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INTRODUCTION

This Community Sustainability Plan reflects the vision of our citizens for our community for the next 30 years. It builds upon the hard work of our founders, and points towards the legacy we wish to leave for our children. Its purpose is to provide overall guidance to community decision-making towards a sustainable future.

The framework of this Sustainability Plan was based on the Alberta Urban Municipalities Association's (AUMA) framework for sustainability planning, and its five dimensions of sustainability:

- 1 Culture
- 2 Economy
- 3 Environment
- 4 Governance
- 5 Society

This Plan is a living document, and as such is continually reviewed and updated to reflect actions taken and possible shifts in community priorities. It describes the vision, principles, priorities and initiatives for our overall city to the year 2040.

The Sustainability Plan was originally developed in 2010 based upon extensive input from the community. During 2013 a review was conducted to identify actions taken to date, and the public was consulted again to determine if any changes were required to the priorities previously identified. During this consultation process, the vision, principles and overall priorities were reaffirmed, and some changes were recommended to the top five actions for each priority area. The document has also been updated to reflect progress to date on priority action areas as of August, 2014.

The diagram on the next page provides an overview of the major elements included in this document, which are described in detail in the pages that follow.

While this is a City adopted plan and it has been used to guide the development of Council's Municipal Development Plan and four year Strategic Plan, attaining our vision will require us to exercise the same degree of cooperation and collaboration that has been demonstrated throughout the history of our community. Success cannot be achieved by the City alone, and requires the combined efforts of many stakeholders in the community to achieve these goals and to consider new goals for the future. This is reflected in the action plans that have been developed and included in this document.



FIGURE 1: FORT SASKATCHEWAN COMMUNITY SUSTAINABILITY PLAN



COMMUNITY VISION

THE FORT: ENGAGED PEOPLE, THRIVING COMMUNITY

In 2040, Fort Saskatchewan is 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 eco-industrial development with a flourishing local economy. We support every aspect of life in Fort Saskatchewan from local businesses 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.



PRINCIPLES

Our sustainability principles are what we value in a sustainable future. The importance of these sustainability principles lies not in choosing one or a few in each situation, but in applying all principles to each community decision. With this in mind, Fort Saskatchewan's sustainability principles are not a list of prioritized principles; they are a set of principles that are intended to be used in combination with one another.

PRINCIPLE A: A WELCOMING COMMUNITY

We commit to being a welcoming community - a place for everyone. We will create a safe community by knowing and respecting one another. Trust and compassion are created through multi-generational and multi-cultural events. We embrace diversity. We will actively reach out to fellow citizens encouraging them to participate in this community. We promote a variety of opportunities for careers and recreation. We ensure social programs, amenities, and services are available to support our community.

PRINCIPLE B: A COMMUNITY WITH SPIRIT

We respect the City's identity and history while embracing an ever-changing future. Fort Saskatchewan has a proud history. We honour and showcase this history while also moving forward with our dynamic vision. Citizens are the City's greatest asset. We are a community with spirit, where citizens actively participate in public life and all people are engaged to shape the future. Fort Saskatchewan is a community that encourages: volunteerism; active participation in arts, culture, and recreation; and a strong social fabric. The City will provide frequent and meaningful opportunities to celebrate our history and empower community members to demonstrate our spirit.

PRINCIPLE C: STEWARDSHIP OF THE ENVIRONMENT

We are committed to an ethic of environmental stewardship. We recognize that a healthy environment is integral to long-term social and economic interests, and all residents share in the environment's protection. We are committed to the preservation and enhancement of natural ecosystems. Protection of the North Saskatchewan River valley is paramount. We promote the environment throughout our community through parks, greenways, and integrating nature with our urban environment.

PRINCIPLE D: USING OUR RESOURCES WISELY

We understand the need to manage our actions in relation to the available natural, social and financial resources. We wisely use resources to maximize benefits and minimize negative impacts. We explore innovative technologies and practices to make the most of our assets. We focus on such practices as multiple uses for facilities; using locally available, renewable energy; and creating new products and services from waste. By viewing our community as an ecosystem, we will enhance our social, ecological and economic interactions.

PRINCIPLE E: A RESPONSIVE ECONOMY

We recognize that a responsive local economy will help sustain the community's high quality of life. Fort Saskatchewan's businesses will be leaders in the region through eco-friendly businesses and eco-industrial development. We are a supportive community and, as such, there is an emphasis on buying locally to sustain our businesses. Services and products are available within The Fort with linkages to regional centres. The City offers an attractive business environment promoting economic diversity and embracing employment opportunities.

PRINCIPLE F: A COMPLETE COMMUNITY

To promote a high quality of life, we will work to ensure that Fort Saskatchewan has a wide range of housing, employment, education, and leisure opportunities. We will develop mixed use neighbourhoods with a diversity of amenities and services so everyone has a place to call home that is close to essential community services. A complete community will enable everyone to meet their daily needs within the City.

PRINCIPLE G: A COMMUNITY DESIGNED FOR PEOPLE

We are committed to long-term planning to enhance the overall quality of life in our community. We will create a compact and enjoyable urban community. Our downtown will be our civic centre with bustling shops and public parks. We will be a community of neighbourhoods designed so we can safely move about the City. In the design of transportation systems, there will be many options for travel including public transportation, walking and cycling while removing barriers. The integration of mobility and nature will continue to be an emphasis through the design of parks, trails, and inclusion of street trees in urban areas. In every aspect of community design, we will encourage innovation in eco-design to improve our quality of life.



COMMUNITY SUSTAINABILITY PRIORITIES

A number of priority areas were identified for action in order to achieve our community vision and principles. These are as follows:

- A** Compassionate Community & Sense of Community

- B** Governance

- C** Natural Environment

- D** Supporting Businesses

- E** Urban Resources

Each of these priority areas were examined in detail, and a number of specific actions identified. Included below is a further description of each priority area as identified during community consultation, including goals for the future, targets that would reflect achievement of these goals, and top 5 priority actions to be taken.

The top five priorities are the areas that require immediate attention. Some of these actions are already ongoing and demonstrate that the City is already moving towards a more sustainable future. The top five recommended actions for each priority area represent a diverse range of projects from initiatives that will take a long time to complete, to ones that do not require direct action, but are recommendations for new approaches. The scale of effort required to achieve the recommended actions varies. When initial priorities have been completed, or additional resources are available, the remaining action items should be pursued in order of priority.

Included in Appendix A is a complete list of actions in order of priority as determined during consultations with the community, along with an update on actions taken to date. Appendix B lists each activity by specific priority area and includes additional implementation information for each as identified during the initial development of this Plan. It should be noted that the owner identified for each action is based upon the organization structure in place at the time of development, and has not been updated to reflect subsequent structural reorganizations within the City.



COMMUNITY SUSTAINABILITY PRIORITIES

A



COMPASSIONATE COMMUNITY & SENSE OF COMMUNITY

A compassionate community with a sense of identity offers a strong social fabric. When we are able to fulfill many of our social and cultural human needs such as participation in community, identity and affection, we are contributing to sustainability.

COMPASSIONATE COMMUNITY AND SENSE OF COMMUNITY INCLUDES:

(In order of highest priority to the community)

- 1 Housing and Affordability
- 2 Education
- 3 Health Care
- 4 Social Services
- 5 Protective Services
- 6 Small Town Feel and City Image
- 7 Recreation and Leisure
- 8 Heritage
- 9 Arts and Culture
- 10 Intergenerational Community
- 11 Safety

GOALS FOR THE FUTURE

Successful implementation of the vision and sustainability principles will result in:

- A walkable community;
- Good social relationships between community members influenced by connected physical neighbourhood layouts, promotion of walking and cycling as transportation and community-building activities;
- All residents live within a close proximity to essential neighbourhood services including a mix of retail, service, residential, cultural, and recreation;
- A well-resourced and proactive Protective Services Department;
- Increased downtown density supporting the community and businesses;
- A full spectrum of housing options is available to meet the needs of all residents within a regional context;
- A successful barrier reduction policy so every family knows that no matter where they live, no matter how much money they have or how many transportation options they have, they will be safe, healthy and connected to their community;
- A post-secondary institution in the City possibly located downtown with student housing;
- Partnerships with industry, businesses, post-secondary schools, vocational/trade schools to coordinate transitions from schooling to the workforce;
- Community members enjoying an active lifestyle and high quality of life;



COMMUNITY SUSTAINABILITY PRIORITIES

A



COMPASSIONATE COMMUNITY & SENSE OF COMMUNITY (CONT.)

GOALS FOR THE FUTURE (CONT.)

- A sense of community where people make an effort to know their neighbours;
- High youth participation at the community youth centre and through the youth centre programming (e.g., Boys and Girls Club);
- Physical and social connections between the older areas and the newly developed area;
- Public support for community groups and volunteering initiatives in the City;
- Numerous family-oriented and free activities taking place in Legacy Park and downtown;
- The City integrating the arts in its functional planning, neighbourhoods and facilities;
- The City as a prime location for performances, festivals, sporting events and public art;
- A rebuilt Fort site including cultural heritage programming;
- All individuals and families being valued and respected;
- All individuals feel they have something important to contribute to Fort Saskatchewan; and
- Celebration of multiculturalism with respect and appreciation for all cultures through posters, banners and community events.

TARGETS

- Affordable housing: 20% of all housing options
- Crime Incident Rates: 20% reduction
- Satisfaction with recreation opportunities: 85% of the population
- Percentage of the population living within 800 m of essential neighbourhood services (mix of retail, service, residential, cultural, and recreation): 35%

TOP 5 ACTIONS:

- Review and revise the Recreation, Culture and Parks Master Plan in accordance with the goals of the Sustainability Plan and implement it appropriately.
- Develop a Youth Strategy.
- Implement the Social Action Plan.
- Continue to promote and develop local venues such as the Dow Centennial Centre and Shell Theatre.
- Implement and update the Strategic Plan for the stewardship of Fort Saskatchewan's Historic Resources.

COMMUNITY SUSTAINABILITY PRIORITIES

B



GOVERNANCE

An active citizenry is a critical element of a sustainable community. Local governments have a responsibility to lead by example and encourage the public to get involved by providing useful information and tools.

GOVERNANCE INCLUDES

(In order of highest priority to the community)

- 1 City Services
- 2 Public Engagement
- 3 Communication to the Public
- 4 Education on City Initiatives
- 5 City Leadership

GOALS FOR THE FUTURE

Successful implementation of the vision and sustainability principles will result in:

- Leading by example by incorporating green building standards for municipal development, demonstration projects and case studies;
- Public endorsement of additional investment necessary to create a sustainable community;
- City leaders and the community embracing the need to take initiative in sustainable practices;
- Development of the Civic Precinct where the public can have all their municipal services in one place;
- Increased emphasis on communication of municipal initiatives;
- A democratic process in which the public is engaged, informed and actively participates in;
- The City considered to be the "best in class" within the region;
- The City being a leader in intergovernmental affairs; and
- Successful economic development creating a new synergy for the community.

TARGETS

- Reduction in non-renewable energy and water for the entire corporation of the City of Fort Saskatchewan: 35%
- Community Taskforces and Annual Updates: Completion
- Satisfaction with opportunities to provide input to community decision-making: 80% of the population
- Percentage of municipal developments that incorporate green building standards: 75%

TOP 5 ACTIONS:

- Develop a staff attraction/retention strategy by becoming an employer of choice.
- Develop a Long Range Financial Plan.
- Develop a green procurement policy.
- Commit to transparent government decision-making.
- Include sustainability issues in the Citizen Satisfaction Survey.

COMMUNITY SUSTAINABILITY PRIORITIES



NATURAL ENVIRONMENT

The natural environment is the foundation for all other elements of sustainability. People value a healthy environment for many reasons including resources and services, aesthetic beauty, and spiritual connections.

NATURAL ENVIRONMENT INCLUDES:

(In order of highest priority to the community)

- 1 Parks, Greenbelts, Greenways
- 2 Wildlife and Habitat
- 3 River and Creek
- 4 Urban Natural Environments

GOALS FOR THE FUTURE

Successful implementation of the vision and sustainability principles will result in:

- Well situated parks, greenbelts and greenways throughout the City;
- Well maintained and utilized parks, greenbelts and greenways incorporating the natural environment with heritage and recreation;
- An accessible park system offering diverse recreation opportunities;
- Regional river valley trail connections;
- Improved health and viability of Ross Creek;
- The community valuing and respecting habitat and wildlife in balance with the social needs of the community;
- Cautious or limited development in areas where it may impact habitat and wildlife;
- Dedicated wildlife corridors that also provide recreation and mobility opportunities for the community;
- Reduced incidents of litter or vandalism in the parks and natural areas; and
- A clean and healthy river with good habitat, safe public access, and recreational opportunities.

TARGETS

- Satisfaction with the quality of parks: 75% of the population
- Satisfaction with the quality of natural areas: 80% of the population
- Increase in length of bikeways and trails: 35%

TOP 5 ACTIONS:

- Review and revise the Recreation, Culture and Parks Master Plan in accordance with the goals of the Sustainability Plan and implement it appropriately.
- Create an Integrated Water Resources Plan.
- Develop a Natural Areas Policy and incorporate the natural environment, greenways and parks into the overall design of the City.
- Develop public space programming and nurture a culture of enjoying public spaces.
- Implement and build upon the City of Fort Saskatchewan River Valley Recreational Study and the Capital Region River Valley Park Plan to preserve, protect and enhance the river.

COMMUNITY SUSTAINABILITY PRIORITIES

D



SUPPORTING BUSINESSES

A resilient economy is built by supporting our businesses. By creating opportunities and diversity, the economy will adapt to changing circumstances. A successful local economy will provide livelihoods for our community members enabling people to pursue their passions.

SUPPORTING BUSINESSES INCLUDES

(In order of highest priority to the community)

- 1 Redevelopment Sites (Mall and Hospital)
- 2 Downtown Revitalization
- 3 Economic Diversification
- 4 Green Businesses (Eco-Industrial)
- 5 Locally Supportive Community

GOALS FOR THE FUTURE

Successful implementation of the vision and sustainability principles will result in:

- Sustainable infill projects that are transit-oriented, incorporating higher densities of people and housing options and providing mixed uses including retail services to bring urban vitality to the City (similar to Whyte Avenue in Edmonton);
- A vibrant downtown with greater intensity of activities including higher buildings, walkable shopping opportunities, amenities, entertainment, restaurants, and activities;
- Downtown businesses thrive, a wide range of people live downtown and the design is oriented towards pedestrians and transit;
- An intergenerational community that provides post-secondary education linked to the local industry and health services, and works with youth to understand the types of jobs that are attractive for them;
- Employment created in the new development areas;
- Diversified industrial businesses;
- A range of professional space in the downtown including office towers;
- New facilities using the green building rating system and other new "green" technologies;

- Green technology businesses succeeding in the City;
- Development of the Heartland Eco-Industrial Chemical Cluster; and
- Transit integrated with Strathcona and

TARGETS

- Increase in downtown business licenses: 20%
- Increase of people living in the downtown: 15%
- Proportion of professional spaces of the total downtown business space: 20%

TOP 5 ACTIONS:

- Develop an economic development strategy to attract new and support current industries.
- Work with business to ensure transportation efficiencies for staff members and goods travelling in the region.
- Create a plan to allow the City to acquire lands for future business development.
- Develop incentive program to support businesses and economic development.
- Provide City support to existing and new business associations.

COMMUNITY SUSTAINABILITY PRIORITIES

E



URBAN RESOURCES

The infrastructure of our City is the backbone of daily living. Land, mobility, water, energy, and buildings are all essential. How we choose to design these elements can promote a vibrant, diverse, and healthy urban ecosystem.

URBAN RESOURCES INCLUDES:

(In order of highest priority to the community)

- 1 Land Use and Growth

- 2 Transportation

- 3 Water

- 4 Built Environment

- 5 Materials and Waste

- 6 Energy

GOALS FOR THE FUTURE

Successful implementation of the vision and sustainability principles will result in:

- Incorporating high density mixed use development in the downtown integrated with alternative transportation;
- Creating mixed-use neighbourhoods throughout the City offering essential neighbourhood services including a variety of retail, service, medium density residential, cultural, and recreation;

GOALS FOR THE FUTURE (CONT.)

- Increased number of diverse green spaces;
- Diversified industrial base;
- Integrated, diverse transportation modes, including walking and cycling, with connections across the highway and throughout the City;
- Excellent connectivity across the two main highways within the City allowing for pedestrians, cyclists and vehicular traffic to readily and safely navigate the highway corridors;
- A transit system providing fast, reliable and convenient service to Edmonton and throughout the community;
- Increased number of people using alternative transportation;
- Good year round maintenance of pedestrian/cyclist systems;
- Eco-industrial buildings having been developed within both light and medium industry areas;
- Inclusion of green building standards for development including all new multi-family apartments and townhouses;
- Reducing waste;
- All community members participating in the recycling and composting programs;
- The City and community increase compliance with recycling and waste practices to reduce contamination including appropriately separating recyclables; and
- Increased conservation of all

resources (e.g., water, energy, materials, land) and usage of environmentally friendly options.

TARGETS

- Increase in population that lives within 400 m of transit: 20%
- Decrease in per capita water consumption for the entire community: 25%
- Decrease in per capita energy consumption for the entire community: 25%
- Percentage of the population living within 800 m of essential neighbourhood services (mix of retail, service, residential, cultural, and recreation): 35%

TOP 5 ACTIONS:

- Restrict maximum lot size and minimum density to promote higher density.
- Promote buildings that have flexibility of use particularly for municipal corporate buildings to ensure these spaces can be utilized for a variety of purposes over time.
- Promote multi-use and multi-age sites.
- Create a downtown land use designation with specific regulations to ensure the Downtown Area Redevelopment Plan can be implemented.
- Conduct a regional public transportation study and develop a plan.

APPENDIX A

ACTION ITEMS AND STATUS UPDATE

The following table summarizes all priorities for the entire Sustainability Plan and their progress to date as of August 2014. The actions listed here were prioritized using the same criteria and the resulting summary indicates how they rank against each other.

The number identifies which overall priority the action relates to, as follows:

- CC** Compassionate Community and Sense of Community

- G** Governance

- NE** Natural Environment

- SB** Supporting Business

- UR** Urban Resources

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
1	CC1	Review and revise the Recreation, Culture and Parks Master Plan in accordance with the goals of the Sustainability Plan and implement it appropriately.	ONGOING - Will be reviewed in 2014 (including public and stakeholder consultation). The 10 year Historic Precinct Site Master Plan will act as the primary guide for implementation of Culture Services. This plan has been completed in 2014 and is currently being implemented.
2	UR1	Rezone city to allow mixed use development, higher densities and a higher percentage of land (approximately 10-15% more) being dedicated to green spaces.	ONGOING - Mixed Use-RMU centre incorporated into the Southfort ASP through the 2013 Update. Hospital Site Redevelopment Brief supports the incorporation of commercial uses. Higher Densities - SF&WP-ASP Low Density Residential designation expanded to include townhouses with a density of 35du/ndha. Density target monitoring allows us to identify areas doing well and areas that need to be balanced. Green Space - The MGA only allows us to require 10% MR.
3	UR2	Promote buildings that have flexibility of use particularly for municipal corporate buildings to ensure these spaces can be utilized for a variety of purposes over time.	ONGOING - The design and construction of City Hall includes spaces for the community as well as unplanned spaces for future development. The New RCMP building incorporates meeting spaces that could be shared with the community. The renovated Sportsplex has a room that is available for tournament organization or as meeting space for minor sports organizations. Where possible all buildings whether new or renovated are being designed with flex space in mind for a variety of uses.
4	UR3	Develop an infrastructure long range capital plan.	COMPLETED - A ten year plan is in place and continually being updated as new tools are developed
5	UR4	Develop the City around neighbourhood nodes so people can walk to their nearest node for daily needs and amenities.	ONGOING - Nodes are continually identified in new neighborhoods. Neighbourhood Service Node introduced into the WP-ASP. One Neighbourhood Service Node retained, and one replaced with the RMU in the SF-ASP.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
6	UR5	Implement the Downtown Area Redevelopment Plan and Design Guidelines.	ONGOING - 75%+ of the implementation plan has been completed or is underway. The actions items still to do are of a longer term nature or need further review to determine feasibility or priority.
7	CC2	Implement the Protective Services Master Plan	ONGOING - The Protective Services Master Plan outlines specific efforts to ensure resourcing continues to meet the needs of the Community. The following initiatives occurred in 2012/13: <ul style="list-style-type: none"> - Policing Plan for 3-5 years of resourcing presented in 2014; - Move to a four watch shift schedule for RCMP to place resourcing at peak periods for calls for service; - First year of Municipal Enforcement utilization of Community Standards Bylaw for unsightly premises, fighting. This legislation is well used and effective.
8	UR6	Emphasize the pedestrian experience in all urban design ensuring people have places to socialize and connect.	ONGOING - Pedestrian Connectivity Plans required with some subdivision applications, and evaluated through Design Forums.
9	UR7	Create a downtown land use designation with specific regulations to ensure the Downtown Area Redevelopment Plan can be implemented.	OUTSTANDING - Updates to the Downtown Land Use Bylaw are currently underway. Project expected to be completed in the Fall of 2014.
10	UR8	Implement an education program on smart planning and densification.	ONGOING - Educational materials shared through social media account, reaching 700+ followers. Progress towards achieving CRB density targets monitored and shared through ASP review and Prezi presentation.
11	UR9	Develop a transportation plan directly linked to the Municipal Development Plan that ensures connectivity throughout the City by various modes of transportation.	COMPLETED - A transit study has been completed and a number of options presented to Council for consideration.
12	G1	Ensure projects have an implementation strategy including building commitment from the stakeholders	ONGOING - The City is endeavoring to ensure there is engagement and buy in from stakeholders through the creation and implementation of the Public Engagement Framework.
13	UR10	Design infrastructure projects based on lifecycle assessments.	COMPLETED - This analysis is conducted for all infrastructure projects.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
14	G2	Annually update the Sustainability Plan based on the work of each priority area taskforce/committee	ONGOING - Annual review and update to be undertaken by the Corporate Strategy department.
15	UR11	Be a community leader in green building by designing all new City buildings following a green building rating system (e.g., LEED®).	ONGOING - New / renovated buildings are being developed to best practices, incorporating green standards where possible
16	UR12	Promote multi -use and multi-age sites.	ONGOING - Plans are being brought forward as opportunities arise. The Historic Precinct Site Master Plan supports the concept of multi-age and multi-use.
17	UR13	Conduct a needs assessment and explore transit opportunities available including Light Rail Transit (LRT) service between the Fort and Edmonton, bus service, dial-a- bus system, carpooling and grocery delivery system.	ONGOING - We completed a transit study in 2013 for our community. The study reviewed and recommended several options and we are currently implementing a pilot transit program.
18	UR14	Promote all new building development to follow a green building rating system (e.g., LEED®) or develop a municipal green building code to be adhered to by developers.	ONGOING - We continue to incorporate elements of green development and modify standards as we can.
19	G3	Integrate sustainability into corporate operations.	ONGOING - A new position has been created to lead strategic planning for the organization. SHEAR Committee has a strong presence. More energy efficiency being worked into new facility construction.
20	G4	Develop a Long Range Financial Plan	ONGOING - Financial sustainability model implementation is being developed.
21	UR15	Develop a prioritized resource allocation system to ensure pedestrian, cyclist, and transit initiatives are encouraged and automobile use is the lowest priority.	ONGOING - This is included in all new land development projects. We will also be implementing transit system improvement in 2013/2014.
22	UR16	Create City Design Guidelines.	CLOSED - Guidelines included in the Municipal Development Plan and Downtown Area Redevelopment Plan.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
23	UR17	Promote infill sites for development prior to greenfield sites.	ONGOING - Infill development supported by Administration through redistricting applications. Mall redevelopment precinct currently underway in coordination with the developer. Opportunity for Old Hospital Site Redevelopment still available.
24	NE1	Review and revise the Recreation, Culture and Parks Master Plan in accordance with the goals of the Sustainability Plan and implement it appropriately.	ONGOING - Will be reviewed in 2014 (including public and stakeholder consultation). The 10 year Historic Precinct Site Master Plan will act as the primary guide for implementation of Culture Services. This plan has been completed in 2014 and is currently being implemented.
25	UR18	Conduct a regional public transportation study and develop a plan.	COMPLETED - A transit study has been completed and a number of options presented to Council for consideration. We are also a member of the CRB Regional Transit Committee working towards a regional system.
26	UR19	Restrict maximum lot size and minimum density to promote higher density.	CLOSED - Policy conflicts with feedback received from community and Council. P&D supports density through a variety of housing products, including larger lot products. Want to ensure there is housing for all residents, including those looking to move up. Townhouses and apartments are essential for balancing those numbers.
27	UR20	Update the Development Guidelines and Standards to ensure they are consistent with the objectives of this Sustainability Plan.	ONGOING - Priorities under the Community Sustainability Plan are factored into recommendations provided to Council by the Planning Department.
28	NE2	Incorporate the natural environment, greenways and parks in the overall design of the City.	ONGOING - 10% MR required with subdivision applications. West Rivers Edge Recreation area intended to be preserved as an open space. Trails in new subdivision connected to existing trail system. Storm Water Management ponds in new areas provide natural drainage and filtration system.
29	UR21	Planning and development of the existing hospital lands.	COMPLETED - Redevelopment Brief and DC zoning approved by Council for Hospital lands.
30	NE3	Develop public space programming and nurture a culture of enjoying public spaces.	ONGOING - To be considered during review and update of the Recreation, Culture and Parks Master Plan. The Historic Precinct Site Master proposes the development of new public spaces, and is currently being implemented.
31	SB1	Develop an economic development strategy to attract new and support current industries.	COMPLETED - Economic Development Strategy developed and approved in 2010; development and implementation of a new Economic Development Master Plan has been included as a strategy in the City's 2014-2017 Strategic Plan.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
32	UR22	Provide training to staff, particularly municipal inspectors and permitting authorities, on green technologies.	ONGOING - Alternative heating considered for development of the Hospital Site. AE prepared an alternate heating evaluation for potential sites. No substantial training conducted to date.
33	UR23	Develop a waste education program for citizens	OUTSTANDING - We are currently working with our Contractor to improve our diversion rates. In conjunction with our work to increase our diversion rate we are developing an education program.
34	G5	Create a community taskforce or request existing Council Committees lead the priority area action items. These committees will further define recommended actions and build community capacity.	OUTSTANDING - No activity undertaken to date.
35	UR24	Maintain existing pathways and continue development of pathways connecting newer communities to the existing network.	ONGOING - Development is required to develop pedestrian plans and trails are part of this requirement
36	G6	Complete lifecycle cost analyses of all corporate facilities	OUTSTANDING - All facilities cost will be capture through the Worktec system. This will allow us to better capture our operating and maintenance costs and plan future needs and improvements. The Worktec timesheet, cost, accounts payable and asset inventory information modules to be completed during 2014. The Worktec work order system will be fully implemented by 2015.
37	UR25	Intensification of industrial lands.	ONGOING - Strategy to be included in new Economic Development Master Plan.
38	UR26	Build upon the current waste and recycling programs.	ONGOING - We are currently working with our contractor to improve our diversion rates. In conjunction with our work to increase our diversion rate we are developing an education program. The City is currently piloting a program for curb-side collection of organics.
39	UR27	Capitalize on heat recovery from industrial use within the community.	OUTSTANDING - Nothing has been done to date. Very difficult to implement as expensive infrastructure is required. We will review this in more detail in 2014/2015
40	CC3	Ensure the City offers programs that promote a healthy lifestyle	ONGOING - Currently a number of programs promoting a healthy lifestyle are being offered through the Fort Saskatchewan Leisure Guide.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
41	UR28	Develop an urban forest strategy to build an urban forest and consider private partnerships to assist with funding.	ONGOING - The West River's Edge Development has kick started this project and will continue as sponsorship opportunities are presented.
42	NE4	Develop a Natural Areas Policy and incorporate the natural environment, greenways and parks into the overall design of the City.	OUTSTANDING - No activity undertaken to date.
43	UR29	Set energy reduction targets corporately and offer incentives to the departments from the savings incurred.	OUTSTANDING - No activity undertaken to date.
44	CC4	Develop a long-term alternative housing strategy that includes affordable and seniors housing	COMPLETED - Affordable Housing Strategy developed and adopted in April 2010.
45	CC5	Adapt land use policies to allow for a greater range of housing options including mixed use and high density developments	ONGOING - RMU Centre included in SF-ASP. Definition of Low Density Residential expanded in ASPs to include a greater range of housing options. Importance of housing diversity stressed to developers.
46	UR30	Promote use of environmentally friendly energy sources.	OUTSTANDING - No activity undertaken to date.
47	UR31	Reduce requirements for parking spaces in exchange for public amenities.	OUTSTANDING - Taken into consideration with development permit reviews. No official policy developed to date.
48	NE5	Implement and build upon the City of Fort Saskatchewan River Valley Recreational Study and the Capital Region River Valley Park Plan to preserve, protect and enhance the river.	ONGOING - Environmental Protection District introduced into the Land Use Bylaw, and protects the Fort Saskatchewan Prairie. Continued involvement with the River Valley Alliance. The Historic Precinct Site Master Plan connects with the River Valley Recreational Study by proposing historic interpretative nodes in Fort Centre Park.
49	G7	Implement a sustainability education program for City staff and the public.	COMPLETED - The SHEAR committee has undertaken some education for City staff. The Planning department sends out information on sustainability through our social media feed.
50	UR32	Create a Community Energy Plan.	OUTSTANDING - No activity undertaken to date.
51	UR33	Inventory potential municipal lands and vacant sites to determine opportunities for future development.	COMPLETED - Sept 2011 properties identified for possible affordable housing projects and 101 St site chosen for Habitat build. Highway21 lands identified and potential purchaser working with city.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
52	UR34	Monitor and document cost savings from conservation efforts to report to ratepayers and the public.	ONGOING - Continually monitor utility consumption for facilities. Incorporate annual projects to better improve consumption (ie: Dow Centennial Centre Solar Project for Mechanical Rooms - just completed. In the near future a link to the energy savings webpage for this facility will be placed on the City website).
53	NE6	Create a community education strategy to provide information and build awareness regarding environmental issues and successes as well as opportunities to enjoy the environment safely.	ONGOING - Educational materials, including environmental facts, shared through social media account, reaching 700+ followers.
54	G8	Create a corporate Environmental Management System.	OUTSTANDING - No activity undertaken to date.
55	NE7	Reduce non-renewable resource consumption.	ONGOING - We are reducing non-renewable resources by using road milling, crushed asphalt and concrete as road base. We are always looking for ways to reduce energy costs in our facilities and equipment. A recent example is the solar panels on the DCC is reducing our energy consumption.
56	NE8	Develop City policy and implementation guidelines for Low Impact Development (LID) including integration of storm water management with wetlands.	COMPLETED - The use of wetlands in our storm water management has been a part of our development process for over a decade. Examples of this are seen in the West River's Edge Wetland and the wetland recently installed to support storm water runoff from the Southfort and Southpointe development areas. Wet and dry ponds are also used to manage storm water in all new development areas and are part of park features.
57	G9	Develop a staff attraction/retention strategy by becoming an employer of choice.	ONGOING - A number of initiatives have been undertaken and a strategy included in the 2014-2017 Strategic Plan to establish projects and programs that promote positive corporate culture.
58	CC6	Offer opportunities for youth to continue living in the Fort.	OUTSTANDING - No action required until population growth rate drops below a certain threshold.
59	CC7	Improve noise, animal and safety-related bylaws and crime enforcement.	ONGOING - Traffic noise continues to be enforced with existing provincial legislation. Community Standards Bylaw provided new legislation for neighbourhood noise. Revisions have been made to the fine schedule under the Animal Control Bylaw. Crime reduction efforts continue through community partnerships. Citizens on Patrol reactivated in 2014.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
60	NE9	Conduct scientific baseline environmental report to understand potential pollution and changing levels of resources for water, air, habitat, and wildlife.	OUTSTANDING - No activity undertaken to date, although NR CAER is undertaking some of this work relative to air quality.
61	SB2	Proactive downtown revitalization including incentives, high density development, multiple uses and connectivity.	OUTSTANDING - Land Use Bylaw Update currently underway, which will incorporate the Downtown Area Redevelopment Plan.
62	UR35	Develop City policy for development application incentives for development proposals that meet the objectives of this Sustainability Plan.	COMPLETED - CSP incorporated into SF&WP-ASP 2013 Update. RC district in the Land Use Bylaw provides an incentive by allowing the 1.2m side yard setback in exchange for good neighbourhood design to be outlined in a Neighbourhood Design Concept.
63	CC8	Ensure community events and programs have an intergenerational and multi-cultural emphasis.	ONGOING - Intergenerational and multi-cultural components are integrated into Culture events and programming. Creation of a Multi-Cultural Association in 2012, and ongoing support provided to the group.
64	NE10	Design public spaces in keeping with the natural environment while still creating safe spaces. Expand existing Citizens on Patrol and	ONGOING - New facilities are developed with expanded green and public spaces
65	CC9	Implement the Social Action Plan	ONGOING - Community Safety strategy has been developed, and ad hoc groups are working to implement actions to achieve the goals.
66	CC10	Develop a health care employee marketing program to attract and retain health care workers.	ONGOING - Healthcare professional attraction falls under the broader commercial/professional services attraction efforts of the Economic Development department.
67	UR36	Promote alternate building form and materials that have low environmental impact for building and construction (e.g., straw bale, rammed earth, and sod buildings).	OUTSTANDING - No activity undertaken to date.
68	CC11	Develop ways to connect the old city with the newly developed areas through design and activities.	ONGOING - The implementation of the Historic Precinct Site Master Plan addresses this connection in the downtown.
69	SB3	Develop a strategy for redevelopment of the mall site to ensure best possible future use.	COMPLETED - Mall owner is currently developing the site. Planning & Development is monitoring to ensure development adheres to DARP guidelines when applicable.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
70	G10	Adopt resolutions to support green energy, water, air, and building strategies	OUTSTANDING - No activity undertaken to date.
71	CC12	Implement and update the Strategic Plan for the stewardship of Fort Saskatchewan's Historic Resources	COMPLETED - Implementation of the Historic Precinct Site Master Plan has been included in the 2014-2017 Strategic Plan. Development of the NWMP Fort and associated programs, and planning for the new interpretative centre with design scheduled in 2014 and construction in 2015.
72	NE11	Develop a City policy for the Urban Natural Environment.	OUTSTANDING - No activity undertaken to date.
73	CC13	Develop partnerships with the City, the Province, academic institutions and industry to create post-secondary opportunities within the Fort.	ONGOING - Economic Development is working with Council to attract post-secondary opportunities to the city. Target institutions have been identified and initial meetings held.
74	CC14	Encourage educational facilities and programming to be environmentally aware.	ONGOING - Educational materials, including environmental facts, shared through social media account, reaching 700+ followers. SHEAR promotes corporate sustainability to help encourage sustainable thinking among Administration.
75	CC15	Create a marketing and promotional campaign to encourage the public to join community groups and volunteering initiatives.	OUTSTANDING - No activity undertaken to date.
76	CC16	Promote existing, high quality education programs.	ONGOING - Work with Careers Under Construction and Community Adult Learning.
77	CC17	In partnership with local community organizations, promote the creation of a local food policy.	OUTSTANDING - No activity undertaken to date.
78	CC18	Develop a Heritage Resource Program	COMPLETED - The Heritage Resource Program includes the development of an inventory of historic sites and guidelines for municipal historic resources designation. There is an inventory of historic resources and Place of Interests that has been recently updated. These documents will received ongoing yearly updates. The Municipal Historic Resources Designation Program Guidelines have been developed and reviewed with the Ministry of Culture. This document will be used to designate and protect future municipal historic sites, the first one being the Warden's House.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
79	SB4	Develop a business location strategy to reinforce the downtown centre and to support specific business nodes within the other neighbourhoods.	ONGOING - A new retail analysis is being conducted in 2014 which will be included in attraction efforts under the new Economic Development Master Plan.
80	CC19	Offer affordable and easily accessible preschool programs to everyone.	ONGOING - In 2013 a few recreation programs were offered and the Early Years coalition is working to improve early childhood development awareness and opportunities.
81	SB5	Explore opportunities for a post-secondary educational institution within the Fort.	ONGOING - Economic Development is working with Council to attract post-secondary opportunities to the city. Target institutions have been identified and initial meetings held.
82	UR37	Ensure the public is complying with waste programs and regulations by implementing fines and enforcement penalties.	OUTSTANDING - We are currently reviewing our solid waste program to support greater diversion rates. We will be using advertising and social media to educate the community. Municipal Enforcement will assist with enforcement.
83	CC20	Provide more active recreation programming for youth.	COMPLETED - Youth Centre complete in 2013. Youth drop in opportunities are being programmed as well.
84	CC21	Review of Senior Housing.	ONGOING - Affordable Housing Strategy developed and adopted in April 2010. Heartland Housing Foundation came into existence in 2013 and is now responsible for seniors housing and they are working on a needs assessment to determine future needs.



ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
85	CC22	In partnership with the Province, support the development of a healthy food strategy for services and programming.	OUTSTANDING - No activity undertaken to date.
86	UR38	Encourage fuel efficient vehicles (e.g. priority parking for hybrid/ smart cars).	OUTSTANDING - No activity undertaken to date.
87	CC23	Continue to highlight diversity within the community and showcase local artists through promotion and special events. Support local artists and volunteers who organize cultural events.	ONGOING - Programs showcase local talent through the Shell Theatre Fort Series as well as the programming of the People of the North Saskatchewan Festival, Legacy Park Family Festival and Canada Day. Creation in 2009-10 of Rare Form Theatre, a group of young adults who graduated from local schools and present one play per year at the Shell Theatre under partnership with the City. Shell Theatre supports Fort's Got Talent show through a presenting partnership with local Sheeptown Players. Culture Services supports the Multi-cultural association's events. Culture Services supports the Rotary stage showcasing local talents at Legacy Park during the Farmers' Market.
88	CC24	Enhance the public art initiative where public spaces and buildings can be used for displays and exhibits.	ONGOING - Use of the ALF Art Gallery at the DCC to display local public arts. Maintain current Mayor's program for public art. A public art program is now implemented at City Hall. Culture Services collaborates with Project Management to integrate public art into new facilities (e.g. new RCMP building). Culture Services now leads the downtown public art program, which saw the completion of two bronze statue projects (Williams Jarvis statue in Legacy park and the Babysitter in the Lions Park).
89	CC25	Create a sense of community where people make an effort to know their neighbours.	ONGOING - Neighbourhood block parties, interest and hosting of block parties continues to grow.
90	NE12	Create an Integrated Water Resources Plan.	CLOSED - This is not required because EPCOR supplies us with treated water; they are responsible for having a plan that will meet this need.
91	NE13	Calculate the City's ecological footprint.	OUTSTANDING - No activity undertaken to date.
92	CC26	Continue to promote local venues such as the Dow Centennial Centre and Shell Theatre.	ONGOING - Shell Theatre is promoted through season series marketing campaign including radio advertising, print advertising, season brochure, posters and social media. New facility rental guidelines at Shell Theatre promotes revenue generation and local use of the facility.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
93	SB6	Create an anti -vandalism tool kit for businesses	COMPLETED - This anti-vandalism tool kit was created and we used it at several special events, trade fair and in one on one meetings with businesses. We have not had a significant problem with vandalism over the past two years and have not used them a lot during this period. However, it seems that the trend has turned and we will bring them back into our current tools. These will be shared with the Citizens on Patrol for use in their contacts when they are up and running.
94	G11	Commit to transparent government decision-making	COMPLETED - Quarterly report system created to help provide information to Council and the public regarding community and organization issues.
95	UR39	Enhance community signage for public washrooms and ensure more garbage cans are available.	OUTSTANDING - We have added several more garbage cans around the community and will be installing more with benches along the trail system. A public washroom signage program for our trail system will be completed by the end of 2014.
96	G12	Include sustainability issues in the Citizen Satisfaction Survey	OUTSTANDING - No activity undertaken to date.
97	SB7	Create a plan to allow the City to acquire lands for future business development.	OUTSTANDING - This has been included as a strategy in the 2014-2017 Strategic Plan. Planning and Development is the lead on the Growth Study which will address the issue of acquiring land for development.
98	NE14	Explore opportunities for pollution reduction programs.	OUTSTANDING - No activity undertaken to date.
99	CC27	Develop programs to assist young people integrate into careers within the community.	COMPLETED - Career fair, Youth and Family coordinator social media marketing, Youth Action Club, Hot Dog Cart.
100	CC28	Ensure Legacy Park and downtown areas are used for community events with an emphasis on family-oriented, free programming.	ONGOING - Major community events includes: Legacy Park Family Festival, Canada Day, Farmers' Market, Movie under the Stars, Sheep leaving, People of the North Saskatchewan, Downtown Fall Festival and downtown garage sales. A multitude of fundraising events are also hosted in the downtown. The City Hall Square now offers new opportunities for hosting events.
101	G13	Develop a green procurement policy	OUTSTANDING - No activity undertaken to date.
102	CC29	Develop outdoor recreational facilities heated in winter by renewable sources such as geothermal heat.	ONGOING - This has been difficult to achieve as geothermal does not work in sandy soil conditions. However we investigate the viability of this option with every project.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
103	SB8	Work to attract new businesses into the downtown shopping area.	ONGOING - To be included in new Economic Development Master Plan. The 2014 retail analysis will focus on retail opportunities at different commercial zones within the city.
104	G14	Consider opportunities for sustainable investment	OUTSTANDING - No activity undertaken to date.
105	SB9	Implement an Eco-industrial Master Plan.	OUTSTANDING - Strategy to be included in new Economic Development Master Plan.
106	CC30	Ensure land use plans identify best possible locations for post-secondary institutions.	OUTSTANDING - No activity undertaken to date.
107	CC31	Develop a youth strategy.	COMPLETED - Community Safety strategy has been developed, and a youth conference is planned for 2014.
108	CC32	Develop a homelessness reduction strategy.	OUTSTANDING - Working with Provincial partners to develop a strategy to end poverty and homelessness
109	G15	Design and construct a new Civic Precinct.	ONGOING - This is currently underway. City hall is now complete and planning for future phases will be worked into the 10 year capital budget plan. Plans have been adopted under the 10 year Historic Precinct Site Master Plan.
110	CC33	Promote Block Parent participation.	OUTSTANDING - No activity undertaken to date.
111	CC34	Explore the development of a Welcoming Community Tool kit.	ONGOING - Tied into a bigger marketing and communications program; website redevelopment completed in 2014.
112	UR40	Include special transportation in the community transit plan and continue funding this service.	ONGOING - We completed a transit study in 2013 for our community. The study reviewed and recommended several options and we are currently implementing a pilot transit program.
113	SB10	Develop incentive program to support businesses and economic development.	ONGOING - Started with downtown business and the Storefront Improvement Program and the Curbside Enhancement Program; in 2013 rolled out to entire business community. Other incentives to be considered during development of Economic Development Master Plan.
114	G16	Engage in participatory decision-making and develop guidelines.	COMPLETED - Public engagement framework created. Workshops, open houses and surveys are becoming common practice for all major projects.
115	SB11	Engage the Smart Planning and Environment Taskforces to promote green business development.	OUTSTANDING - No activity undertaken to date.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
116	CC35	Promote the volunteer centre.	OUTSTANDING - Developing Social Media strategy
117	UR41	Develop an implementation strategy with emphasis on exploring case studies, incentive and regulation options.	OUTSTANDING - No activity undertaken to date.
118	NE15	Promote awareness of Federal legislation that protects river water quality and quantity as well as river habitat.	ONGOING - Continued involvement with the River Valley Alliance.
119	CC36	Expansion of current art programs to include school programs such as drama, theatre and pottery.	<p>ONGOING - In 2012 the City integrated the Edmonton's History Centre program (aimed for schools - Grade 5 and 6) to the Museum program. An additional 3,000 students from the Capital Region now attend the History Centre at the Fort Saskatchewan Museum and Historic Sites. Shell Theatre continues to offer a Family Series encouraging school participation as well as outreach opportunities for artists in schools. Shell Theatre staff work closely with local schools and dance schools to ensure high quality productions on stage. Shell Theatre offered a one week youth summer theatre program in 2014.</p> <p>Working with Recreation Services, Museum staff partners with summer programs to support and host summer camps at Fort Heritage Precinct.</p>
120	NE16	Ensure that the natural environment is highlighted within the cultural landscape.	ONGOING - Some Visual Art exhibits at the DCC incorporate local and regional natural and cultural landscape. NWMP Fort representation includes old and original construction methods (i.e., Logs - Red River Frame). The Historic Precinct Site Master Plan incorporates indigenous trees and shrubs in the landscape plan to unify the site. The upcoming Heritage Centre exhibit will feature Fort Saskatchewan, a City connected by land and water.
121	NE17	In partnership with the Province and broad community, promote awareness for long-term habitat and wildlife management.	OUTSTANDING - No activity undertaken to date.
122	SB12	Develop an accessibility plan that allows for convenient, safe access to businesses.	OUTSTANDING - No activity undertaken to date.
123	UR42	Develop a partnership with industry to create a large truck parking location.	OUTSTANDING - Working with industrial developers to promote this opportunity.
124	CC37	Create an arts foundation.	OUTSTANDING - No activity undertaken to date.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
125	CC38	Develop an education facility for arts and culture.	ONGOING - The new Heritage Centre and the Fort Heritage Precinct will provide opportunities to educate the public and students on Fort Saskatchewan's rich history, and its new proposed staffing structure will provide additional art, culture and heritage programs.
126	CC39	Expand the Newcomers Club and Neighbour Day to help support new members of the community.	COMPLETED - Multicultural Association has achieved society status and is developing resources for new Canadians.
127	SB13	Develop medium and light industrial development nodes.	ONGOING - Strategy to be included in new Economic Development Master Plan.
128	SB14	Work with business to ensure transportation efficiencies for staff members and goods travelling in the region.	ONGOING - We are continuing to support development of a long-term solution to issues regarding transportation corridors in and around the city, including the Hwy 15 bridge, Hwy 15/37 intersection and Hwy 37/825 intersection.
129	CC40	Continue implementing the 1875 NWMP Fort Representation Project and build on the Plan to expand the museum, include programs for the interpretive centre and museum, education programs, and funding opportunities.	ONGOING - Completed construction of the walls, bastions and four buildings in the 1875-1885 NWMP Fort, and opening of the Men's Quarters and Officers' Quarters. A new Heritage Centre will be built in 2015-2016. The proposed staffing structure will create new programs in the Fort Heritage Precinct. A fundraising campaign for the new Heritage Centre is scheduled for the last quarter of 2014 and should last 12-18 months. New exhibit spaces in the Stables will be completed in 2014. History Centre program now located on museum and historic site grounds.
130	CC41	Continue advertising and promoting the Fort as a tourist destination and promote the significance of its history.	ONGOING - Done through the annual Guide to Fort Saskatchewan; City's web site; advertising in other tourism publications; promotion through articles profiling Fort Saskatchewan. The new Heritage Centre will be completed in 2016. The Fort Heritage Precinct will become a major tourism destination in the downtown.
131	NE18	Exploration into possible Ross Creek restoration.	OUTSTANDING - No activity undertaken to date.
132	CC42	River Valley Campground	OUTSTANDING - No activity undertaken to date.
133	SB15	Identify potential global partnerships and sister cities, and initiate relationships	ONGOING - Economic Development are members in the International Economic Development Council and are participating in business missions to cities in Europe and Asia with similar industries.

ACTION ITEMS AND STATUS UPDATE (CONT.)

2009 PRIORITY	IDENTIFIER	ACTION	PROGRESS TO DATE
134	G17	Support staff members in using alternative transportation by ensuring municipal facilities have appropriate facilities such as secure bike parking, and showers	COMPLETED - Showers and bike racks available at New City Hall. Bike racks available at all facilities.
135	SB16	Provide City support to existing and new business associations.	ONGOING - Partnerships have been developed with multiple agencies to promote various programs - Chamber-Shop Fort First; Chamber & Province - EARN; Downtown Business Council - Fall Festival
136	SB17	Promote telecommuting policies	OUTSTANDING - No activity undertaken to date.
137	CC43	Expansion of the art gallery space at the DCC.	CLOSED - The art gallery spaces at the DCC currently meet our needs. Additional spaces are now available at City Hall and may become available through the new Heritage Centre.
138	SB18	Conduct a baseline needs assessment for business in the Fort.	COMPLETED - Online survey done in winter 2011 to determine needs of small business; outcome showed home based and women run businesses were looking for support; evolved into Women in Business committee and events.



APPENDIX B

ACTION ITEMS BY PRIORITY AREA

LEGEND

Included on the following pages are details regarding the action items identified by each priority area during original development of this Sustainability Plan. The owner identified for each action is based upon the organization structure in place at the time of development, and has not been updated to reflect subsequent structural reorganizations within the City.

CRITERIA	INDICATOR	NOTES
Status	Ongoing	Current project or Council priority
	New	New initiative
	Minor	Initiative would require minor effort and can likely be implemented along with other daily operations
Timeframe	Long	2 – 5 years
	Medium	1 – <2 years
	Short	0 – <1 year
Budget	H	High >\$250,000
	M	Medium \$100,000 - \$250,000
	L	Low \$0 - <\$100,000
Owner	CM	City Manager
	P&SI	Planning and Strategic Initiatives
	C&PS	Community and Protective Services
	CS	Corporate Services
	PW&E	Public Works and Engineering
	T	Taskforce
	C	Council
Principles	A	A Welcoming Community
	B	A Community with Spirit
	C	Stewardship of the Environment
	D	Using Our Resources Wisely
	E	A Responsive Economy
	F	A Complete Community
	G	A Community Designed for People

ACTION ITEMS BY PRIORITY AREA

COMPASSIONATE COMMUNITY & SENSE OF COMMUNITY

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
CC1	Review and revise the Recreation, Culture and Parks Master Plan in accordance with the goal s of the Sustainability Plan and implement it appropriately.	This document identifies a community vision for recreation, culture and parks as well as recommended actions to achieve the vision.	Ongoing	L	H	C&PS/	A, B, C, F, G
CC2	Implement the Protective Services Master		Ongoing	M	M	C&PS	A, F
CC3	Ensure the City offers programs that promote a healthy lifestyle	When considering new municipal programs, ensure that consideration on the impact to healthy lifestyles is included. This would apply to all programs such as transportation, recreation, food services, and urban design.	Ongoing	L	L	C&PS	A, G
CC4	Develop a long-term alternative housing strategy including	Intended to develop implementation strategies for residents (e.g., tax incentives, financing options), and developers (e.g., development fee modifications) to promote alternative and affordable housing.	New	M	L	P&SI	A, F
CC5	Adapt land use policies to allow for a greater range of housing options including mixed use, high density developments.	Intended to promote housing diversity to support the needs of all community members.	Ongoing	M	L	P&SI/IT	A, F
CC6	Offer opportunities for youth to continue living in the Fort.		Ongoing	L	L	P&SI/IT	A, F
CC7	Improve noise, animal and safety-related bylaws and crime enforcement.	Intended to ensure all members of the community feel safe.	Ongoing	S	M	C&PS	A
CC8	Ensure community events and programs have an intergenerational and multi-cultural emphasis.	For example, plan intergenerational community festivals (e.g., cultural food festival), promote block parties, and encourage linkages between youth and senior in programs and education.	New	L	L	C&PS	A, B
CC9	Implement the Social Action Plan.	Encompassing social issues and providing an overarching framework for specific strategies (i.e., homelessness reduction).	Ongoing	S	L	C&PS	A

ACTION ITEMS BY PRIORITY AREA

COMPASSIONATE COMMUNITY & SENSE OF COMMUNITY (CONT.)

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
CC10	Develop a health care employee marketing program to attract and retain health care workers.	Intended to invite potential candidates to the City from a variety of locations including internationally, and offer incentives for long-term commitments to working in the City.	New	M	L	C&PS/ P&SI	E, F
CC11	Develop ways to connect the old city with the newly developed areas through design and activities.		Ongoing	M	L	C&PS/ P&SI	G
CC12	Implement and update the Strategic Plan for the Stewardship of Fort Saskatchewan's Historic Resources.	To promote and enhance the Fort's heritage throughout the City.	Ongoing	L	M	C&PS	B
CC13	Develop partnerships with the City, the Province, academic institutions and industry to create post-secondary opportunities within the Fort.	Understand needs, opportunities and direct internship linkages with industry.	New	L	L	T	F
CC14	Encourage educational facilities and programming to be environmentally aware.	Intended to promote green buildings for schools such as day lighting in buildings, green spaces in addition to sports fields (e.g., gardens, native plantings), recycling and no-littering programs.	New	L			C, D
CC15	Create a marketing and promotional campaign to encourage the public to join community groups and volunteering initiatives.	Ensure volunteers receive recognition and their efforts are celebrated including potential incentives to encourage and reward people.	New	S	L	C&PS	B
CC16	Promote existing, high quality education programs.	Promote existing high quality education programs and international Baccalaureate courses.	New	L	L	T	F
CC17	In partnership with local community organizations, promote the creation of a local food policy.	Intended to explore food security and accessibility issues; support local food producers and distributors.	New	L	M	C&PS	A, F

ACTION ITEMS BY PRIORITY AREA

COMPASSIONATE COMMUNITY & SENSE OF COMMUNITY (CONT.)

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
CC18	Develop a Heritage Resource Program.		New	M	L	C&PS	B
CC19	Offer affordable and easily accessible preschool programs to everyone.		New	L	L	T	F
CC20	Provide more active recreation programming for youth.	Provide more active recreation programming for youth. Intended to provide emphasis on activities for young teenagers.	Ongoing	M	M	C&PS	A, B
CC21	Review of senior housing.	Review to occur in 2009 and assess self-sufficiency.	Ongoing	S	L	C&PS	A
CC22	In partnership with the Province, support the development of a healthy food strategy for services and programming.		New	L	L	C&PS	A
CC23	Continue to highlight diversity within the community and showcase local artists through promotion and special events. Support local artists and volunteers who organize cultural events.		Ongoing	L	L	C&PS	A, B
CC24	Enhance the public art initiative where public spaces and buildings can be used for displays and exhibits.		Ongoing	L	L	C&PS	B, G
CC25	Create a sense of community where people make an effort to know their neighbours.		Ongoing	L	L	C&PS / T	A, B
CC26	Continue to promote local venues such as the Dow Centennial Centre and Shell Theatre.		Ongoing	S	L	C&PS	F
CC27	Develop programs to assist young people integrate into careers within the community.	For example, create mentorship programs connecting youth and adults.	New	L	L	T	A, E

ACTION ITEMS BY PRIORITY AREA

COMPASSIONATE COMMUNITY & SENSE OF COMMUNITY (CONT.)

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
CC28	Ensure Legacy Park and downtown areas are used for community events with an emphasis on family-oriented, free programming.		Ongoing	L	L	C&PS	A
CC29	Develop outdoor recreational facilities heated in winter by renewable sources such as geothermal heat.		New	L	H	C&PS/ PW&E	D, F
CC30	Ensure land use plans identify best possible locations for post-secondary institutions.		New	M	L	P&SI	F
CC31	Develop a youth strategy.	To ensure youth are provided with spaces and activities for entertainment in a safe environment including spaces to hang out, possible graffiti walls to allow expression; youth public art.	New	M	L	C&PS	A
CC32	Develop a homelessness reduction program.	Aim to eliminate sources of poverty issues and provide interim measures such as supporting a homeless shelter, soup kitchens and food banks.	New	M	L	C&PS	A
CC33	Promote Block Parent participation.		Ongoing	M	L	C&PS /T	A
CC34	Explore the development of a Welcoming Community Toolkit.		New	S	L	C&PS	A
CC35	Promote the volunteer centre.	Intended to provide community support services/non-profit/volunteer organizations with meeting and program space.	Ongoing	S	L	C&PS	A
CC36	Expansion of current art programs to include school programs such as drama, theatre and pottery.	Intended to offer drama and theatre programs, and an expanded pottery gallery.	Minor	L	L	C&PS	B
CC37	Create an arts foundation.		New	L	L	T/ C&PS	B

ACTION ITEMS BY PRIORITY AREA

COMPASSIONATE COMMUNITY & SENSE OF COMMUNITY (CONT.)

#	ACTION	NOTES	STATUS	IMPLEMENTATION INFO			
				TIMEFRAME	BUDGET	OWNER	PRINCIPLE
CC38	Develop an education facility for arts and culture.		New	L	H	C&PS	B, F
CC39	Expand the Newcomers Club and Neighbour Day to help support new members of the community.	Offering programs promoting citizen participation and inclusiveness to new arrivals.	Ongoing	S	L	C&PS/ T	A
CC40	Continue implementing the 1875 NWMP Fort Representation Project and build on the Plan to expand the museum, include programs for the interpretive centre and museum, education programs, and funding opportunities.		Ongoing	L	H	C&PS	B
CC41	Continue advertising and promoting the Fort as a tourist destination and promote the significance of its history.		Ongoing	L	M	P&SI/ C&PS	B
CC42	Determine a strategy for the potential expansion of the River Valley Campground.		Ongoing	S	M	C&PS/ P&SI/ PW	C, F, G
CC43	Expansion of the art gallery space at the DCC.	Expanded art gallery in terms of space and open hours.	New	L	H	C&PS	B



ACTION ITEMS BY PRIORITY AREA

GOVERNANCE

#	ACTION	NOTES	STATUS	IMPLEMENTATION INFO			
				TIMEFRAME	BUDGET	OWNER	PRINCIPLE
G1	Ensure projects have an implementation strategy including building commitment from the stakeholders.	Intended to ensure every City project has an implementation plan and has included stakeholder involvement at an early stage. The intention is to support the successful implementation of all projects.	Ongoing	S	L	CS	G
G2	Annually update the Sustainability Plan based on the work of each priority area taskforce/committee.		New	L	L	P&SI/ C	All
G3	Integrate sustainability into corporate operations.	Intended to reorganize the current departments to create a more integrated approach to governance; ensure a senior administrator is responsible for sustainability; explore opportunities for corporate operations to be sustainable.	New	L	L	CM/C	E, D
G4	Develop a Long Range Financial Plan.		Ongoing	M	L	CS	E, D
G5	Create a community taskforce or request existing Council Committees lead the priority area action items. These committees will further define recommended actions and build community capacity.		New	S	L	CM/ P&SI/ C	B
G6	Complete lifecycle cost analysis of all corporate facilities.		New	L	M	PW&E	E, D
G7	Implement a sustainability education program for City staff and the public.	Intended to include programming such as a community speaker series, and training sessions for staff and priority area taskforce/committee volunteers.	New	M	L	P&SI/ CS	B
G8	Create a corporate Environmental Management System.		New	M	M	CS	C, D, E

ACTION ITEMS BY PRIORITY AREA

GOVERNANCE (CONT.)

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
G9	Develop a staff attraction/retention strategy by becoming an employer of choice.		New	M	M	CS	E
G10	Adopt resolutions to support green energy, water, air, and building strategies.		New	L	L	C	C, D
G11	Commit to transparent government decision-making.	Ensure a variety of communication methods are used to engage and inform the public; ensure information is provided in a transparent manner.	Ongoing	S	L	C	C, D
G12	Include sustainability issues in the Citizen Satisfaction Survey.		New	S	L	CS	B
G13	Develop a green procurement policy.	Including high efficiency appliances and infrastructure, fuel efficient and renewable energy fleets.	New	M	L	CS	C, D
G14	Consider opportunities for sustainable investment.		New	M	L	CS	D, E
G15	Design and construct a new Civic Precinct.	Intended to support the goals of revitalizing the downtown.	Ongoing	L	H	P&SI/ PW&E	F, G, D
G16	Engage in participatory decision-making and develop guidelines.	Provide various public opportunities to participate and ensure decisions are consensual and based upon a common vision; modify project recommendations/design as a result of community input if relevant/necessary. Engage and empower the citizens of Fort Saskatchewan to take responsibility and ownership of the City.	Ongoing	S	L	C/CM	B
G17			Ongoing	M	M	CS/ PW&E	D, G

ACTION ITEMS BY PRIORITY AREA

NATURAL ENVIRONMENT

#	ACTION	NOTES	STATUS	IMPLEMENTATION INFO			
				TIMEFRAME	BUDGET	OWNER	PRINCIPLE
NE1	Review and revise the Recreation, Culture and Parks Master Plan in accordance with the goals of the Sustainability Plan and implement it appropriately.	This document identifies a community vision for recreation, culture and parks as well as recommended actions to achieve the vision.	Ongoing	L	H	C&PS	A, B, C, F, G
NE2	Develop a Natural Areas Policy and incorporate the natural environment, greenways and parks into the overall design of the City.	Including walkways and green spaces as integral spaces within the community such as walkways in front of residential areas and trees along the streets including the more urban areas.	Ongoing	L	L	P&SI	C, G
NE3	Develop public space programming and nurture a culture of enjoying public spaces.	Intended to promote public spaces and assist in creating a more vibrant community.	Ongoing	M	L	C&PS	G
NE4	Develop a comprehensive trail network, financing and implementation strategy.	Intended to design trail connectivity through the Fort, regionally and along the river. This pedestrian and cycling trail system should consider issues related to both commuter and recreation mobility. Particular emphasis should be placed on new subdivisions that currently lack trail systems. Alternative connectivity opportunities should be explored such as connecting across Highway 15 through the golf course.	Ongoing	M	L	C&PS/ PW&E /P&SI	C, G
NE5	Implement and build upon the City of Fort Saskatchewan River Valley Recreational Study and the Capital Region River Valley Park Plan to preserve, protect and enhance the river.	Implement plans for public use along the river while protecting habitat, naturalizing the riverbank and keeping the area clean.	Ongoing	L	H	C&PS/ P&SI	C

ACTION ITEMS BY PRIORITY AREA

NATURAL ENVIRONMENT (CONT.)

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
NE6	Create a community education strategy to provide information and build awareness regarding environmental issues and successes as well as opportunities to enjoy the environment safely.	Intended to be a multi-generational approach including integration with school programs with emphasis on action rather than purely information. To achieve action, techniques such as community-based social marketing should be considered. Success should be measured by changing habits either through greater use of facilities or through environmental behaviours such as conservation.	New	M	L	T	C
NE7	Reduce non-renewable resource consumption.	Intended to use a variety of methods including regulation, environmental stewardship and incentives.	New	L	M	T/ PW&E	C, D
NE8	Develop City policy and implementation guidelines for Low Impact Development (LID) including integration of stormwater management with wetlands.	Intended to provide guidance on LID principles within the City and understand whether integrating stormwater functions with wetlands is an appropriate option for the City. If it is appropriate, provide a framework for developers to develop stormwater infrastructure accordingly.	Ongoing	L	L	P&SI/ PW&E	C, G
NE9	Conduct scientific baseline environmental report to understand potential pollution and changing levels of resources for water, air, habitat, wildlife.		New	M	M	PW&E /C&PS	C
NE10	Design safe public spaces in keeping with the natural environment. Expand existing Citizens on Patrol and Community Watch.	Provide better lighting along trail systems using environmentally sensitive technology to ensure people feel secure using these trails. In isolated areas, the community wishes to ensure these places are perceived to be safe for the entire community.	Ongoing	M	L	C&PS/ P&SI	A, D, G

ACTION ITEMS BY PRIORITY AREA

NATURAL ENVIRONMENT (CONT.)

#	ACTION	NOTES	STATUS	IMPLEMENTATION INFO			
				TIMEFRAME	BUDGET	OWNER	PRINCIPLE
NE11	Develop a City policy for the Urban Natural Environment.	Intended to promote natural elements into the urban environment including green roofs, native or xeriscape landscaping, and community gardens. This policy would explore implementation and incentive options such as use of Municipal Reserve, density trading, and financial incentives.	New	L	M	PW&E /P&SI	C, G
NE12	Create an Integrated Water Resources Plan.	To develop a comprehensive water plan including potable, sanitary and stormwater requirements, functions and infrastructure. This plan emphasizes conservation measures (e.g., water metering and reducing losses from City infrastructure) and infrastructure options.	New	S	M	PW&E /P&SI	C, D



ACTION ITEMS BY PRIORITY AREA

NATURAL ENVIRONMENT (CONT.)

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
NE13	Calculate the City's ecological footprint.		New	S	L	T	C
NE14	Explore opportunities for pollution reduction programs.	Intended to build on the baseline environmental assessments, and reduce pollution (e.g., herbicides and pesticides).	New	M	L	PW&E	C
NE15	Promote awareness of Provincial and Federal legislation that protects river water quality and quantity as well as aquatic habitat.		New	L	L	PW&E /P&SI	C
NE16	Ensure that the natural environment is highlighted within the cultural landscape.	For example, when recreating the NWMP Fort ensure there is an emphasis on the river's historical context.	New	M	L	C&PS	C, B, G
NE17	In partnership with the Province and broad community, promote awareness for long-term habitat and wildlife management.	Intended to develop a management plan for all habitats including fisheries, wetlands, water bodies, native habitats, natural parklands that may have seen some deterioration and buffers. A management plan should include a funding strategy for necessary scientific professionals. This process should review existing studies for recommendations on preservation of wildlife corridors (i.e., Fort Saskatchewan prairie); to identify significant habitat areas; examine how our community is designed in relation to habitat and how we can protect wildlife and habitat; may involve priority area taskforce/committee work to develop this plan and policies.	New	L	L	PW&E /C&PS	C
NE18	Exploration into possible Ross Creek restoration.	The community has identified that Ross Creek's water flow has been reduced over the years. Research should be undertaken.	New	L	L	PW&E /C&PS	C

ACTION ITEMS BY PRIORITY AREA

SUPPORTING BUSINESSES

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
SB1	Develop an economic development strategy to attract new and support current industries.	Intended to focus on attracting new businesses including health care and social agencies as well as private businesses; developing strategies to promote and support current businesses; may include creating a committee and growing the municipal economic development department. Ensure strong regional industry and government alliances to support business.	Ongoing	S	L	P&SI	E, F
SB2	Proactive downtown revitalization including incentives, high density development, multiple uses and connectivity.	Intended to support downtown revitalization efforts.	Ongoing	L	H	P&SI	E, F
SB3	Develop strategy for redevelopment of the mall site to ensure best possible future use.	Intended to support downtown revitalization efforts.	Ongoing	M	L	P&SI	E, F
SB4	Develop a business location strategy to reinforce the downtown centre and to support specific business nodes within the other neighbourhoods.		New	M	L	P&SI	E, F
SB5	Explore opportunities for a post-secondary educational institution within the Fort.	Intended to support downtown revitalization efforts.	New	M	L	P&SI	F
SB6	Create an anti-vandalism toolkit for businesses.	The second phase of project needs to be completed. The toolkit should be based on CPTED principles.	Ongoing	S	L	P&SI	A, G
SB7	Create a plan to allow the City to acquire lands for future business development.	Provide an opportunity for the City to create the necessary conditions for economic development such as zoning, density.	New	M	L	P&SI	E, F
SB8	Work with the Downtown BRZ to attract new businesses into the downtown shopping area.		New	M	L	P&SI	E

ACTION ITEMS BY PRIORITY AREA

SUPPORTING BUSINESSES (CONT.)

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
SB9	Implement Alberta's Industrial Heartland Association's Eco-industrial Master Plan Strategy.		Ongoing	M	H	P&SI	E, D
SB10	Develop an incentive program to support businesses and economic development.	Incentive programs could include financial, development, permit and non-traditional incentives. To encourage green businesses, there should be emphasis on incentives for businesses that will directly lead to achieving the Sustainability Plan vision.	New	M	H	P&SI	E
SB11	Engage the Urban Resources and Natural Environment Taskforces to promote green business development.		New	M	L	T	E, D
SB12	Develop an accessibility plan that allows for convenient, safe access to businesses.	Intended to be a combination of a regional transit system integrated with Edmonton and Strathcona and a highway bypass. Access to businesses should focus on pedestrian options as a priority.	New	L	L	P&SI/ PW&E	G
SB13	Develop medium and light industrial eco-industrial development nodes.	Develop medium and light industrial eco-industrial development nodes.	Ongoing	S	M-H	P&SI	E, F
SB14	Work with businesses to ensure transportation efficiencies for staff members and goods movement in the region.		New	L	L	P&SI/ PW&E	E, G
SB15	Identify potential global partnerships and sister cities and initiate relationships.		New	L	L	P&SI	E
SB16	Provide City support to existing and new business associations.	An eco-industrial or green business association may be created to help support these businesses.	New	M	L	P&SI	E
SB17	Promote telecommuting policies.		New	L	L	T/ P&SI	D, E
SB18	Conduct a baseline needs assessment for business in the Fort.		New	S	L	P&SI	E

ACTION ITEMS BY PRIORITY AREA

URBAN RESOURCES

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
UR1	Rezone portions of the City to allow mixed use development, higher densities and a higher percentage of land (approximately 10-15% more) being dedicated to green spaces.		Ongoing	M	L	P&SI	F, G
UR2	Promote buildings that have flexibility of use particularly for municipal corporate buildings to ensure these spaces can be utilized for a variety of purposes over time.		New	L	L	CS	D, G
UR3	Develop the City around neighbourhood nodes so people can walk to the nearest node for daily needs and amenities.		Ongoing	M	L	PW&E /CS	G
UR4	Develop the City around neighbourhood nodes so people can walk to the nearest node for daily needs and amenities.		New	L	L	P&SI	F, G
UR5	Implement the Downtown Area Redevelopment Plan and Design Guidelines.		Ongoing	M	H	P&SI	E, F, G
UR6	Emphasize the pedestrian experience in all urban design ensuring people have places to socialize and connect.	For example, create public places to sit and talk to people.	New	L	L	P&SI	A, F, G
UR7	Create a downtown land use designation with specific regulations to ensure the Downtown Area Redevelopment Plan can be implemented.		Ongoing	S	L	P&SI	F
UR8	Implement an education program on sustainable urban resources and densification.		New	L	L	P&SI/ T	D, F, G

ACTION ITEMS BY PRIORITY AREA

URBAN RESOURCES (CONT.)

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
UR9	Develop a transportation plan directly linked to the Municipal Development Plan that ensures connectivity throughout the City by various modes of transportation.	ntended to ensure alternative transportation is convenient, safe and affordable; separate highway traffic flows and investigate options for pedestrian crossings and bike lanes; promote transit-oriented development with higher density along transportation corridors and appropriate density overall to support transit; consult with Capital Region Board and Province regarding highway bypass; ensure financing plan and implementation options are considered.	Ongoing	L	M	PW&E /P&SI	G
UR10	Design infrastructure projects based on lifecycle assessments.		Ongoing	M	L	PW&E	D
UR11	Be a community leader in green building by designing all new City buildings following a green building rating system (e.g., LEED®).		Ongoing	L	M	CS/C	D, G
UR12	Promote multi-use and multi-age sites.	Intended to promote retail first floors with residential above particularly in the downtown and neighbourhood centres. Also to promote multiple uses for facilities and land.	New	L	L	P&SI	D, F, G
UR13	Conduct a needs assessment and explore transit opportunities available including Light Rail Transit (LRT) service between the Fort and Edmonton, bus service, dial-a-bus system, carpooling and grocery delivery system.		New	L	L	PW&E /P&SI	G
UR14	Promote all new building development to follow a green building rating system (e.g., LEED®) or develop a municipal green building code to be adhered to by developers.		Ongoing	L	L	P&SI	D, G

ACTION ITEMS BY PRIORITY AREA

URBAN RESOURCES (CONT.)

#	ACTION	NOTES	STATUS	IMPLEMENTATION INFO			
				TIMEFRAME	BUDGET	OWNER	PRINCIPLE
UR15	Develop a prioritized resource allocation system to ensure pedestrian, cyclist and transit initiatives are encouraged and automobile use is the lowest priority.		New	L	L	PW&E	G
UR16	Create City Design Guidelines.	Intended to promote pedestrian-oriented design, active streetscapes including building frontages on streets, sidewalks, public spaces.	Ongoing	M	L	P&SI	G
UR17	Promote infill sites for development prior to greenfield sites.		New	M	L	P&SI	D, F, G
UR18	Collaborate with regional partners in conducting regional public transportation study and developing a plan.		Ongoing	S	M	PW&E /P&SI	G
UR19	Restrict maximum lot size and minimum densities to promote higher intensity.		New	L	L	P&SI	D, F, G
UR20	Update the Development Guidelines and Standards to ensure they are consistent with the objectives of this Sustainability Plan.	For example, ensure no barriers to on-site renewable energy utilities such as solar panels; and pedestrian/cyclist-oriented road standards.	New	M	L	P&SI/ PW&E	G
UR21	Planning and development of the existing hospital lands.		Ongoing	L	H	P&SI	D, E, F, G
UR22	Provide training to staff, particularly municipal inspectors and permitting authorities, on green technology.		Minor	L	L	P&SI/ PW&E	D
UR23	Develop a waste education program for citizens.		Ongoing	L	L	C&PS	D
UR24	Maintain existing pathways and continue development of pathways connecting newer communities to the existing network.	Intended to be year round pathways so winter maintenance is necessary to support transportation goals.	Ongoing	S	M	C&PS/ PW&E /P&SI	C, G

ACTION ITEMS BY PRIORITY AREA

URBAN RESOURCES (CONT.)

#	ACTION	NOTES	IMPLEMENTATION INFO				
			STATUS	TIMEFRAME	BUDGET	OWNER	PRINCIPLE
UR25	Intensification of industrial lands.		New	L	L	P&SI	D, E
UR26	Build upon the current waste and recycling programs.	Intended to promote regional waste reduction; educate the public on options for reduction, reuse and recycling, and composting; incorporate a curb-side program for organics and recyclables; and initiate a recycling program for construction waste.	Ongoing	L	M	PW&E	D
UR27	Capitalize on heat recovery from industrial use within the community and from adjacent industries.		New	L	H	PW&E	D
UR28	Develop an urban forest strategy to build on urban forest and consider private partnerships to assist with funding.		Ongoing	L	L	C&PS/ PW&E	C
UR29	Set energy reduction targets corporately and offer incentives to the departments from the savings incurred.		New	M	L	CS	D
UR30	Promote use of environmentally friendly energy sources.		New	L	L	PW&E	C, D
UR31	Reduce requirements for parking spaces in exchange for public amenities.	Parking space requirements should consider the multiple uses for the parking based on the ability of multiple users.	New	L	L	PS&I/ PW&E	G
UR32	Create a Community Energy Plan.	Intended to include a baseline energy and GHG emissions audit, action plan and adaption strategy.	New	L	L	PS&I/ PW&E	D
UR33	Inventory potential municipal lands and vacant sites to determine opportunities for future development.		Ongoing	S	L	PS&I	E, D
UR34	Monitor and document cost savings from conservation efforts to report to ratepayers and the public.		New	M	L	CS	D, E

ACTION ITEMS BY PRIORITY AREA

URBAN RESOURCES (CONT.)

#	ACTION	NOTES	STATUS	IMPLEMENTATION INFO			
				TIMEFRAME	BUDGET	OWNER	PRINCIPLE
UR35	Develop City policy for development application incentives for development proposals that meet the objectives of this Sustainability Plan.	For example, create a sustainability checklist that enables faster processing of applications for developments that rank high.	New	M	L	PS&I	D, F, G
UR36	Promote alternate building forms and materials that have low environmental impact for building and construction (e.g., straw bale, rammed earth and sod buildings).		New	L	L	P&SI	D
UR37	Ensure the public is complying with waste programs and regulations by implementing fines and enforcement penalties.		New	L	L	PW&E /C&PS	D
UR38	Encourage fuel efficient vehicles (e.g., priority parking for hybrid/smart cars).		New	L	M	PW&E	D, G
UR39	Enhance community signage for public washrooms and ensure more garbage cans are available.		Minor	S	L	P&SI/ C&PS	G
UR40	Include special transportation in the community transit plan and continue funding this service.		Ongoing	S	M	PW&E	A, G
UR41	Develop a sustainable urban resources implementation strategy with emphasis on exploring case studies, incentive and regulation options.		New	M	L	PW&E	D, G
UR42	Develop a partnership with industry to create a large truck parking location.		New	L	L	P&SI	E, G



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