



2023-26

PUBLIC WORKS

Department Business Plan

Overview

The services of Public Works touch each citizen daily, such as with clean drinking water at their taps, safe commutes, a relaxing experience in a park, the convenience of public transit, and waste collection. Public Works is responsible for the policies, standards and programs that ensure the City's valuable infrastructure assets - our roads, sewers, water and parks - are optimally and sustainably maintained to promote a safe, reliable and beautiful community.



CITY OF
FORT SASKATCHEWAN



My Fort: Engaged People, Thriving Community

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.

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.

DEPARTMENT GOALS AND INITIATIVES

Goal 1: Enhance departmental efficiencies and effectiveness through on-going service and structure reviews, partnership reviews, site planning and internal processes.

Linkages: Strategically Managed Infrastructure

Environmental Stewardship and Climate Change Readiness

- Asset Management continued implementation of the program that enables coordinated, cost effective and sustainable approaches for stewardship of the City’s resources.
- Investigate usage of satellite City maintenance yards for efficiencies and to reduce travel distances for City vehicles and equipment.
- April 2019 COFS Public Works Yard – Needs Assessment Report
- 2022 Utilities OHS Action Plan
- Asset Management Policy - GOV-035-C

Department Initiatives		Timeframe			
		2023	2024	2025	2026
1.1	Continue implementation of UT OHS action plan	x			
1.2	Support FFE’s James E Graham (JEG) site enhancements, buildings, workspaces, and storage initiative	x	x		
1.3	Support the investigation of a satellite City Yard.	x	x		
1.4	Review and adjust public works structure and resources to meet programs needs and service level	x	x	x	x
1.5	Continue implementation of Road Growth Plan through budget process	x	x	x	x
1.6	Support Asset Management Initiative	x	x	x	x
1.7	Review and adjust transfer station operation within new site		x	x	

Goal 2: Develop, review and update studies, plans, bylaws, policies, and procedures.

Linkages: Well-Planned Community and Resilient Economy

Strategically Managed Infrastructure

Environmental Stewardship and Climate Change Readiness

- Municipal Development Plan (2021) implementation of policies, strategies, and planning projects to help achieve the Community Direction Statement for the future of the City with 50,000 residents.
- Determine the preferred option to meet future water needs as the City’s demands continue to increase.
- Assess existing storm ponds and develop a Stormwater Drainage Plan that ensures best practices and climate change readiness standards that are incorporated into development regulations and maintenance processes.
- Undertake a Wastewater System Master Plan to support wastewater service and system planning
- Prepare an Urban Forest Protection and Enhancement Plan to further improve and add to existing assets while also preventing unnecessary or premature loss.
- Conduct assessments of City water and energy usage and develop strategies the City can use to conserve usage, both in City venues and outdoor spaces as well as private homes and businesses.
- 2017 Cemetery Master Plan
- Parkland Bylaw - Bylaw No. 1952



- **2008 Recreation, Culture & Parks Master Plan and 2015 update**
- **2018 Surface Drainage Assessment**

Department Initiatives		Timeframe			
		2023	2024	2025	2026
2.1	Complete a Water Tower Assessment	x			
2.2	MDP Development of an Urban Forest Protection and Enhancement Plan	x	x		
2.3	Support the development of a River Valley Master Plan Update	x	x		
2.4	Support the completion of the Functional Planning Study and Design for the Secondary Water Source	x	x		
2.5	Commission Ross Creek Basin study. Review Cemetery Master Plan Implementation based on findings		x	x	
2.6	Develop a Extended Period Simulation Study		x		
2.7	Develop and sidewalk and trail maintenance program, with resources and implementation strategies.			x	
2.8	Develop a storm water drainage master plan			x	
2.9	Update Parkland Bylaw			x	
2.10	Develop a water conservation strategy			x	x

Goal 3: Manage resources wisely by reducing waste in the landfill and contributing to environmental sustainability.

**Linkages: Environmental Stewardship and Climate Change Readiness
Operational Excellence and Continuous Improvement**

- **Operationalize the new Eco/Transfer Station and implement Provincial Extended Producer Responsibility standards to help encourage waste reduction and diversion programs.**
- **Continue to collaborate in regional partnerships with the Edmonton Metropolitan Region Board, Strathcona County Intermunicipal Relations Committee and other regional initiatives that may gain efficiency and effectiveness for the City from a regional approach.**
- **2017 and 2018 Waste Audits**

Department Initiatives		Timeframe			
		2023	2024	2025	2026
3.1	Implement new 5-year waste collection and disposal contract	x			
3.2	Complete the City Hall/special events sorting station project	x			
3.3	Implement EPR program	x	x		
3.4	Support organic collection in multi unit and commercial buildings on a request basis	x	x	x	x
3.5	Adjust waste management operation in consideration with regional waste management changes and development	x	x	x	x
3.6	Complete a Waste Audit		x		

Goal 4: Manage resources wisely through enhancement to the water, sewer, and storm water programs.

**Linkages: Strategically Managed Infrastructure
Environmental Stewardship and Climate Change Readiness**

- Determine the preferred option to meet future water needs as the City’s demands continue to increase.
- Assess existing storm ponds and develop a Stormwater Drainage Plan that ensures best practices and climate change readiness standards that are incorporated into development regulations and maintenance processes.
- 2016 Water Tower Coating Assessment
- 2017 Water Tower Structural Assessment
- 2010 Sanitary Sewer Plan
- 2020 Sanitary Inflow Infiltration Assessment

Department Initiatives		Timeframe			
		2023	2024	2025	2026
4.1	Continue data collecting of storm water ponds facilities and prepare internal maintenance plan	x			
4.2	Continue discussion on water rate and water Commission with stakeholders	x	x		
4.3	Implement Water Tower Assessment recommendation and maintenance plan through budget process		x	x	
4.4	Adjust waste management operation in consideration with regional waste management changes and development	x	x	x	x
4.5	Update sanitary system model		x		
4.6	Implement multi-year surface drainage rehabilitation plan – long term				x

Goal 5: Manage resources wisely through planning and enhancements to Roads and Parks programs.

**Linkages: Strategically Managed Infrastructure
Environmental Stewardship and Climate Change Readiness**

- Assess the condition of the riverbank to ensure land uses are not creating slope instability.
- Naturalize strategically selected greenspaces for environmental and economic benefit and monitor the health/well-being of naturalized spaces.
- 2017 Cemetery Master Plan
- 2022 River Valley Biking Trail Assessment

Department Initiatives		Timeframe			
		2023	2024	2025	2026
5.1	Develop and publish on City website a thistle control program	x			
5.2	Complete the construction and coordinate the opening of the natural playground	x			
5.3	Complete columbarium project	x			
5.4	Support Fort Centre Park construction project Phase 1	x	x		
5.5	Continue naturalization initiative strategically, including information to the public.	x	x	x	x
5.6	Continue the implementation of the Cemetery Master Plan – Phase 1, review project scope and pricing, and the need for a worksite/storage/shed facility.			x	x

Goal 6: Continue work on transferring local and commuter transit services to the EMTSC.

Linkages: Operational Excellence and Continuous Improvement

- Continue transition work with the Edmonton Metropolitan Transit Services Commission and supporting Smart Fare program for better coordination of service and resultant efficiencies.
- Accelerating Transit in Edmonton Metropolitan Region - December 2019 Report and June 2020 Addendum.

Department Initiatives		Timeframe			
		2023	2024	2025	2026
6.1	Transfer operation to EMTSC	x	x		
6.2	Complete purchase of new bus	x			
6.3	Complete implementation of the regional Smartfare initiative	x			