,673	611
Total Operating Revenue	100,179	107,617	98,079
Operating Expenses			
Infrastructure & Planning Service			
Public Works	(21,499)	(20,966)	(19,396)
Fleet, Facilities, & Engineering	(12,549)	(11,814)	(11,022)
Planning & Development	(2,473)	(2,481)	(2,215)
Economic Development	(1,163)	(1,022)	(1,255)
Sustainability	(124)	(55)	-
	(37,808)	(36,338)	(33,888)
Community and Protective Services			
Culture & Recreation Services	(10,387)	(8,833)	(9,271)
Protective Services	(8,380)	(8,345)	(8,436)
Fire Services	(6,286)	(6,432)	(6,007)
Family & Community Support Services	(1,535)	(1,515)	(1,338)
	(26,588)	(25,125)	(25,052)
Corporate Services Division			
Information Technology	(4,263)	(3,921)	(3,521)
Legislative Services	(2,291)	(2,281)	(1,764)
People Services	(2,144)	(1,862)	(1,684)
Financial Services	(2,016)	(1,910)	(1,688)
Corporate Communications	(962)	(964)	(948)
	(11,676)	(10,938)	(9,605)
Senior Leadership	(2,225)	(2,381)	(2,473)
Elected Officials	(570)	(541)	(521)
Fiscal Services	(3,119)	(3,641)	(3,328)
Utilities	(22,155)	(21,453)	(21,278)
Total Operating Expenses	(104,141)	(100,417)	(96,145)
Surplus before Other Items	(3,962)	7,200	1,934
Other Items			
Contributed Tangible Capital Assets	11,670	17,577	12,513
Government Transfers – Capital	4,377	3,255	11,627
Developer Agreements and Offsite Levies	-	6,631	1,313
Community Capital Funding	-	1,911	10
Net Other Items	16,047	29,374	25,463
Operating Surplus	12,085	36,574	27,397

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 PERFORMANCE BY DEPARTMENT

	Expressed in 000's	Year Ended December 31			
		Budget	2025	Variance	2024
Infrastructure & Planning Division					
Public Works	(10,296)	(10,121)	175	(9,162)	
Fleet, Facilities, & Engineering	(10,074)	(9,352)	722	(9,309)	
Planning & Development	(520)	3,111	3,631	1,433	
Economic Development	(724)	(514)	210	(676)	
Sustainability	(2)	(1)	1	-	
Total - Infrastructure & Planning Division	(21,616)	(16,877)	4,739	(17,714)	
Community & Protective Services Division					
Culture and Recreation Services	(4,158)	(4,048)	110	(4,036)	
Protective Services	(8,189)	(6,189)	2,000	(6,693)	
Fire Services	(6,417)	(6,446)	(29)	(6,045)	
Family & Community Support Services	(721)	(606)	115	(544)	
Total - Community & Protective Services Division	(19,485)	(17,289)	2,196	(17,318)	
Corporate Services Division					
Information Technology	(3,978)	(4,052)	(74)	(3,716)	
Legislative Services	(1,841)	(1,817)	24	(1,632)	
People Services	(2,256)	(2,331)	(75)	(1,713)	
Financial Services	(1,739)	(1,761)	(22)	(1,668)	
Corporate Communications	(911)	(916)	(5)	(948)	
Total - Corporate Services Division	(10,725)	(10,877)	(152)	(9,677)	
Senior Leadership	(1,871)	(1,632)	239	(1,801)	
Elected Officials	(569)	(541)	28	(521)	
Fiscal Services	54,266	53,371	(895)	48,935	
Utilities	-	1,187	1,187	92	
Operating Budget Surplus	-	7,342	7,342	1,996	

Supplementary Financial Information (UNAUDITED)

Rounded to the nearest thousand dollars, except where otherwise stated

FINANCIAL RESERVE BALANCES AND COMMITMENTS

	Dec 31, 2024	Contributions	Interest	Withdrawals	Dec 31, 2025	Commitments	Uncommitted	Optimal Uncommitted Balance	Over (Under) Funded
<i>Expressed in 000's</i>									
Stabilization and Contingency									
Financial Stabilization and Contingency	11,501	1,778	-	(1,003)	12,276	595	11,681	14,649	(2,968)
Snow and Ice Removal	367	-	-	-	367	-	367	1,315	(948)
Total - Stabilization and Contingency	11,868	1,778	-	(1,003)	12,643	595	12,048	15,964	(3,916)
Projects									
Municipal Operating Projects	885	576	-	(639)	822	427	395	618	(223)
Utility Operating Projects	203	65	-	(44)	224	72	152	95	57
Future Facility Operating	3,701	1,101	-	(3,818)	984	-	984	-	984
Capital Projects	8,844	11,784	-	(6,946)	13,682	2,717	10,965	4,056	6,909
Land Purchases	2,072	-	-	(28)	2,044	-	2,044	-	2,044
Total - Projects	15,705	13,526	-	(11,475)	17,756	3,216	14,540	4,769	8,953
Infrastructure Lifecycle									
Municipal Infrastructure and Equipment	12,820	4,566	690	(3,525)	14,551	2,554	11,998	17,457	(5,459)
Facility Lifecycle and Maintenance	2,110	65	95	(408)	1,862	(408)	2,271	2,076	195
Utilities Infrastructure and Equipment	10,043	8,748	665	(2,587)	16,869	3,569	13,300	7,253	6,047
Total - Infrastructure Lifecycle	24,973	13,379	1,450	(6,520)	33,282	5,715	27,569	26,786	783
Specific Purpose									
Art in Public Places	211	20	-	-	231	150	81	-	81
Economic Development	808	65	-	(79)	794	69	725	750	(25)
Family & Community Support Services	81	-	-	-	81	-	81	-	81
Health, Safety, and Wellness	747	86	-	(32)	801	64	737	-	737
River Valley Enhancement	584	89	-	-	673	-	673	-	673
Total - Specific Purpose	2,431	260	-	(111)	2,580	283	2,297	750	1,547
Restricted Reserves									
Contributions in Lieu of Municipal Reserve Land	343	206	22	-	571	-	571	-	571
Youth Drug and Safety Education	19	-	1	(2)	18	(2)	20	-	20
Fire Waterline	773	-	-	-	773	-	773	-	773
Perpetual Care	705	71	34	-	810	21	789	1,504	(715)
Westpark Estates Community Enhancement	551	-	-	-	551	-	551	-	551
Access for Everyone Endowment	-	719	19	-	738	-	739	-	739
Total - Restricted Reserves	2,391	996	76	(2)	3,461	19	3,443	1,504	1,939
Developer Off-Site Levies	7,825	7,658	397	(8,939)	6,941	235	6,707	-	6,707
Total - Reserves	65,193	37,597	1,923	(28,050)	76,663	10,063	66,604	49,773	16,831

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WELL-PLANNED COMMUNITY AND RESILIENT ECONOMY

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

Strategic Initiatives	Progress in the Period
Creation of a new Land Use Bylaw to align with the Municipal Development Plan, promoting efficiency and cohesion between plans.	<ul style="list-style-type: none"> The City's 5-year Land Use Bylaw project advanced in 2025 with the completion of seven community engagement reports. In Q1 and Q2 of 2026, Administration will focus on concluding community engagement and completing a legal review of the document. Fortsask.ca/lub has been set up to provide the most recent draft of the districts and relevant information for each district.
Undertake downtown initiatives to attract visitors, new development, and increase the vibrancy of downtown.	<ul style="list-style-type: none"> The Downtown Development Strategy was finalized May of 2025. The Strategy builds upon the momentum created by the Downtown Action Plan but focused on attracting private investment. The final report for the Downtown Development Strategy will be presented to Council in June of 2025. Two new multi-unit residential developments in the 99 Avenue Corridor were ready for occupancy in 2025: 54 apartment units with underground parking and 42 townhouse units. Two dedicated downtown micro-websites were launched in 2026 within the new City website: <ul style="list-style-type: none"> Downtown Revitalization (Business & Development) focuses on investors, developers, and the business community, highlighting incentives, development opportunities, and downtown data and market advantages. Discover Downtown is designed for residents and downtown guests, promoting downtown experiences, including events, local businesses, amenities, street art, and year-round activities. Administration promoted Fort Saskatchewan at the IDEA Infill Symposium and the Building Capacity in Middle (Infill) Housing events. A Realtor and Broker Package was developed in late 2025, providing key information on downtown demographics and advantages, incentives, regulations, and approvals. The Downtown Mural Art Walk launched in summer 2025.

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Strategic Initiatives	Progress in the Period
<p>Implement the Municipal Development Plan (2021) policies, strategies, and planning projects to help achieve the Community Direction Statement for the future of the City with 50,000 residents.</p>	<ul style="list-style-type: none"> • Area Structure Plan and Neighbourhood Structure Plan Terms of Reference were completed in 2021. • Downtown Action Plan and the Downtown Development Strategy were developed as downtown strategic plans. Exploration of a Business Revitalization Zone was undertaken as part of these projects. • Investment Attraction Strategy Update was completed in 2022 and the Investment Competitiveness Strategy and Toolset was completed in 2023. • Developed a Wetland and Natural Areas protection plan through refinement of the Area Structure Plan and Neighbourhood Structure Plan processes. • Transit Services Standards and a subsequent Transit Review and Action Plan have been created. An Annual Transit Report was created for 2025 to assist with monitoring the impacts of transit investment. • Off-site levies bylaw was adopted for annexed lands in August 2025 and amended in December 2025. • Urban Forest Protection and Enhancement Plan was completed in 2024. • Urban Agriculture Plan was finalized in 2024. • Labour Market Profile report was finalized in 2024. • New Land Use Bylaw project is underway. • 5-year Update to the Municipal Development Plan is underway. • Commercial vacancy inventory will be prepared in 2026. • Funding was approved in budget 2026 to update the Transportation Master Plan, which will include an Active Transportation Plan. • Funding was approved in budget 2026 for a Culture, Recreation, and Parks Master Plan, which will serve as an Open Spaces Master Plan.
<p>Participate in regional economic development initiatives with strategic and economic benefit for the City.</p>	<ul style="list-style-type: none"> • Administration continues active engagement as a shareholder and member municipality with AIHA, attending the Annual Stakeholder Conference on September 11, 2025, quarterly Stakeholder meetings, as well as quarterly Economic Development Team meetings. In addition, the City attended the APIC conference in Bangkok with AIHA in May 2025, and will again be supporting AIHA at APIC in Japan May 28-29, 2026. • As of December 2025, the City is no longer a shareholder and active member of Edmonton Global. • Administration continues to work with the Hydrogen Hub (a partnership between Edmonton Global, AIHA, Alberta Innovates, and Edmonton International Airport). Administration sits on their Strategic Coordination Group, working to advance the business case for hydrogen and support investment attraction and hydrogen commercialization. • The second annual Industrial Heartland Career Forum (a 2025 Minister's Awards for Municipal and Public Library Excellence in the Partnership Category) is scheduled for March 9, 2026. The event is designed to increase potential future employees' knowledge of potential employment opportunities.

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Strategic Initiatives	Progress in the Period
<p>Prioritize potential and current industrial development expansions and opportunities, including Dow Chemical Canada’s Path2Zero project and other major projects.</p>	<ul style="list-style-type: none"> In May, Keyera announced the sanctioning of a \$500 million Frac III expansion at their Fort Saskatchewan site, expected to be in-service in 2028. This follows their February sanctioning of their Frac II debottlenecking which is currently under construction with a value of \$85 million and is expected to be in service mid-2026. In June, Keyera announced a \$5.15 billion acquisition of Plains Midstream Canada’s natural gas liquids (NGL) business, with the transaction expected to close in Q1 2026. The acquisition supports Keyera’s long-term strategy by expanding its integrated NGL platform and significantly increases the scale of operations, including the recently completed expansion at Plains’ Fort Saskatchewan facility. There is no additional expected support required from the City at this time. In April of 2026, this timeline was updated to reflect additional review, as well as a revised closing date of May 2026. The City continues to support Path2Zero and associated projects (Dow, Linde, Cosmos/Watco, and Ravago) through permitting, construction, and the incentives processes. Although a “slow down” was announced in April for parts of Path2Zero, in Dow’s Q42025 report they confirmed Path2Zero is proceeding with a revised but firm timeline, with Phase 1 starting up by year-end 2029 and Phase 2 by year-end 2030. Dow stated this is a market timing and value maximizing path forward, not a holding pattern or pause, and that there is no material impact to cash, tax incentives, or third-party agreements as a result of the delay. The City is partnering with Dow to rehabilitate and widen 125 Street between their Path2Zero Parking Lot and Josephburg Road. The City’s commitment is the rehabilitation of the existing roadway through the Local Road Rehabilitation Program, while Dow will widen the roadway to accommodate the increased traffic due to their expansion project. Economic Development responded to 11 Requests for Administration in 2025, with six investor visits, primarily in the oil and gas, petrochemical, and value-added agriculture sectors.
<p>Development of growth/annexation area servicing plans and levy plans to prepare lands for future use</p>	<ul style="list-style-type: none"> A Servicing Design Brief for the Annexed Lands was completed in 2023. The Pointe Aux Pins Area Structure Plan was approved in January 2025. The Roseburn Area Structure Plan was approved in May 2025, and the Neighbourhood Structure Plan was approved in July 2025. Off-site levies bylaw was adopted for annexed lands in August 2025 and amended in December 2025.
<p>Work with Alberta’s Industrial Heartland Association members to update the financing model to reflect the current economic climate.</p>	<ul style="list-style-type: none"> Conversations regarding the AIHA funding model are continuing.
<p>Coordination for designated industrial zone policy and development permit processes with Alberta Industrial Heartland Association to manage and encourage sustainable industrial growth.</p>	<ul style="list-style-type: none"> The City continues to participate in Joint Task Team meetings, regarding the review of air emissions requirements for new projects and for retrofitting current projects within the Heartland and the ongoing discussions regarding centralized wetland initiatives and harmonized permitting.
<p>Create a new assessment class for derelict properties within the downtown.</p>	<ul style="list-style-type: none"> Strategies for addressing derelict properties were presented to the Committee of the Whole in March 2025. Feedback from Council indicated support for the City’s recommendation to amend the Community Standards Bylaw to better address derelict and problem properties. Protective Services brought the Community Standards Bylaw to Council in March 2026 with new provisions to address derelict properties. Some of these include new definitions for derelict vehicle, derelict building and chronic nuisance property. The bylaw will go back to Council for three readings on June 9th.

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Strategic Initiatives	Progress in the Period
Development of School Board Joint Use and Planning Agreements to enable the integrated and long-term planning and coordinated placement of new school sites and redevelopment of existing school sites	<ul style="list-style-type: none">The Joint Use Planning Agreement (JUPA) was finalized in September of 2025. This agreement clarifies expectations for the next five years.

STRATEGIC PLAN UPDATE

In June 2022, the City adopted a strategic plan for 2024 – 2026, identifying five goals and several strategic initiatives to advance those goals. The report below indicates the progress made toward those goals between September to December 2025.

STRATEGICALLY MANAGED INFRASTRUCTURE

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

Strategic Initiatives	Progress in the Period
Determine the preferred option to meet future water needs as the City’s demands continue to increase.	<ul style="list-style-type: none"> Administration continues to work with the CRNWSC and consulting engineers to vet the options to meet the City’s future water needs. A request for decision will be brought to Council in 2026 to confirm next steps.
Undertake a Wastewater System Master Plan to support wastewater service and system planning.	<ul style="list-style-type: none"> Project was funded through the 2025 budget. Consultant has been selected; flow monitoring will be installed in Spring 2026. Final report is expected in 2027.
Asset Management continued implementation of the program that enables coordinated, cost effective and sustainable approaches for stewardship of the City’s resources.	<ul style="list-style-type: none"> Implementation of the asset management program continues with an emphasis on addressing job costing for operational units (Utilities and Waste Service, Public Works, and Fleet and Facilities) and expanding the use of PSD Citywide for managing the full range of city assets. Program implementation reviews and refinements are ongoing in conjunction with system improvements from the vendor.
Ongoing review and refinements to 10-year Capital Plan content, process and supporting documentation.	<ul style="list-style-type: none"> The 10-year Capital Plan process is well established and continues as a regular operational activity. In 2025, no significant modifications to the process or supporting documentation were identified. This plan is brought forward annually in June, and Council will continue to have regular opportunities to provide input and direction as part of this established process.
Assess existing storm ponds and develop a Stormwater Drainage Plan that ensures best practices and climate change readiness standards that are incorporated into development regulations and maintenance processes.	<ul style="list-style-type: none"> Amendments to the Reserve Policy were approved by Council in August 2025 to enable saving for future storm pond and major culvert refurbishment projects. A stormwater maintenance and reserve funding strategy will be presented to Council in 2026 during a Committee of the Whole meeting.

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Appendix 2 - Strategic Plan Update

Strategic Initiatives	Progress in the Period
<p>Continued evaluation and planning for major capital projects within the 10-year Capital Plan including: Veterans Way Corridor Widening and Pedestrian Crossings, Fire Station, Aquatics and Materials Handling/Snow Dump Site.</p>	<ul style="list-style-type: none"> • The Aquatics borrowing bylaw was approved by Council in August 2025. Detailed design is underway with construction expected to commence in Spring 2026. • Design of a new Materials Handling Site was approved through the 2025 budget. Site selection is underway. A land purchase recommendation will come to Council in 2026. Once land is acquired detailed design will be completed and the final construction budget will be brought back to Council for approval. • The Veterans Way Corridor Widening and Pedestrian Crossings project have been delayed in the 10-year Capital Plan until after Dow Canada’s Path2Zero’s construction. • With Dow Path2Zero continuing forward, rehabilitation work on Veterans Way is being delayed to avoid adding to the congestion on the corridor. This may result in the pavement quality of certain sections falling below optimal over the next 3 years. • Council approved a design concept and design budget for the second Firehall in June 2025. Procurement is underway for a design/construction team. Construction approval and borrowing bylaw are expected to come to Council in July 2026.
<p>Continued use and implementation of Vision Zero strategies and the Safe Systems Model with resultant changes to roadway infrastructure and traffic safety culture.</p>	<ul style="list-style-type: none"> • RCMP and Municipal Enforcement Services work together on Traffic Safety and Vision Zero Strategies with the following results between September and December: • The RCMP Traffic and Crime Reduction Unit (T/CRU) includes one full-time traffic position dedicated to education and enforcement initiatives targeting high-risk and aggressive driving, in alignment with Vision Zero and the Safe System approach. Between September and December 2025, the unit issued over 190 violation tickets and more than 165 warning tickets, conducted multiple targeted traffic operations and impaired-driving check stops. Significant public safety risks were addressed including excessive speeding (with drivers exceeding 180 km/h within city limits), impaired driving, uninsured vehicles, and expired registrations. The T/CRU worked collaboratively with Municipal Enforcement Services on joint operations, delivered Vision Zero education focused on school zone safety, and provided specialized drone (RPAS) support for serious collision investigations and emergency response. • MES and RCMP conducted an Option 4 program for speed in school zones. 50 violations were issued to speeders and 2 presentations delivered. Approximately 50 participants attended the Vision Zero sessions regarding speed in school zones, and had their tickets withdrawn. • MES Conducted Project TENSOR (Traffic Safety Noise/Speed Offence Reduction) with three joint operations partnering with outside agencies, this project focuses enforcement of speeding and noise reduction. Results were 64 tickets and 24 warnings. • Commercial Vehicle Inspections: Total inspections 28, with only 5 commercial vehicles passing • Municipal Enforcement Officers Issued: Traffic Violations: 1,241, 843 warnings, conducted 6 traffic operations where 47 violations were issued • Several videos created partnering with RCMP/Fire Dept around traffic safety during the holidays. • MES participated in PARTY Program (Prevent Alcohol and Risk-Related Trauma in Youth). Partnering with Fire and FCSS, the program is an injury awareness and prevention program for youth. This program educates students on the consequences of risk-taking behaviors, such as impaired driving, distracted driving etc.
<p>Continued study and future planning of roadways to guide the City’s transportation infrastructure including the Transportation Master Plan update (2026) which will incorporate an Active Transportation Master Plan.</p>	<ul style="list-style-type: none"> • Funding to update the Transportation Master Plan was approved through the 2026 budget process.

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Appendix 2 - Strategic Plan Update

WELCOMING, COMPASSIONATE AND ACTIVE COMMUNITY

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

Strategic Initiatives	Progress in the Period
Continue to promote indoor venues and outdoor spaces, events, festivals, and history that create community benefit as well as economic benefit by attracting visitors to see and experience what the City has to offer.	<ul style="list-style-type: none"> Fort Saskatchewan Celebrated Canada Day and 40 Years as a City on July 1, 2025. In 1985, Fort Saskatchewan officially became a city, and it's grown a lot since then. At the time, the population was just under 11,000. Today, approximately 30,000 people call Fort Saskatchewan home. The celebration started with crowds coming out early for the annual pancake breakfast and than lining the streets for the Canada Day parade before filling Legacy Park for family activities and an afternoon and evening of live entertainment. Additional activities included free guided tours at Fort Heritage Precinct, the Car Show and Shine and the Chamber of Commerce Farmer's Market with the day ending with an extended fireworks show, Over 1,500 guests gathered at the Fort Heritage Precinct on August 30 for the Fort's Summer Send-Off - an amalgamation of the time-honoured Sheep Leaving Parade, the growing Alberta Day celebration, and the 150th anniversary of the arrival of the NWMP. The day was filled with spirit and activity, featuring cannon fire, historic demonstrations and interactives, children's activities, live music, and a fully activated historic village supported by community partners. Together, we bid farewell to our sheep and celebrated the rich history of our community. The new 9-hole disc golf course is now open, experiencing steady use from players of all ages and skill levels, and has received positive reviews on the UDisc app. The holiday season officially began in Fort Saskatchewan with Lights Up! on Friday, November 28, 2025. This free, family-friendly event had something for everyone: live fire show performances and holiday characters, cookies, hot chocolate, and plenty of holiday cheer. The evening concluded with the reading of 'Twas the Night Before Christmas and the lighting up of the City's Christmas Tree.
Undertake Jubilee Recreation Centre modernization.	<ul style="list-style-type: none"> The Jubilee Recreation Centre grand opening on June 30, welcomed over 200 people for facility tours, cake and refreshments. Ribbon cutting with Mayor, Council, City Staff, community and sports group members took place followed by facility tours. The first lacrosse game occurred on July 4. The facility is open to the public for use, including the new multipurpose room.
Diversity, Equity, and Inclusion Action Plan continued implementation with emphasis on community accessibility of City venues and community and employee mental health and wellness.	<ul style="list-style-type: none"> The City co-lead on regional accessibility & equity table, meeting monthly The City is preparing for annual Inclusion in the Heartland conference, to be hosted October 2026 The Social Planning Coordinator supports community partners and internal departments to create programs and services that are accessible and foster and welcoming and active community.
Undertake outdoor parks and trails plans and projects including Open Spaces Master Plan and Fort Centre Park Phase One development.	<ul style="list-style-type: none"> Heritage Trails Park (Formerly Fort Centre Park) development is complete. The grand opening ceremony was hosted in June of 2025. Council approved funding during the 2026 budget deliberations for the development of a Culture, Recreation and Parks Master Plan.

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Appendix 2 - Strategic Plan Update

Continue to implement the Truth and Reconciliation and Indigenous Relations Multi-Year Plan including relationship building, knowledge gathering, and education.

- The City and community partners commemorated September 30, Truth and Reconciliation Day that emphasizes the ongoing need for reconciliation and building and strengthening relationships between Indigenous and non-Indigenous people. Together they created the Healing Hands of Reconciliation tipi—a collaborative project led in partnership with Dreamcatchers Gift and Art Gallery that had residents reflected and pledged their support for reconciliation by tracing and painting their handprint on the tipi and signing the pledge book. On September 30, the completed 26-foot tipi was raised inside the Fort Heritage. In addition, to each painted hand the tipi features artwork by Ojibwe artist Ellie Lagrandeur, depicting the Seven Grandfather Teachings and the Medicine Wheel.
- The City continued Indigenous consultation and engagement to guide updates to the Fort Heritage Precinct’s school programming curriculum, ensuring content reflects Indigenous perspectives and priorities.

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Appendix 2 - Strategic Plan Update

ENVIRONMENTAL STEWARDSHIP AND CLIMATE CHANGE READINESS

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

Strategic Initiatives	Progress in the Period
Operationalize the new Eco/Transfer Station and implement Provincial Extended Producer Responsibility standards to help encourage waste reduction and diversion programs.	<ul style="list-style-type: none"> Extended Producer Responsibility was implemented throughout the community in April of 2025.
Prepare an Urban Forest Protection and Enhancement Plan to further improve and add to existing assets while also preventing unnecessary or premature loss.	<ul style="list-style-type: none"> The City has received funding from Federation of Canadian Municipalities for the 2025/2026 tree planting program. Tree planting is scheduled to start in the spring of 2026.
Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.	<ul style="list-style-type: none"> In addition to the James E. Graham Public Works Yard, the City currently use four satellite yards to deploy maintenance staff around the City. This creates operational efficiency by reducing travel time to work sites. The Parks Growth Plan will make full use of these satellite yards, starting in 2028, through the purchase of two new mowers and the hiring of three new temporary staff to be assigned to the Lesley Macmillan Park satellite location.
Naturalize strategically selected greenspaces for environmental and economic benefit and monitor the health/well-being of naturalized spaces.	<ul style="list-style-type: none"> The City continues to naturalize strategic areas. The process requires a staged approach over a period of three to four years. Monitoring of naturalization sites has shown positive results on biodiversity through habitat support for plants, animals, and insects. As of 2024, five areas have been converted. In 2025, a sixth and seventh area around the west Allard Way and Dog Park storm ponds have been prepared and monitored for naturalization. Preparation included removal of unwanted vegetation to allow plants to grow.
Assess the condition of the riverbank to ensure land uses are not creating slope instability.	<ul style="list-style-type: none"> The City continues to monitor erosion on single use trails annually. The 2025 report was completed internally in the fall of 2025. Results are shared with the Fort Saskatchewan Trail Alliance who maintain single use trails in the river valley. The City is working with the Trail Alliance to divert trails away from the riverbank, therefore reducing slope instability near the river and encouraging natural growth.

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Appendix 2 - Strategic Plan Update

OPERATIONAL EXCELLENCE AND CONTINUOUS IMPROVEMENT

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

Strategic Initiatives	Progress in the Period
Ongoing implementation of programs and processes for risk management and insurance to identify, evaluate and mitigate risk within City operations.	<ul style="list-style-type: none"> The City has been working to train summer seasonal staff in incident reporting processes and the role of risk management at the new employee orientation, as well as continued check-ins. Claims Management processes are under review to create efficiencies and increase clarity for City staff and the public. Defensive driving courses have been assigned to seasonal City staff to help reduce minor incidents. This initiative was fully grant funded. The City's vandalism awareness campaign is being relaunched, as incidents of vandalism typically peak during spring and summer months.
Undertake review of City branding as well as a comprehensive update of City's website to meet future requirements.	<ul style="list-style-type: none"> The review of City branding is complete. The City's website update is complete. Work on the Master Brand Strategy is in progress.
Continued evolution of the City's Emergency Management Program to ensure strong plans, measures and programs are in place pertaining to prevention, preparedness, response, and recovery.	<ul style="list-style-type: none"> The City has now completed the Emergency Social Service plan and Emergency Management plans. The City will be working to educate city staff throughout 2026.
Ongoing review and refinement of advocacy strategies to direct and strengthen the City's message when addressing policies, issues, and funding with other levels of government, regional neighbours and agencies including Machinery and Equipment assessment, regional transportation, and Veterans Way improvements.	<ul style="list-style-type: none"> The City continues to monitor intergovernmental matters and provide updates to Council as new information is available. As part of the update to the Council Strategic Plan (expected in June 2026), advocacy priorities should be confirmed. Any future advocacy work will require council direction. Monitoring of industrial revenue assessment matters is ongoing. More support for developing expertise in this area is planned as a joint initiative between Finance and Economic Development in 2026. AIHA has organized an External Relations Municipality Working Group to discuss advocacy and inter-gov relations, and Administration is working with AIHA and this group to advance advocacy regarding funding for the Veteran's Way widening and improvements.
Continue to collaborate in regional partnerships with the Edmonton Metropolitan Region Board, Strathcona County Inter-municipal Relations Committee and other regional initiatives that may gain efficiency and effectiveness for the City from a regional approach.	<ul style="list-style-type: none"> Following the dissolution of the Edmonton Metropolitan Region Board, the City continues to engage regional municipalities through regular dialogue and meetings. The City continues to maintain relationships with regional partners and is an active participant in the Regional Mayors Table (successor to the Edmonton Metropolitan Region Board). In December 2025, the City hosted the Regional Mayors Table event. The Regional Mayors Table was successful in securing a provincial grant to support ongoing intergovernmental work.

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Appendix 2 - Strategic Plan Update

Strategic Initiatives	Progress in the Period
Undertake a Fire Services Master Plan to guide the department over the long-term including operations, facilities, emergency preparedness, service levels, and costing.	<ul style="list-style-type: none"> The City has completed 15 of the 27 recommendations in the Fire Services Master Plan and will be looking to complete another 5 in 2026. The next update to the plan is in 2028.
Investigate utility billing fee structures that more accurately reflect actual costs, with specific consideration for summer water usage.	<ul style="list-style-type: none"> A report outlining alternative options was presented to Council in May 2025.
Continued focus on business planning framework including refinements to department service level documentation and development of performance measures to inform program delivery and support continuous improvement.	<ul style="list-style-type: none"> Research was completed into business planning frameworks and performance measurement methodologies in other municipalities. A project plan is currently in development to outline the scope of work to pursue completing this work within existing City staff capacity. This work will be revisited upon approval of Council's strategic plan in June 2026.
Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and mental health.	<ul style="list-style-type: none"> The City hosted Leadership Training Sessions in May and September of 2025. The sessions were well attended, indicating strong interest and engagement from staff in leadership roles. The City completed a review of its employee benefits program in early 2025 which resulted in improvements to the program in 2026. Communication on these changes was completed in the second half of 2025, and the go-live date for the new program is February 1, 2026. The switch to the new benefits program included a more fulsome Employee and Family Assistance Program (EFAP). The City has developed a one-stop resource landing page through MyFort for all employees. This helps employees access health, wellness, and benefits information more easily and ensures more consistent communication on resources. The City has developed a more structure approach to training for staff. The 2026 training plan was reviewed and approved by the Leadership Team at the end of 2025.
Develop a recommendation for the future of the Citywide Emergency siren System.	<ul style="list-style-type: none"> This initiative was completed with the last Emergency Siren being removed in October 2025.
Continue focus on organizational technology and modernization including Microsoft 365/Teams, records management, Enterprise Resource Planning and IT Security and Data Management to ensure innovation advancement across the organization.	<ul style="list-style-type: none"> The original Microsoft Office 365 & SharePoint File Migration project charter was updated to better align with organizational needs by shifting the focus to the broader information management processes across the organization. The new approach prioritizes corporate records and process management. Staff engagement was completed at the end of 2025, and the next steps are expected to unfold throughout 2026 to 2028 in parallel with the ERP transition. The 2025 ERP Phase 1 project is complete. Phase 2 of the project starts in 2026 and will continue to 2028. The 2025 Cyber Security Enhancements are complete.

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Appendix 3 - Capital Projects

CAPITAL PROJECTS

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion	Comments
Engineering Structures							
19008	Neighbourhood Rehabilitation	18,370	18,247	123	-	Complete	
19010	450 mm Water Main	1,000	1,150	-	(150)	Complete	Overage funded from Light / Medium Industrial Area Levy
19018	Sump Pump Retrofit Program	5,100	5,058	42	-	Ongoing	
21034	TWP Road 542 Culvert Replacement	1,325	898	58	369	Complete	\$85k reallocated to other projects
23002	Traffic Calming	1,700	1,501	28	171	Complete	
23011	Secondary/Alternative Water Source	1,700	483	1,217	-	Dec 2028	
24011	100 Ave / Legacy Park Road Enhancements	1,100	922	44	134	Complete	
24100	Local Road Rehab (2024)	100	98	-	2	Complete	
24200	Neighbourhood Rehabilitation (2024)	4,745	2,152	2,593	-	Dec 2026	
25008	Water Tower Refurbishment	1,300	34	1,266	-	Dec 2026	
25024	Industrial Wastewater Extension	500	128	372	-	Dec 2026	
25100	Local Road Rehab (2025)	3,374	2,509	-	865	Complete	Surplus to carry over to 2026 program
25200	Neighbourhood Rehab (2025)	5,220	4,278	942	-	Dec 2026	
Total Engineering Structure		45,534	37,458	6,685	1,391		

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Appendix 3 - Capital Projects

	Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion	Comments	
Vehicles, Machinery & Equipment							
19013	Transit Smart Fare Equipment	234	160	-	74	Complete	
19027	Vehicle Replacement	6,129	5,845	-	285	Complete	
20001	Protective Services Equipment Lifecycle Replacement	70	45	-	25	Complete	
20047	Dow Centennial Centre Equipment Lifecycle Replacement	175	22	153	-	Dec 2026	
21014	Asset Management Software	175	125	50	-	Dec 2026	Transferred to operations
22012	Fire Services Equipment Lifecycle Replacement	2,700	828	1,872	-	Apr 2028	
23009	Mobile Computer Aided Despatch	60	-	-	60	Complete	Transferred to operations
24014	Portfolio Management Software Replacement	125	77	48	-	Dec 2026	Transferred to operations
24023	Fleet Addition - Grader with Gate	725	590	-	135	Complete	
24400	Fleet and Equipment Lifecycle Replacement	2,409	2,173	-	236	Complete	
25004	Fleet Addition - Forklift	98	97	-	1	Complete	
25010	Fleet Addition - New Local Transit Buses	480	-	480	-	Dec 2027	
25012	Fleet Addition - Parks Growth Plan Equipment	83	86	-	(3)	Complete	
25023	Fleet Addition -Utilities Growth Plan	190	63	127	-	Dec 2026	
25026	Additional Support Vehicle - SUV-Fire Dep	100	97	-	3	Complete	
25027	Additional Support Vehicle - SxS-Fire ATV	100	113	-	(13)	Complete	
25033	Decommission Existing Outdoor Public Warning System	25	9	-	16	Complete	
25034	DCC Equip. Replacement	45	37	-	8	Complete	
25036	Two Radio System Replacement	650	565	85	-	Apr 2026	
25300	IT Equip. Replacement (2025)	147	150	(3)	-	Dec 2025	
25400	Fleet & Equip. Replacement (2025)	1,028	698	330	-	Dec 2026	
Total Vehicles, Machinery & Equipment		15,748	11,780	3,142	827		

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Appendix 3 - Capital Projects

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion	Comments
Buildings							
22100	Jubilee Recreation Centre Modernization	17,819	17,738	80	-	Complete	
24016	Aquatics Planning / Construction	72,000	3,814	68,186	-	Dec 2028	
25025	New Fire Station Planning	2,089	49	2,040	-	Dec 2026	
25031	City Hall Security Project	20	-	20	-	Dec 2028	
Total Buildings		91,928	21,601	70,326	-		

		Project Budget \$000s	Expenditure To Date \$000s	Forecast Expenditure \$000s	Forecast Variance \$000s	Estimated Completion	Comments
Land Improvements							
15014	Lesley Macmillan Park Outdoor Rink	2,269	2,749	5	(485)	Complete	Shortfall funded from surpluses in other projects, including inactive projects
18037	River Road Realignment	400	221	9	170	Complete	
21023	Heritage Trails Park - Phase 1	1,650	1,486	164	-	Dec 2026	
23030	92 Street Trail Conversion	150	139	-	11	Complete	
25015	Disc Golf Course	50	48	-	2	Complete	
25020	Bike Skills Park	63	54	8	-	Dec 2026	
25021	Playground Equipment Lifecycle Replacement	350	350	-	-	Dec 2026	
25022	Materials Handling Site	130	12	118	-	Dec 2026	
25028	City Entrance Signs Design	100	-	100	-	Dec 2025	
25029	Park Signage -Rename Sienna Park to Don Westman Park	20	-	20	-	Dec 2026	
25030	Park Signage - Rename Forest Ridge Park to Petroski Park	20	-	20	-	Dec 2026	
Total Land Improvements		5,202	5,059	444	(302)		
City and Developer Capital Projects		158,412	75,898	80,597	1,916		