



CITY OF FORT SASKATCHEWAN

Strategic Plan

2023-2026



CITY OF
FORT SASKATCHEWAN
FORTSASK.CA





Our History

Fort Saskatchewan has a proud heritage, shaped by the people and events of our past. Home to the Indigenous Peoples of Treaty 6 territory, this region has grown and changed along with generations of hardworking and innovative people since time immemorial. Though easy access to the river attracted early explorers, fur traders, and settlers, only those who could contend with the frequently harsh environment stayed to make their living. The area's natural bounty provided the foundation for settlement and industrial development, but it is the spirit and resourcefulness of the people who live here that has made Fort Saskatchewan what it is today.

That ingenuity and hard work is driving us still. Consistent, strong population growth and access to quality services and facilities, coupled with our small-town feel and rich history, makes Fort Saskatchewan a preferred place to live and do business.

.....

The City of Fort Saskatchewan is located within Treaty 6 Territory and Métis Nation of Alberta Region 4; the ancestral and traditional territory of the Nehiyawak, Dene, Blackfoot, Saulteaux, Nakota Sioux, and Métis. We acknowledge the many First Nations, Métis and Inuit peoples whose footsteps have marked these lands for generations. It is because of our treaty relationship that we can live, work, and play on Treaty 6 Territory.

.....



Our Community Vision

We are a welcoming, compassionate city.

We are a friendly, multi-generational community and there is a strong sense of pride and ownership in what we have accomplished together.

As a community, we are stewards of the environment and are committed to using our resources wisely.

We have a deeply rooted respect for our place and celebrate the river valley.

The Fort is a leader in sustainable eco-industrial development with a flourishing local economy.

We support every aspect of life in Fort Saskatchewan from local business to social services.

We know our history and have a dynamic vision for our future.

Arts, recreation, and culture thrive.

Downtown is the heart of the community; it is a vibrant destination for business or play and an attractive place to live.

Fort Saskatchewan is home with a small-town feeling at heart and where a strong sense of community thrives.

.....
The following pages outline our plan and the steps we will take
over the next four years towards achieving the vision of our city.
.....



OUR MISSION

Working together to create a sustainable and thriving community through exemplary leadership and management.

OUR CORE VALUES

Our commitment to each other and to our citizens

LEADERSHIP – Take ownership in achieving results

INNOVATION – Embrace new ways of doing things

SERVICE EXCELLENCE – Deliver “WOW” service to our community

FUN – Enjoy what we do and bring passion to our work

OUR GUIDING PRINCIPLES

Just as our values are reflected in everything we do, our decisions and actions are aligned with the following guiding principles.

CONTINUOUS IMPROVEMENT

We constantly look for ways to improve our services, refining our daily practices, keeping the leading edge in sight and being open to change.

COLLABORATION

We work collaboratively with our colleagues, residents, partners, regional neighbours, and stakeholders.

STRATEGIC THINKING

We use a strategic and forward-thinking mindset and consider the impact of decisions on others.

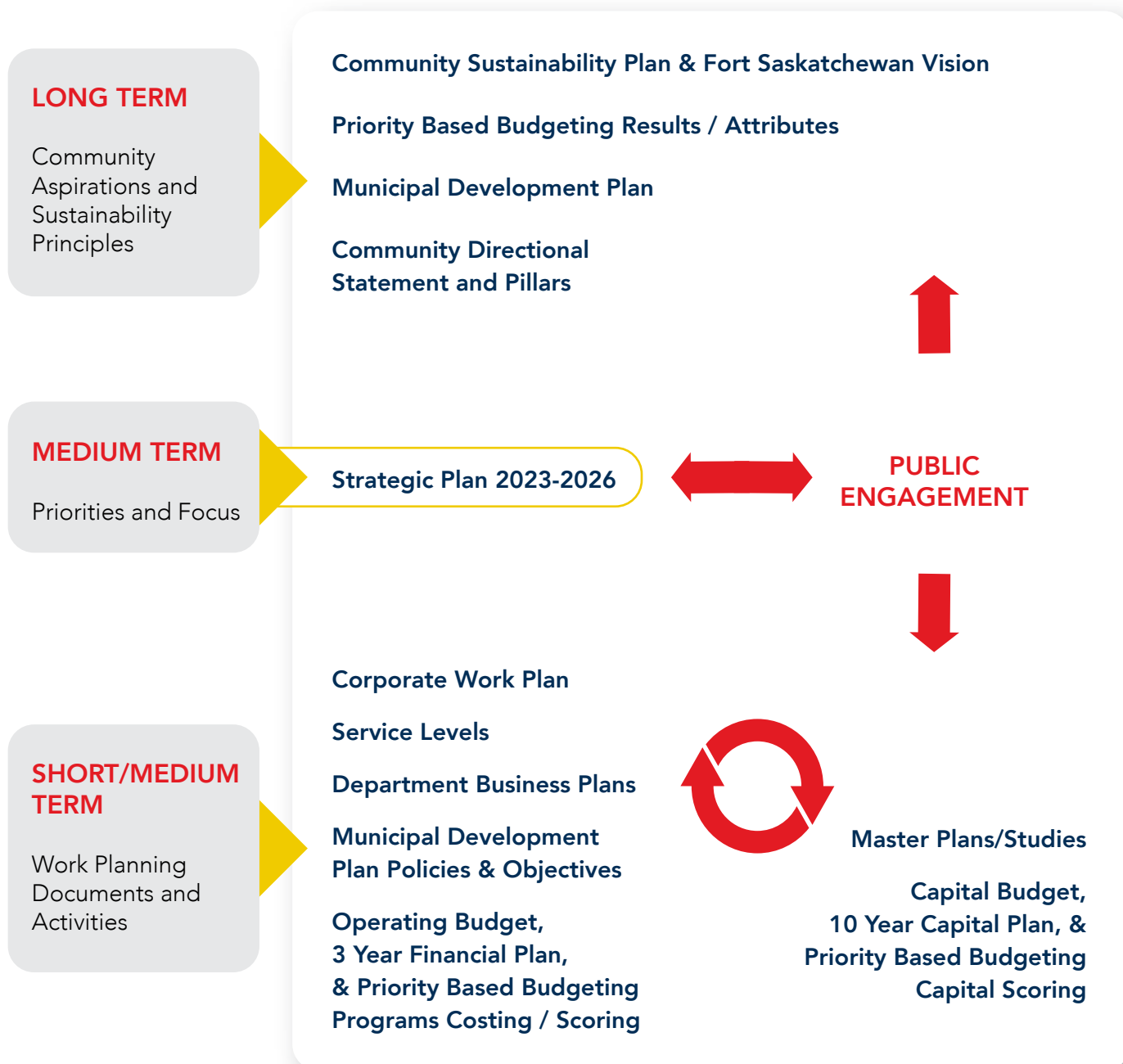
STEWARDSHIP

We are good stewards, accountable for our community's resources, managing costs and investing for the future.



Strategic Planning Framework

Fort Saskatchewan's future will continue to involve change - change in population, economy and the services provided by the City. Our Strategic Plan provides direction to make informed decisions, sets priorities, focuses resource allocation, and addresses strategic issues facing the municipality, now and into the future. The Strategic Plan also serves as the foundation on which department business plans, master plans and budgets are developed and approved.





Strategic Plan Goals To 2026

Strategic Plan goals are higher order objectives that must be accomplished for success of the vision; goals emphasize specific areas of focus over four years. Strategic Plan goals are not comprehensive of all that we do but highlight where focus is required.

Outcomes are a description of the result of what will occur when a goal is reached.

Strategic Plan initiatives are higher level directional actions that move us toward the achievement of a goal.

	Well-Planned Community and Resilient Economy
	Strategically Managed Infrastructure
	Welcoming, Compassionate and Active Community
	Environmental Stewardship and Climate Change Readiness
	Operational Excellence and Continuous Improvement



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 PLAN INITIATIVES

- ❖ Creation of a new Land Use Bylaw to align with the Municipal Development Plan, promoting efficiency and cohesion between plans.
- ❖ Municipal Development Plan (2021) implementation of policies, strategies, and planning projects to help achieve the Community Direction Statement for the future of the City with 50,000 residents.
- ❖ Downtown Action Plan (2021) implementation of recommendations to help attract customers, new development and increase the vibrancy of downtown.
- ❖ Development of growth/annexation area servicing plans and levy plans to prepare lands for future use.
- ❖ 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.
- ❖ Edmonton Metropolitan Region Board Growth Plan interim review and update with Council.
- ❖ Alberta Industrial Heartland Association, Edmonton Global and other regional economic development initiatives participation with strategic and economic benefit for the City.
- ❖ Coordination for designated industrial zone policy and development permit processes with Alberta Industrial Heartland Association to manage and encourage sustainable industrial growth.



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 PLAN INITIATIVES

- ❖ Asset Management continued implementation of the program that enables coordinated, cost effective and sustainable approaches for stewardship of the City's resources.
- ❖ Neighbourhood Rehabilitation Study to determine and validate long-term costing of the program to ensure a reliable road and utility network by replacing infrastructure at the end of its functional life.
- ❖ Determine the preferred option to meet future water needs as the City's demands continue to increase.
- ❖ 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.
- ❖ 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.
- ❖ Undertake a Wastewater System Master Plan to support wastewater service and system planning.
- ❖ Ongoing review and refinements to 10-year Capital Plan content, process and supporting documentation.
- ❖ 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.
- ❖ Continued use and implementation of Vision Zero strategies and the Safe Systems Model with resultant changes to roadway infrastructure and traffic safety culture.



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 PLAN INITIATIVES

- ❖ Continue to implement the Truth and Reconciliation and Indigenous Relations Multi-Year Plan including relationship building, knowledge gathering, and education.
- ❖ Diversity, Equity, and Inclusion Action Plan continued implementation with emphasis on community accessibility of City venues and community and employee mental health and wellness.
- ❖ Development of Community Social Response Framework to understand issues, City roles and responses that reflect our commitment to an inclusive and welcoming community.
- ❖ Undertake an Indoor Recreation Infrastructure Service Level Review to collect relevant information and data to help inform future aquatic, indoor ice, and fitness/wellness infrastructure.
- ❖ Undertake outdoor parks and trails plans and projects including River Valley Master Plan, Open Spaces Master Plan, and Fort Centre Park Phase One development.
- ❖ Undertake Jubilee Recreation Centre modernization.
- ❖ 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.



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 PLAN INITIATIVES

- ❖ Operationalize the new Eco/Transfer Station and implement Provincial Extended Producer Responsibility standards to help encourage waste reduction and diversion programs.
- ❖ Prepare an Urban Forest Protection and Enhancement Plan to further improve and add to existing assets while also preventing unnecessary or premature loss.
- ❖ Assess the condition of the riverbank to ensure land uses are not creating slope instability.
- ❖ Conduct assessments of City water and energy usage and develop strategies the City can use to conserve usage, both in City venues and outdoor spaces as well as private homes and businesses.
- ❖ Review alternatives and cost impacts to determine preferred fuel sources for the City's small and large fleet to best serve the community for next 10 to 20-year period.
- ❖ Naturalize strategically selected greenspaces for environmental and economic benefit and monitor the health/well-being of naturalized spaces.
- ❖ Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.
- ❖ Support the ATCO hydrogen blending pilot project within the City to reduce greenhouse gas intensity of the natural gas stream and support economic stimulation and innovation within the energy industry.
- ❖ Preparation of an Urban Agricultural Plan to increase awareness and understanding for business and residents of the importance of agriculture and agri-food sectors within urban service areas, to help grow the regional economy, as well as promote the ecological and social benefits urban agriculture provides to communities. (Regional Agriculture Master Plan-Edmonton Metropolitan Region Board).
- ❖ Participate in Edmonton Metropolitan Region Board strategic priorities work to develop a framework to monitor and disseminate information on progress made to assess the impacts of growth and servicing plan initiatives on the environment and climate change in the region.



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 PLAN INITIATIVES

- ❖ 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.
- ❖ 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.
- ❖ 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.
- ❖ 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.
- ❖ Undertake a Fire Services Master Plan to guide the department over the long-term including operations, facilities, emergency preparedness, service levels, and costing.
- ❖ Continue transition work with the Edmonton Metropolitan Transit Services Commission and supporting Smart Fare program for better coordination of service and resultant efficiencies.
- ❖ Undertake review of City branding as well as a comprehensive update of City's website to meet future requirements.
- ❖ Ensure programs are in place to support corporate culture and values, staff retention/ attraction, leadership, and mental health.
- ❖ Ongoing implementation of programs and processes for risk management and insurance to identify, evaluate and mitigate risk within City operations.
- ❖ 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.



APPENDIX – PRIORITY BASED BUDGETING (PBB) COMMUNITY AND GOVERNANCE RESULTS

Priority Based Budgeting Results are long-term and reflect what the City is in business to achieve. PBB Results are drawn from the City's guiding documents and are specific to Fort Saskatchewan. Program budgets and PBB are business planning and budgeting tools to help better understand City programs and capital projects and how they align with City results. Public facing programs and capital projects are scored against community results and internal facing/corporate services programs and capital projects are scored against governance results.

COMMUNITY Results

- 1) ***Well-planned community***-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 and a strong sense of community.
 - **Housing options**-strategies are in place for housing options integrated throughout the community to serve the needs of residents of all ages and stages of life
 - **Safe and quality neighbourhoods**-promotion of great quality of life within neighborhoods where everyone can grow, age and stay
 - **Land use and growth**-strategically plan, prepare, and manage responsible and sustainable growth for residents and business
 - **Small town feel**-enable and promote strong sense of community with a small town feeling at heart
 - **Transportation network-all modes/accessibility**-ensure accessible and efficient transportation network that serves different modes of transportation within the community
 - **Environment and resource stewardship**-commit to using our resources wisely and being stewards of the environment
 - **Place to live and visit**-create great places for residents and visitors to enjoy with visual interest, mixed use neighborhoods and a diversity of amenities and services
- 2) ***Responsive economy***- strong business retention, support and attraction strategies and programs are in place to help facilitate a strong, sustainable, and responsive local economy that supports large and small businesses and creates employment.
 - **Business attraction and retention**-strong business attraction and retention strategies are in place to retain and grow a diversity of business and industry
 - **Thriving downtown**-promote healthy and vibrant downtown for business or play or as attractive place to live
 - **Collaboration Chamber of Commerce and local business**-work in collaboration with Chamber and local business to help ensure their success and longevity
 - **Collaboration region-AIHA, Edmonton Global & others**-actively participate in AIHA, Edmonton Global and other regional collaboration economic development initiatives
 - **Industry partners**-work in collaboration with our industry partners to retain and grow new industry
 - **Land use & zoning**-ensure current and long-range land is planned and zoned to promote strategic development
- 3) ***Well-planned and maintained infrastructure***-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.
 - **Asset management**-strong asset management practices ensure critical infrastructure is in place
 - **Long term capital planning**-long term capital planning and supporting master plans and strategies reflect community needs and inform projects
 - **Partnerships and regional collaboration**-exploration of collaboration opportunities for projects with regional neighbours and other partners
 - **Accessible community facilities**-ensure City facilities are for everyone and are built to reduce barriers to access and use
 - **Mobility and safe traffic flow**-a variety of transportation options are in place for safe efficient connections throughout the City
 - **Safe utility infrastructure**-ensure safe and reliable water, sanitary and storm infrastructure
 - **Vehicles and equipment**-ensure vehicles and equipment are maintained and optimized for long term efficiency



- 4) **Thriving recreation, culture & parks**-diverse and accessible recreation, culture and parks programs, facilities and events are in place and contribute to active healthy lifestyles, creativity, positive mental health, and community connectedness.
- **Recreation & culture venues**-provision of diverse and accessible recreation, culture, heritage, and outdoor venues
 - **Trails and open spaces**-trails, parks, and playgrounds are in place to connect the community
 - **River Valley**-ecological integrity of river valley is protected and access and connectivity to the river valley is enabled
 - **Community events and festivals**-City led and partnered events and activities encourage connections to neighbours and further develop community
 - **Historical preservation**-the history associated with the City is preserved through maintenance and preservation of building and archives
 - **Programs**-a range of recreation, culture and heritage program opportunities are available to meet diverse community needs
 - **Volunteerism**-volunteers across recreation, culture and parks initiatives are supported and recognized as key contributors in program delivery
- 5) **Safe community**- the safety of everyone who lives, works, or plays in Fort Saskatchewan is integral to City decision making and operations.
- **Emergency preparedness & management**-tools and procedures are in place to prepare for and respond to emergency events
 - **Public safety services**-fire, police/Municipal Enforcement are in place to ensure residents, business and visitors have access to safe community
 - **Safe public spaces**-public spaces are built, regulated, and maintained for safe and enjoyable access
 - **Engaged community**-facilitate strong sense of pride in community where residents are engaged and aware of their own safety and their neighbours'
 - **Traffic safety**-Vision Zero and safe system approach to traffic safety contribute to road safety for all users
 - **Environmental safety**-land, air, water, energy, and material use is considered and critical in City operations
 - **Utilities** -ensure utilities (water, sanitary and storm) fundamental to public health and safety are in place
- 6) **Welcoming community**-a continuum of collaborative social programs, supports and services are in place and evolve to meet diverse community needs so that everyone regardless of circumstances is able to participate fully in all aspects of the community.
- **Diversity & inclusion**-promotion of and building diversity and inclusion into City policies, practices, and programs
 - **Social supports and programs**-ensure a continuum of social supports, education and resources are available
 - **Community events and festivals**-facilitate events and activities to encourage connections to neighbours and further develop community
 - **Accessibility** –ensure accessibility to amenities & activities and all the City has to offer
 - **Communication and community engagement**-public is encouraged through communication and engagement tools to get involved and be informed
 - **Effective policing and municipal enforcement**-strong relationships with community groups and residents enables safe and caring place to live, work and play
 - **Collaborative approach working with local organizations**-utilize collaborative approach with local organizations to address community needs
- 7) **Environmental Resiliency and Climate Change Readiness**-a commitment is in place to foster the well- being of the environment, using our resources wisely, and that City operations and infrastructure/assets are prepared for climate change impacts.
- **Reducing energy use**- committing to energy efficiency and understanding our emissions and critically assessing and embracing renewable and alternate energy sources, where appropriate, in City operations, buildings/infrastructure and fleet.
 - **Natural environment**- celebrate, protect, and enhance the river valley and natural environment
 - **Waste Management and Monitoring**-commitment to City operations participation and community promotion to waste reduction and diversion programs.
 - **Water conservation and stormwater management**-commitment is in place to use water efficiently to reduce unnecessary water usage and that stormwater practices respect and enhance the natural environment and consider response to climate change impacts.
 - **Climate resilient communities**- participation in regional/coordinated approaches to climate resiliency and energy efficiency to better measure and manage our carbon footprint and reduce greenhouse gas emissions.
 - **Climate change readiness**-commitment is in place to prepare for climate change impacts in City operations and infrastructure as well as emergency preparedness for incidents emerging from our changing climate and unforeseen incidents
 - **Environmental stewardship and awareness**- programs and supportive tools are in place for educating, engaging, and encouraging citizens and businesses to increase environmental stewardship, climate change awareness and waste reduction
 - **Land planning use and management**-environmental resiliency is key policy area to help sustain healthy ecosystems and healthy citizens



GOVERNANCE Results

- 1) *Resource management-responsibly managing the communities infrastructure resources and costs and investing for the future*
 - **Long term capital planning**-preparation and ongoing review of long-term capital plans and funding sources
 - **Asset Management**-strong asset management practices ensure critical infrastructure is planned and in place
 - **Master plans & studies**-master plans and studies are current and reflect community input, needs and priorities
 - **Advocacy**-advocacy plans are in place and provide input for regionally significant projects
 - **Risk management**-proactively identify, evaluate, and mitigate strategic, operational, and financial exposures
 - **Environment and resource stewardship**-commitment is in place to using our resources wisely and being stewards of the environment
- 2) *Financial stewardship-strategically planning for long-term financial sustainability in service delivery*
 - **Long term financial sustainability**-strategies and practices are in place to support long term financial sustainability
 - **Budget plans**-long-term operating, and capital plans are prepared and reviewed to guide long term spending plans
 - **Financial reporting**-financial reporting processes support the oversight of the City's resources, support decision making, ensure accountability and provide transparent communication
 - **Budget tools**-continued refinement of budget processes and program budgets/priority-based budget tools that support the management of the City's financial resources
 - **Strategic and business planning**- department business plans and corporate plans are in place that align with strategic priorities and operating/capital budget processes
 - **Sustainable service levels**-sustainable service levels are in place and reviewed regularly for efficiency and effectiveness
 - **Policy and Bylaws**-financial bylaws and policies ensure compliance, direct actions, and minimize risk
 - **Risk management**-proactively identify, evaluate, and mitigate strategic, operational, and financial exposures
- 3) *Service excellence-focusing on customers' needs and enabling positive change to ensure service delivery is efficient and effective and can be delivered on a sustainable basis*
 - **Customer experience**-emphasis is made on customer experience and the importance of direct in-person communication
 - **Communication & engagement**-opportunities are provided for public engagement and communication
 - **Access to information**-community is informed about City initiatives and decisions and has access to information
 - **Practices and processes**-problem solving, collaboration and leadership has fostered continuous improvements focused on customer needs
 - **Engaged workforce**-a commitment is in place that supports workplace culture emphasizing service excellence, leadership, innovation, and fun
 - **Diversity and inclusion**-support is in place to build diversity and inclusion into City policies, practices, and programs
 - **Training and development**-training and learning opportunities are in place that support the development of employee capacity
- 4) *Collaboration-undertaking a collaborative approach to address community needs through coordinated partnerships with local agencies, regional neighbors, other levels of government and civic organizations*
 - **Advocacy**-advocacy initiatives strengthen the City's message when addressing policies and issues with other levels of government, agencies, or regional neighbours
 - **Relationships**-the emphasis on relationships and communication has strengthened the City's ability to get any job done
 - **Shared benefits/outcomes**-regional assets are leveraged for mutual benefit
 - **Local organizations**-collaboration with local organizations and business helps to address community needs
 - **Regional neighbours**-collaboration with regional neighbours helps to address community needs
 - **Government**-collaboration with other levels of government and civic organizations helps to address community needs



- 5) **Operational excellence**-continuous improvement; constantly looking for ways to improve services through innovation, collaboration, technology, and planning
- **Innovative practices & technology**-tools and technology are leveraged to assist in service delivery
 - **Long term focus/sustainability**-near and long-range planning is undertaken to ensure community's future needs are always considered
 - **High performing organization**-a workplace culture that emphasizes working together, continuous improvement and relationships/communication has aided operational excellence
 - **Policy & bylaws**-bylaws and policies are in place to ensure compliance and direct action
 - **Recruitment & retention**-programs are in place to support corporate culture, values, leadership, and subject matter learning
 - **Staff development & training**-development of employee capacity through training and development supports operational excellence
 - **Environmental practices**-commitment is in place to using our resources wisely and being stewards of the environment
 - **Occupational health/safety**-commitment is in place for health and safety as core value in protection of the health of all workers
 - **Collaboration City departments**-collaboration with departments to best serve our residents and customers is a key element of city operations
- 6) **Environmental Resiliency and Climate Change Readiness**-a commitment is in place to foster the well- being of the environment, using our resources wisely, and that City operations and infrastructure/assets are prepared for climate change impacts.
- **Reducing energy use**- committing to energy efficiency and understanding our emissions and critically assessing and embracing renewable and alternate energy sources, where appropriate, in City operations, buildings/infrastructure and fleet.
 - **Natural environment**- celebrate, protect, and enhance the river valley and natural environment
 - **Waste Management and Monitoring**-commitment to City operations participation and community promotion to waste reduction and diversion programs.
 - **Water conservation and stormwater management**-commitment is in place to use water efficiently to reduce unnecessary water usage and that stormwater practices respect and enhance the natural environment and consider response to climate change impacts.
 - **Climate resilient communities**- participation in regional/coordinated approaches to climate resiliency and energy efficiency to better measure and manage our carbon footprint and reduce greenhouse gas emissions.
 - **Climate change readiness**-commitment is in place to prepare for climate change impacts in City operations and infrastructure as well as emergency preparedness for incidents emerging from our changing climate and unforeseen incidents
 - **Environmental stewardship and awareness**- programs and supportive tools are in place for educating, engaging, and encouraging citizens and businesses to increase environmental stewardship, climate change awareness and waste reduction
 - **Land planning use and management**-environmental resiliency is key policy area to help sustain healthy ecosystems and healthy citizens



CITY OF
FORT SASKATCHEWAN
FORTSASK.CA

PUBLISHED AUGUST 2022

