

CITY OF FORT SASKATCHEWAN

Progress Report – 2014-2017 Strategic Plan

Purpose:

To provide an update on progress achieved on the 2014-2017 Strategic Plan.

Background:

Over the past two and a half years, the City has made significant strides towards laying a foundation for the future of our community. With approximately a year and a half remaining in the current Strategic Plan, many activities have been completed or are near completion. Some activities will be gearing up in 2017, and some will carry forward into the next Plan. We are continuing to plan for our future in a purposeful and predictable manner, through projects such as the Growth Study, transportation planning, and the Recreation Facilities and Parks Master Plan Update.

Highlights:

In short, much is being done.

We are continuing to build a foundation for the future, and at the same time a lot is happening day-to-day. A number of activities the City is engaged in have a high profile within the community, but there are also a significant number of other things we are involved in behind the scenes that help our City to flourish. While the economy may be slowing, the City has been – and continues to be – “full steam ahead”, and much has been accomplished by Council and Administration since the beginning of 2014.

Included in Appendix A is a summary of key activities undertaken in support of the Strategic Plan goals, and progress achieved to date. While this list does not encompass all of the activities undertaken by the City in support of our vision of “Engaged People, Thriving Community,” it does provide a sense of some of the efforts that have been undertaken.

Highlights of some of these initiatives, grouped by goal, are as follows:

Goal 1: Position for Growth

Growth Study and Financial Impact Assessment – Conducted a review to project the City’s future growth over the next 50 years, as well as the related financial impacts, land base and other requirements to accommodate such growth

RCMP building – Completed construction of a new facility to house RCMP and Municipal Enforcement staff

New schools – Provided support to planning and development of a new K-9 public school in Southfort and a new Catholic high school to be located on the Dow Centennial Centre site

New fire station – Commenced planning and secured land for a second fire station in the City, to ensure we are ready when the need arises for this additional facility

Sump Pump Retrofit Program – Currently implementing this Program to address damage in some neighbourhoods being caused by water discharge in the absence of connections to the storm sewer

Implementation of local transit – Expanded commuter transit and establishment of transit service within the City

Goal 2: Strong, Diverse Economy

Marketing and communication – Development of a marketing video and launch of the Build Your Fort campaign

Josephburg Road Outline Plan – Planning for upgrades to the Highway 15 industrial area intersection

Economic Development Business Development Program – Review of existing support and incentive programs and implementation of an updated program

Signage program – Partnered with developers to implement a residential way-finding signage program to better promote opportunities and increase community aesthetics

Industry attraction – Increased industrial attraction efforts nationally and internationally

Retail analysis – Completed an analysis to assist with identification of commercial targets and prospects

Goal 3: Vibrant and Thriving Community

Recreation Facilities and Parks Master Plan Update – An implementation plan was developed and approved, with significant community involvement during the process. Implementation has begun in a number of areas included under this plan, such as:

- High Performance Sports Field
- Curling rink upgrades and replacement of ice plant
- West River's Edge dog park
- Skateboard Park expansion
- Municipal partnership with the Town of Bruderheim to secure ice time for Fort Saskatchewan hockey teams
- Planning for future aquatic needs

Summer ice – Additional ice hours have been made available for summer rentals and drop-in programming

Non-profit tourism grant program – Establishment of a Community Grants Program for one-time special events

Playground Grant Program – Establishment of a Playground Grant Program to support development of local playgrounds

Old hospital site – Demolition of the old hospital site to make way for a mixed high density/commercial development, and gifted land to the Heartland Housing Foundation to support seniors' accommodation

Animal control – Full-time staff assigned to increase level of support to this function

Historic Precinct Site – Implementation of a number of components in the Master Plan, including enhanced accessibility to the Fort Heritage Precinct site by adding new trails, lights and signs; public washrooms; parking lot; stable and outbuildings; and relocation of the museum collection

Harbour Pool – Expansion of swimming programs

Trail system – Our renowned trail system continues to draw people to our community and expand through our partnership with the River Valley Alliance

School Resource Officer – Introduced a full-time RCMP school liaison

Organic Waste Program – Following completion of the pilot program, a full Organics Program is scheduled for implementation in 2018

Goal 4: Excellence in Government

Utility billing assessment – Conducted an external review of the water meter reading and billing processes to confirm integrity of the system and examine ways to accelerate the transition to a more fully automated system

Financial sustainability – Introduced a plan to annually allocate funds for future land purchases and expanded the practice of setting aside funds to mitigate operating costs of future capital projects, such as a new aquatics centre

Council Code of Conduct – Established the City's first formal Elected Official Code of Conduct Bylaw

Council meetings – Expanded public access to Council meetings through use of video streaming

Operational efficiencies – Conducted internal reviews of People Services, Legislative Services, and Protective Services departments and undertook a variety of other initiatives to improve efficiency and effectiveness of service delivery

Regional alliances – Active involvement with the Capital Region Board, Metro Mayors Alliance and Alberta Industrial Heartland Association (AIHA), and professional networks such as the Northeast Region Community Awareness Emergency Response (NRCAER), Capital Region Intersection Safety Partnership (CRISP), and Inter City Forum on Social Policy to share knowledge and build on best practices

As a City we have much to be proud of. The foundation we are setting places Fort Saskatchewan as a leader in the region. We are a destination point to live, work, play and invest, and we are recognized for the people in our community who make things happen – whether it be our world-renowned sheep herder, the athletes who call Fort Saskatchewan home, the groups that host major events in our world class facilities, or our local not-for-profits and businesses of all sizes who help build our community. Fort Saskatchewan is known for its history, but we are building for the future so our story continues to grow.

Next Steps:

Work on these and other projects will continue to progress for the remainder of the term of the 2014-2017 Strategic Plan. Activities to renew this Plan will commence in 2017, as we prepare to undertake our consultation process to support development of a 2018-2021 Strategic Plan.

Attachments:

Appendix A - 2014-2017 Strategic Plan – Status Update July 12, 2016

File No.:

Prepared by:	Patty Walker Director, Corporate Strategy	Date: July 6, 2016
Reviewed by:	Kelly Kloss City Manager	Date: July 6, 2016
Submitted to:	City Council	Date: July 12, 2016