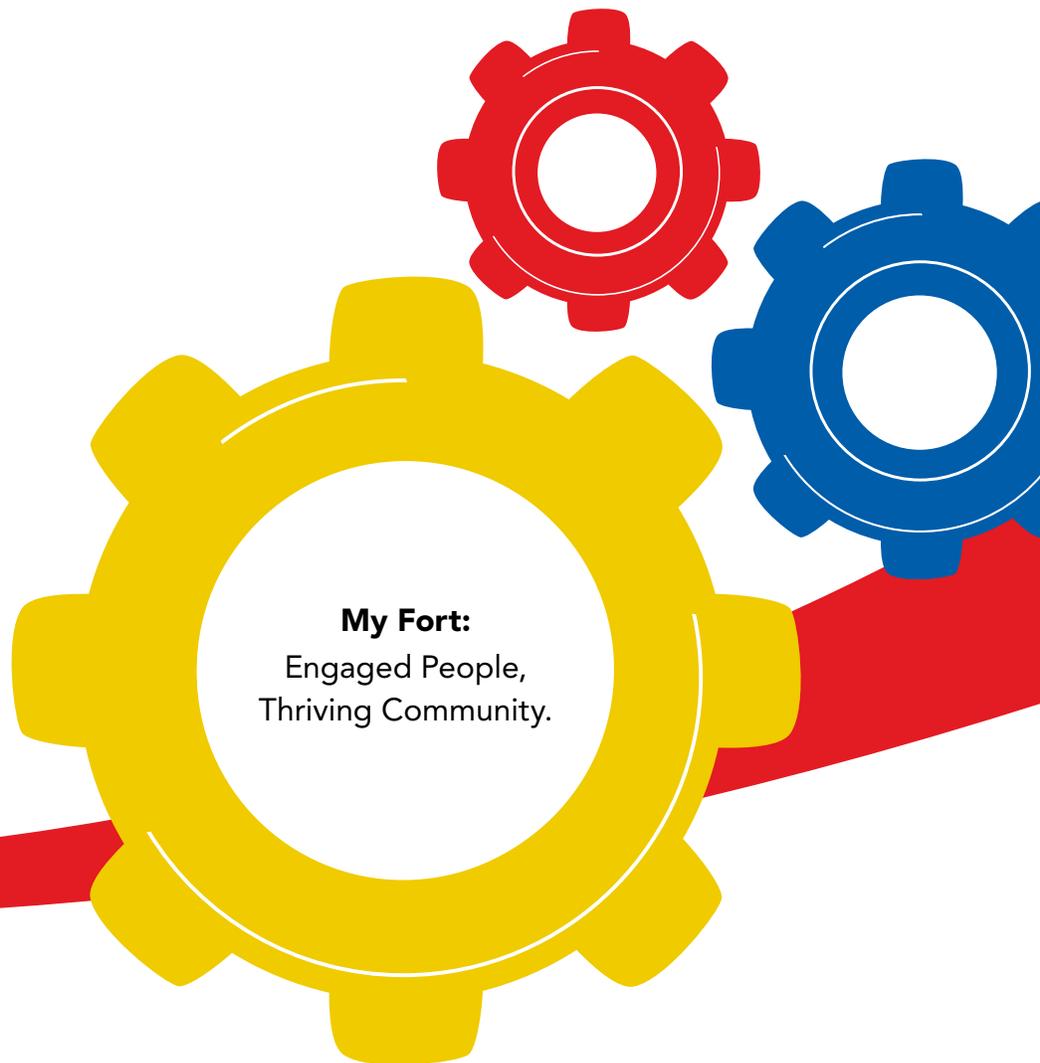




THE CITY OF  
FORT SASKATCHEWAN

# STRATEGIC PLAN 2018-22



**My Fort:**  
Engaged People,  
Thriving Community.



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## Engaged People, Thriving Community

Fort Saskatchewan has a proud heritage and the people and events of our past have left their imprints upon the region. From the Indigenous peoples to the industries of today, the people of Fort Saskatchewan built a community through ingenuity and hard work. Easy access to the river provided a transportation route for the early explorers and fur traders who passed through, but those who stayed learned to make a living in a frequently harsh environment. Although the area's geology provided the foundation for settlement and industrial development, it is the spirit and resourcefulness of the people who have made Fort Saskatchewan what it is today.

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

It is against this backdrop that our Community Sustainability Plan was developed reflecting the vision of our citizens for our community to the year 2040.

**The 2018 – 2022 Strategic Plan is built upon the seven sustainability principles identified in our Community Sustainability Plan, which articulate what we value in a sustainable future:**

- A WELCOMING COMMUNITY
- A COMMUNITY WITH SPIRIT
- STEWARDSHIP OF THE ENVIRONMENT
- USING OUR RESOURCES WISELY
- A RESPONSIVE ECONOMY
- A COMPLETE COMMUNITY
- A COMMUNITY DESIGNED FOR PEOPLE



## Our Community Vision

We are a welcoming, compassionate city.

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

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

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

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

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

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

Arts, recreation and culture thrive.

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

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

**MY FORT: Engaged People, Thriving Community**

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



## OUR MISSION

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

## OUR CORE VALUES

Our commitment to each other and to our citizens

**LEADERSHIP** – Take ownership in achieving results

**INNOVATION** – Embrace new ways of doing things

**SERVICE EXCELLENCE** – Deliver “WOW” service to our community

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

## OUR GUIDING PRINCIPLES

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

### **CONTINUOUS IMPROVEMENT**

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

### **COLLABORATION**

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

### **STRATEGIC THINKING**

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

### **STEWARDSHIP**

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

# Strategic Planning Framework



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

## Strategic Goals To 2022

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

Outcomes are a description of the end result of what will occur when a goal is reached. Strategic initiatives are higher level actions that move us toward the achievement of a goal.



**Positioned  
for Growth**



**A Vibrant and Thriving  
Community**



**Excellence in  
Government**



**Well-Planned and  
Maintained Municipal  
Infrastructure**



## Positioned for Growth

### GOAL

Strategically plan, prepare and manage responsible and sustainable growth for our residents and businesses.

### OUTCOME

Excellence in planning and smart land use has balanced quality of life, sustainability and economic development that has shaped how our community has grown to maintain its small-town feeling at heart and where a strong sense of community thrives.

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### STRATEGIC INITIATIVES

- Facilitate greater understanding with Council and the general public on how our city can grow and how our neighbourhoods can be designed
- Develop and implement a strategy to prepare for growth based on results of the Fort Saskatchewan Growth Study (2015) and negotiations with Strathcona County
- Develop land use and servicing plans for preferred growth strategy area
- Review of Municipal Development Plan and subsequent planning and engineering documents
- Refresh of Land Use Bylaw – (2019 and 2021)
- Development of land management strategy for corporate property acquisition and dispensation
- Ongoing assessment of Edmonton Metropolitan Regional Board growth objectives
- Update the approach to downtown redevelopment
- Actively participate in the initiatives of Alberta Industrial Heartland Association, Edmonton Global and other regional economic initiatives
- Ensure strong business retention, support and attraction strategies and programs are in place to retain and grow business and industry



## Excellence in Government

### GOAL

Continuous improvement; constantly looking for ways to improve our services through planning, innovation, collaboration and consultation.

### OUTCOME

Problem solving, collaboration and leadership has fostered ongoing improvements focusing on our customers' needs enabling positive change to ensure service delivery is efficient and effective and can be delivered on a sustainable basis.

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### STRATEGIC INITIATIVES

- Ensure four year department business plans are in place aligned with strategic priorities and operating and capital budget processes
- Implement improved use of performance measures to inform service delivery and planning
- Continue refinement of budget processes and supporting priority-based budget tools; including preparation of 3 Year Operating Plans and 10 Year Capital Plans in compliance with legislative requirements
- Ongoing program and service level reviews utilizing the approved review framework
- Continued refinement and implementation of a long term financial sustainability plan
- Continue implementation of health and safety program and procedures in alignment with new provincial regulations and leading practices
- Enhance public engagement and communication where public is encouraged to be involved
- Continue ongoing policy and bylaw review to guide actions and minimize risk
- Continue enhancements to water billing and transmission programs
- Ensure programs are in place to support corporate culture and values, staff retention/attraction, leadership, and subject matter learning
- Continue to develop and maintain strong relationships with our neighbouring municipalities and civic organizations
- Development of advocacy strategy to direct and strengthen the City's message when addressing policies and issues with other levels of government, agencies, or regional neighbours; including provincial/ federal grants, regional transportation, emergency medical services/co-responses, community spaces/school planning, and housing options



## A Vibrant and Thriving Community

### GOAL

Support diverse community needs to create a complete community where everyone, regardless of circumstance is able to experience all the City has to offer.

### OUTCOME

Residents live in vibrant, inclusive and livable neighbourhoods where they are able to participate fully in all aspects of the community.

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### STRATEGIC INITIATIVES

- Undertake a collaborative approach to addressing community needs through coordinated partnerships with local agencies and organizations
- Follow the Strong Community Strategy as a guiding document to address the priorities of the community as identified through the Building Bridges Coalition
- Develop strategies and advocate for a variety of housing options integrated throughout the community to serve the needs of residents
- Utilize data, studies and community engagement to better understand community social issues and needs and community service gaps
- Facilitate neighbourhood and community building programs and remove barriers to community initiatives to encourage connections to neighbours and further develop community
- Build community awareness of social issues to facilitate social inclusion and social support networks
- Ensure a continuum of social supports, education, and resources are available that evolve to meet changing community needs
- Implement a priority based City policy and program for non-profit organization grants
- Develop volunteer engagement strategies to assist with enhancing capacity, recruitment and retention
- Promote awareness and involvement in community and cultural events that help to create a sense of place for our city and enhance community interaction and connectedness
- Promote City programming of public spaces to celebrate the City's history and culture
- Promote a range of accessible cultural and recreational programming that meets the changing needs of residents
- Update the Culture Services Master Plan to provide direction for events, tourism, public art and cultural spaces



## Well-Planned and Maintained Municipal Infrastructure

### GOAL

Strategically manage, invest, and plan for sustainable municipal infrastructure.

### OUTCOME

Critical infrastructure is in place, maintained, optimized and strategically planned to meet the future needs of the community.

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### STRATEGIC INITIATIVES

- Ongoing development and refinement of asset management program
- Inclusion of planned capital funding sources, cost estimates and supporting master plans/strategies within 10 year capital plan
- Continued exploration of regional collaboration opportunities for projects (Edmonton Metropolitan Regional Board Servicing Plan, Inter-municipal Collaboration Frameworks, River Valley Alliance)
- Pursue grant opportunities and other synergies with regional initiatives for infrastructure projects, including readiness with “shovel ready” projects for emergent grants
- Updates of master plans/strategies including: Recreation, Facility and Parks Master Plan (Dow Centennial Center site plan, Aquatics, Ice) in relation to community needs and demographics
- Continue advocacy and input for regional transportation projects (bridge twinning/pedestrian bridge) and exploration of any synergies with planned City capital projects (i.e.) Fort Centre Park, road improvements
- Continue to implement Transportation Master Plan to guide the City’s transportation infrastructure



## Appendix - 2018 Council Priorities

Following the election in October 2017, Council met to establish 2018 priorities that would provide focus and priorities for the organization in 2018 and allow sufficient time and community engagement for development in early 2018 of a Strategic Plan to guide the City.

- Strategic Plan and Business Planning Framework
- Council Team Charter
- 10 Year Capital Plan & asset management
- Budgeting processes & tools
- Water billing & transmission system enhancements
- Strategies to prepare for growth
- New waste program roll out
- “Fort Report” request for service system & customer service focus
- Legalized cannabis framework and approach to prepare for legalized cannabis
- Transit services report
- Community initiatives policy & program
- 2017 Governance Review recommendations implementation
- Traffic safety & Vision Zero
- Homelessness and Poverty Study & sub-regional housing work (Home Connector Program)



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