CITY OF FORT SASKATCHEWAN



City of Fort Saskatchewan

Corporate Business Plan

2027
2030

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Message from the City Manager

Fort Saskatchewan is growing, and the choices we make now will shape how we serve our community in the years ahead. Council's 2027–2030 Strategic Plan gives us a clear direction. This Corporate Business Plan sets out the work City staff will do to move it forward.

Some of that work will be easy to see, like the new aquatics facility and fire hall. Other work will happen behind the scenes as we improve our systems, plan for future needs, and make better use of our resources. All of it matters to the services residents count on every day.

A plan is only useful if we follow through. We will track our progress, share updates with Council and the community, and make adjustments when needed.

I'm proud of the people who serve this city, and I look forward to what we can accomplish together.

Troy Fleming
City Manager

Land Acknowledgement

The City of Fort Saskatchewan is located on Treaty 6 territory and Métis Nation of Alberta District 11. We recognize that we stand upon land that carries the footsteps of many Indigenous Peoples, including the Nehiyawak, Dene, Blackfoot, Saulteaux, Nakota Sioux, and Métis. The City of Fort Saskatchewan honours the First Peoples of this land and is committed to fostering reconciliation through relationship building, knowledge gathering, and education.

> The spirit and resourcefulness of the people who live here have made Fort Saskatchewan what it is today.



Introduction

The Corporate Business Plan is a four-year roadmap that translates Council's Strategic Plan into prioritized initiatives.

It helps Administration align resources, manage organizational capacity, and focus effort on the work that will have the greatest impact for the community. It supports budget development and provides transparency on Administration's priorities and progress.

Progress will be tracked regularly, with updates shared through the City's triannual report to keep Council and the public informed.



Advancing Council's Strategic Goals

The following pages outline Council's strategic priorities and corresponding strategies. Each strategy is supported by specific initiatives that describe how it will be advanced, along with timing for when each initiative is anticipated to occur.

Strategic Goal

1 Well-Planned Community & Resilient Economy

A community that grows thoughtfully and supports a diverse, resilient economy that enhances quality of life for current and future residents and businesses.

Strategy	Initiative	Description	Timing (2027-2030)
Enable long-term industrial growth and economic prosperity by ensuring employment lands are developed to maximize value to the community.	1.1 Update Industrial Area Structure Plans (ASPs)	Update industrial ASPs to ensure employment lands are proactively zoned, serviced, and positioned to maximize long-term value to the community.	
	1.2 Industrial Attraction Strategy Renewal and Implementation	Refresh target sectors, strengthen marketing and outreach, and implement an updated industrial attraction strategy aligned with community objectives.	
Ensure new development contributes its proportionate share of growth-related infrastructure costs through fair, transparent, and financially sustainable off-site levies.	1.3 Off-Site Levy Program Administration	Refine the offsite levy calculations, establish a formal policy, and implement regular reporting aligned with legislative and best-practice requirements.	
	1.4 Strengthen Recreation Infrastructure Levy Estimates (i.e. Future Arena)	Refine arena cost estimates to better understand future off-site levy impacts. This project will ensure all MGA requirements are met and will be informed by the Culture, Recreation and Parks Master Plan.	



Strategy	Initiative	Description	Timing (2027-2030)
Promote planning standards that support safe, accessible movement for all users, long-term community livability, and responsible growth, while respecting the character of existing neighbourhoods.	1.5 Municipal Development Plan (MDP) Review	Complete a review of the Municipal Development Plan.	
	1.6 Land Use Bylaw Implementation	Finalize and implement a new Land Use Bylaw with greater emphasis on neighbourhood design and architectural standards.	
	1.7 Complete the Transportation Master Plan	Complete the Transportation Master Plan with a focus on delivering safe corridors for all forms of transportation.	
Protect and strengthen natural systems through urban forestry and connected green spaces to support overall community well-being.	1.8 Waste Diversion Program Review and Expansion	Assess the future of the waste diversion program, including expansion to multifamily and institutional users.	
	1.9 Refine and Expand the Naturalization Program	Refine the naturalization policy, expand to new areas, and define success measures for naturalized spaces.	
	1.10 Identify Future Parks Amenities Through the Culture, Recreation and Parks Master Plan	Use the Culture, Recreation and Parks Master Plan to identify future park amenities needs and planning priorities.	

Strategic Goal

2 Welcoming & Active Community

A welcoming community where residents can fully participate in civic life by accessing high-quality recreation, culture, and arts opportunities.

Strategy	Initiative	Description	Timing (2027-2030)
Ensure the successful construction and opening of the new Aquatics Facility as a cornerstone investment in community health, recreation, and connection.	2.1 Aquatics Facility Completion and Grand Opening	Complete construction and open the new aquatics facility to serve as a central community asset supporting health, recreation, and social connection.	
Undertake long-term planning to ensure recreation, culture, and parks amenities meet current and future community needs.	2.2 Complete the Culture, Recreation and Parks Master Plan	Develop and seek Council approval of a long-term master plan guiding recreation, culture, and parks investment and service levels.	
	2.3 Advance Detailed Design and Cost Estimating for a Future Ice Arena	Undertake the planning, technical studies, stakeholder engagement, and design work required to further define the scope, site requirements, and cost of a future ice arena, supporting the development of a Class 2 or better cost estimate for future budget consideration by Council.	
	2.4 Determine Long-Term Direction for Harbour Pool Facility	Develop a long-term direction for Harbour Pool by assessing programming, service delivery, and facility use opportunities identified through the Culture, Recreation and Parks Master Plan.	



Strategy	Initiative	Description	Timing (2027-2030)			
Strengthen Fort Saskatchewan's community identity and civic pride by fostering connection, belonging and a shared sense of place rooted in local history and community life.	2.5 Develop a Community Identity and Sense of Place Program	Develop and implement a community storytelling and place-making program that celebrates Fort Saskatchewan's history, neighbourhood identity, and community milestones through physical and digital storytelling, heritage interpretation, and resident-focused engagement opportunities.				
Position Fort Saskatchewan as a welcoming destination for residents and visitors; strengthening tourism, to support local business and community vibrancy.	2.6 Develop a Tourism Strategy	Develop a tourism strategy that identifies focus areas such as sports, culture, and nature-based tourism.				
Ensure programs and services remain accessible and affordable while balancing fairness and responsible use of public resources.	2.7 Explore the Future of the Access for Everyone Program	Review the Access for Everyone Program to ensure accessibility, fairness, and sustainability.				
	2.8 Review Fees and Charges Policy and Principles	Review and update the City's Fees and Charges Policy to ensure alignment with service delivery objectives.				

Strategic Goal

3 Community Safety

A safe and resilient community supported by effective emergency services, clear policing direction, and strong preparedness to prevent, respond to, and recover from emergencies.

Strategy	Initiative	Description	Timing (2027-2030)
Establish a clear, long-term policing direction that supports community safety, responsiveness, and public trust, with consideration for traffic and resident safety.	3.1 Develop a Long-Term Policing Strategy	Alberta's evolving policing environment requires a long-term strategy to ensure the City is prepared to respond to future changes while maintaining community safety, traffic safety, and public confidence.	
	3.2 Develop a Protective Services Growth Plan	Assess resourcing needs for the Protective Services Department in response to community growth.	
Construct a new fire hall that strengthens emergency response capacity and meets the community's public safety needs.	3.3 Helmuth Ritter Firehall Completion and Grand Opening	Plan and construct a new firehall to meet current and future public safety needs and improve emergency response capacity.	



Strategy	Initiative	Description	Timing (2027-2030)
Strengthen the City's capacity to prevent, prepare for, respond to, and recover from emergencies, ensuring organizational resilience and continuity of essential services.	3.4 Complete Business and Technology Continuity Planning	Develop and implement business continuity and technology continuity plans to strengthen organizational resilience and support the uninterrupted delivery of critical services during disruptions.	
	3.5 Strengthen Emergency Management Planning	Enhance emergency management planning through training, exercises, regional engagement, and public education.	
	3.6 Stormwater Network Analysis and Resilience Program	Review and assess the City's stormwater network to confirm system capacity, identify priority upgrades, and integrate improvements into the neighbourhood rehabilitation program. This work will strengthen stormwater resilience, reduce flood risk, and protect infrastructure as the community grows.	

Strategic Goal

4 Financial & Operational Excellence

A well-governed and financially sustainable organization that strategically manages resources, assets, and partnerships to support long-term community priorities and service delivery.

Strategy	Initiative	Description	Timing (2027-2030)
Advance the City's strategic priorities through effective intergovernmental advocacy that positions the municipality to secure appropriate support for key infrastructure, policy, and taxation matters.	4.1 Develop an Advocacy Strategy to Define the City's Lobbying Priorities	Develop a coordinated advocacy strategy to define City priorities and guide intergovernmental engagement with other levels of government.	
	4.2 Monitor and Engage in Provincial Assessment Model Review	Monitor provincial assessment reform and establish an internal industrial assessment monitoring and auditing program to support long-term municipal revenue stability.	
	4.3 Facilitate Intermunicipal Collaboration Framework (ICF) Discussions with Regional Neighbours	Facilitate ICF discussions with regional neighbours to advance coordinated planning, shared priorities, and mutually beneficial service and infrastructure outcomes across municipal boundaries.	



Strategy	Initiative	Description	Timing (2027-2030)
Enhance long-term financial sustainability by responsibly managing revenues, debt, and operating costs in support of growth, service delivery, and organizational stability.	4.4 Long-Term Industrial Revenue Forecasting	Develop multi-year industrial property tax revenue projections and scenario modelling tools to enhance long-term industrial revenue forecasting.	
	4.5 Establish Effective Communication Processes with the Provincial Assessor	Formalize engagement with the Provincial Assessor to improve transparency and early insight into assessment changes.	
	4.6 Review Business Incentives, Bylaws, and Grant Programs	Review business incentives, bylaws, and commercial / industrial grant programs, including the Heartland Incentive Program, to ensure alignment with economic development objectives and long-term fiscal sustainability.	
Ensure existing City operational facilities that support staff and services are aligned and positioned to meet future growth needs.	4.7 Develop a Space Planning Strategy for Staff and Operations	Develop a strategy to address long-term staff and operational space needs.	
	4.8 Continue to assess public works yard capacity constraints and solutions	Assess public works yard capacity constraints and identify phased solutions to support operational efficiency, service delivery, and future growth. Work will continue beyond the current term as recommendations are implemented over time.	
Guide the strategic acquisition, disposition and maintenance of municipal land to support long-term community objectives, financial sustainability and responsible growth.	4.9 Develop a Municipal Disposition and Acquisition Policy	Create a policy to standardize land disposition and acquisition.	
	4.10 Centralize Lease and Land Management	Centralize lease management to standardize practices across the City, improve process efficiency, and reduce administrative workload across multiple departments through a coordinated, corporate approach.	

5 Strengthening Organizational Capacity to Support Growth

While Council's Strategic Plan sets the direction for community outcomes, the City's ability to deliver on those priorities depends on having an organization that is equipped to grow, adapt, and perform effectively. This section outlines Administration-led initiatives focused on strengthening organizational capacity so the City can continue to meet service demands as the community grows. While these initiatives are primarily internal in nature, they provide the foundation required to deliver services effectively, support Council's priorities, and maintain public confidence in a growing community.

Strategy	Initiative	Description	Timing (2027-2030)
Modernize how the City operates by improving decision-making, increasing efficiency, leveraging technology, and creating a strong workplace culture that supports long-term organizational success.	5.1 Enterprise Resource Planning (ERP) Implementation	Implement a modern Enterprise Resource Planning (ERP) system to replace legacy systems and integrate financial management, human resources, payroll, procurement, and reporting functions. The ERP will standardize processes, improve data quality, and strengthen organizational decision-making.	
	5.2 Continue to Strengthen Workplace Culture and Leadership Capacity	Advance a positive, engaged, and high-performing workplace culture by investing in leadership development, employee engagement, organizational values, and workforce development initiatives. This work will strengthen leadership capacity across the organization, support employee well-being and retention, and foster a collaborative culture that enables the City to effectively serve a growing community.	



Strategy	Initiative	Description	Timing (2027-2030)
Strengthen the City's organizational capacity by ensuring people, systems, processes, internal services, and strategic partnerships can effectively support a growing and increasingly complex organization.	5.3 Corporate Services Strategic Roadmap	Develop a Corporate Services Strategic Roadmap Growth Plan to ensure internal services, systems, and staffing models keep pace with community growth, service expansion, and increasing organizational complexity. The plan will identify service pressures, capacity gaps, and sequencing of investments needed to support sustainable service delivery.	
	5.4 Build External Funding and Partnership Capacity	Develop a coordinated corporate program to advance grants, sponsorships, naming rights, advertising, and strategic partnerships. The initiative will strengthen the City's ability to identify opportunities, support departments in securing external funding, and build relationships that leverage external investment, generate non-tax revenue, and support Council priorities.	
Enhance organizational resilience and accountability through improved governance, risk management, health and safety practices, regulatory compliance, and information stewardship.	5.5 Strengthen Corporate Health and Safety Program	Advance the City's Health and Safety Program toward a mature, proactive, and integrated organization-wide program. This builds upon existing foundations and strengthens governance, accountability, training, compliance, hazard management, and continuous improvement practices to support a consistent and sustainable health and safety culture across the organization.	
	5.6 Records and Information Management Modernization	Modernize the City's records and information management practices to improve compliance, accessibility, security, and efficiency. This initiative supports the transition from physical to digital records and strengthens information governance across departments.	



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