

2020-22

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

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Public Works

Program	Description
Cemetery Operations	Maintain cemetery turf and infrastructure. Process requests to access sites, sale of plots and services. Open and close sites and provide access to columbarium areas. Manage cemetery expansion through the Cemetery Master Plan. Maintain records. Manage and operate in accordance with the Cemetery Bylaw and <i>Cemeteries Act</i> .
Open Space Turf Maintenance	Maintain outdoor public open spaces through the scheduling and implementation of mowing, weed control, pest control, aeration, and fertilization programs. Liaise with community Minor Ball Association for the Maintenance Agreement and other groups as required. Review Area Structure Plans. Inspect new developments at Construction Completion Certificate (CCC) and prior to Final Acceptance Certificate (FAC) is issued. Answer and address public requests and complaints.
Trail, Pathway, and Sidewalk Clearing and Pathway Maintenance	Remove snow, sand and rocks from walking trails, sidewalks and City buildings to provide safe access and activities to users. Apply prioritization schedules in relation to areas, functions and weather conditions. Inspect and maintain trails and pathways by grinding, crack filling and asphalt patching. Direct contractor for large asphalt repairs. Liaise with Nordic Ski Club for Track Setting Agreement. Answer and address public requests and complaints.
Tree and Shrub Maintenance and Horticulture	Inspect and maintain shrub beds, newly planted trees, all boulevard trees, park trees, highway buffer trees, River Valley trees and annual City flower program. Respond to tree and plant damage caused by extreme weather conditions. Perform tree removal and stump treatment/removal. Manage the annual tree replacement program. Review Area Structure Plan. Inspect new development at Construction Completion Certificate (CCC) and prior to Final Acceptance Certificate (FAC) is issued. Apply prioritization schedules in relation to areas, functions, trees/plants and weather conditions. Answer and address public requests and complaints.
Playgrounds and Outdoor Venue Maintenance	Inspect and maintain toboggan hills, all outdoor ice surfaces, snowbank ice surface, and all City playgrounds. Inspect and maintain all school playgrounds under the conditions of Reciprocal Use Agreements. Ensure facilities are safe to all users, and compliant with CSA standards. Liaise with School Parent groups to advise on acceptable playground equipment for new or replacement school playgrounds. Answer and address public requests and complaints.
Litter and Garbage Control	Empty and maintain in all outdoor public spaces waste receptacles and dog bags. Apply prioritization schedules in relation to areas, functions, and special events. Follow regular routes and waste pick up schedules. Litter picking throughout City. Answer and address public request and complaints.
Road and Bridge Maintenance	Operate, maintain, inspect and repair municipal road infrastructure and equipment to meet community public safety standards as determined by industry and relevant legislation. This includes crack-filling, asphalt patching, concrete repairs, curb and sidewalk repairs, and sweeping and washing of roadways and bridges. Direct contractors for large asphalt repairs which are beyond City staff's expertise. Provide 24-hour emergency response. Address public requests and complaints.

Snow Clearing and Ice Control	Inspect and maintain roadways and City-owned parking lots to ensure safe usage of vehicle traffic through the winter by plowing and sanding as per priority schedule. Haul snow as required to an approved disposal facility outside of the City. Provide 24-hour emergency response. Address public requests and complaints.
Traffic Control and Lighting	Operate all street lights throughout the City. Perform monthly testing of high load sensors for height restriction of bridges over Highway 15. Provide traffic light-turning services for high loads on the highway corridor. Inspect, monitor, maintain and repair roadway signs and traffic control signals at signalized intersections and crosswalks. Complete painting of roadways, city-owned parking lots and pedestrian crosswalk markings. Manage railway crossings agreement. Provide 24-hour emergency response. Address public requests and complaints.
Storm Water Drainage and Ditches	Operate, maintain, inspect and repair municipal storm water infrastructure and equipment such as pipes, ponds, ditches, culverts and manholes to ensure flow capacity of the underground and surface systems. Ensure compliance with applicable legislation. Provide 24-hour emergency response. Address public requests and complaints.
Events and Festivals	Review special event permits and provide support including delivering and picking up signage, barricades, benches and waste receptacles. Support City parade float program by decorating and driving parade float.
Local Transit Service	Operate two distinct routes in Fort Saskatchewan, linking neighborhoods and major service areas, from Monday to Friday. Provide connection to commuter service to Edmonton. Operate and maintain bus stops and transit facilities. Oversee and manage operator contract. Coordinate grant application and advertising on transit fleet and infrastructure. Answer and address public request and complaints.
Commuter Transit Service	Link Fort Saskatchewan local transit route to Edmonton Clareview LRT station on weekdays. Oversee and manage service contract with the City of Edmonton. Liaise with regional transit groups. Answer and address public request and complaints.

Utilities

Program	Description
Water Supply	The City of Fort Saskatchewan is a member of the Capital Region Northeast Water Services Commission. The Commission supplies water to its members from EPCOR, who is responsible for water treatment. The fees charged for water supply are set by the Commission and this program captures the cost of purchasing water from the Commission. A member of Council sits on the Commission's Board.
Water Distribution System	The City purchases potable water from the Capital Region Northeast Water Commission, stores it in reservoirs, then pumps it for domestic, commercial and fire protection purposes through a network of mains (pipes). This program captures the operation, maintenance and repair of municipal water infrastructure, facilities and equipment to ensure utilities services meet community public safety standards as determined by industry and relevant legislation and guidelines; perform daily, weekly, and yearly samples to meet Alberta Environment Code of Practice; review and maintain applicable bylaws; provide 24-hour emergency service.
Water Service Line Program	Respond to issues related to the water line connection from the water main to a private premises (pipe connecting the main water line to a building/house). This is usually done in cooperation with the property owner. Conduct utility infrastructure locates in advance of ground disturbance to avoid damage to underground infrastructure. Locate, raise, lower, and repair of curb cock's (CC's/underground shut off valves). Maintain bleeder valves as necessary to prevent freezing of water service lines in unique instances. Provide 24 hour response to issues with the service connection.
Water Hydrant Maintenance	Inspect, flush and maintain water hydrants annually. Maintain, replace and winterize hydrants as scheduled or required. Provide 24-hour emergency service. Engage with emergency stakeholders such as the Fire Department.
Water Meter Reading and Meter Maintenance	Install, read, maintain, and replace water meters and associated infrastructures at residential, commercial and industrial properties. Measure the water used by each customer to ensure accurate and fair accounting of the consumption of water for billing. Address public requests and complaints. Also includes compliance monitoring and enforcement related to bypass and back-flow.
Bulk Water Station	Operate and maintain the bulk water station for the sale of bulk water to residential, commercial and acreage/farm customers. The bulk water station is located on the James E Graham site.
Sanitary Sewer Transmission	The City send wastewater to the Alberta Capital Region Wastewater Services Commission (ACRWC) through a network of gravity (pipes) mains, with the assistance of two lift stations in lower lying areas. This program captures the operation, maintenance and repair municipal sewer collection infrastructure, excluding the connection lines from private premises to the sewer main (see Sanitary Sewer Lateral Program). Ensure utilities services meet community public safety standards as determined by industry and relevant legislation. Scheduled monitoring to meet Alberta Environment Code of Practice. Review and maintain applicable bylaws. Provide 24-hour emergency response.
Sanitary Sewer Collection System	The City send wastewater to the Alberta Capital Region Wastewater Services Commission (ACRWC) through a network of gravity (pipes) mains, with the assistance of two lift stations in lower lying areas. This program captures the operation, maintenance and repair municipal sewer collection infrastructure, excluding the connection lines from private premises to the sewer main (see Sanitary Sewer Lateral Program). Ensure utilities services meet community public safety standards as determined by industry and relevant legislation. Scheduled monitoring to meet Alberta Environment Code of Practice. Review and maintain applicable bylaws. Provide 24-hour emergency response.

Sanitary Sewer Lateral Program	Respond to issues related to the sewer line connection from a private premise to the sewer main (pipe connecting the main sewer line to a building/house). This is usually done in cooperation with the property owner. Apply preventative maintenance to prevent sanitary service line blockages and respond to unforeseen blockages caused by roots, pipe sags, or waste products. Provide 24-hour emergency response. Address public requests and complaints. In addition, to provide assistance with regional source control monitoring and enforcement as required. This includes sampling and testing of sewer discharge to minimize the effects to the environment, City infrastructure, and the treatment facility infrastructure.
Solid Waste Collection & Disposal	Collect household solid waste from residential and multi-unit properties that includes proper disposal (landfilling) of these materials. Automated collection is provided for both residential (black carts) and multi-unit properties (front load bins), which includes cart management (maintenance and delivery) and cart inventory requirements. Review and maintain applicable bylaws. Manage collection contractor. Provide education and outreach to the community to ensure the City is reducing overall waste being disposed of in landfills to reduce the community's impact on the environment. Address public requests and complaints.
Organics Collection & Disposal	Collect household organics from residential and multi-unit properties that includes processing (composting) of these materials. Automated collection is provided for both residential and multi-unit properties (green carts), which includes cart management (maintenance and delivery) and cart inventory requirements. Review and maintain applicable bylaws. Manage collection contractor. Provide education and outreach to the community to ensure the City is reducing overall waste being disposed of in landfills to reduce the community's impact on the environment. Address public requests and complaints.
Recycling Collection & Disposal	Collect household recycling items (paper, cardboard, plastics) from residential and multi-unit properties that includes processing (recycling) of these materials. Review and maintain applicable bylaws. Manage collection contractor. Provide education and outreach to the community to ensure the City is reducing overall waste being disposed of in landfills to reduce the community's impact on the environment. Address public requests and complaints.
Waste Collection Events	Collect additional waste such as large items (furniture and appliances), extra yard waste, and Christmas trees from residential and multi-unit properties. This also includes the Toxic Roundup event where residents may drop off hazardous household waste and electronics at the Public Works Yard so they will be disposed of in a safe, environmentally friendly way.
Transfer Station Drop-Off and Disposal	Operate a controlled user pay Transfer Station for disposal of waste items such as large items, surplus waste from curbside garbage pickup, batteries, propane tanks, fluorescent tubes, etc. Fees apply to certain items being dropped off.
Recycle Station Drop-Off & Disposal	Operate a 24-hour self-sorted recycling drop off point for disposal of plastics, cardboard, glass, metal, paper, etc. This is a free service to users and is located at the Transfer Station.
Organics Drop-Off & Processing	Providing a drop off location at the Transfer Station for small residential amounts of trees and branches to be dropped off. Wood chips are made from the braches or brush and are sold or used for internal City use. As well as a drop off location for small residential amounts of yard waste materials which are piled, turned, and screened into organic topsoil which is sold or used for internal City use.
Grant Funded Recycling Program	Collection and disposal of paint, tires, electronics, and used oil. These items are collected for free at the Transfer Station and are recycled through the Alberta Recycling Management Authority (ARMA) which offers grants to municipalities for recycling these items. The service ensures the safe collection and disposal of materials that could be hazardous if disposed of with other waste.

Utility User Rates

Revenue generated through the collection of utility rates to provide water distribution, wastewater collection (sewer) and solid waste services with these specific services provided on a user pay basis, ensuring that users pay the full cost of utility services.

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

Legend

	Project or phase complete
	In progress, upcoming

Goal 1: Enhance departmental efficiencies and effectiveness through service and structure reviews, site planning and internal process.

Linkages: Excellence in Government.
Well Planned and Maintained Municipal Infrastructures.
Position for Growth

Master Plans and Guiding Documents:

- Transfer Station Study
- OHS Policies and Procedures
- Annexation

Initiatives:

Timeframe

		2020	2021	2022
1.1	Re-imagine Public Work programs, services and structure.			
1.2	Review result of Transfer Station Site Master Plan. Implement recommendations through the budget process			
1.3	Continue the implementation of the vendor management Occupational Health and Safety prequalification policy and on-going improvement to OHS process at PW.			
1.4	Document service levels and associated service process for Roads and Utilities.			
1.5	Identify areas of growth and associated costs in relation to annexation process with Strathcona County			

Goal 2: Manage resources wisely by reducing waste in landfill and upgrading water, drainage and parks infrastructures.

Linkages: Well Planned and Maintained Municipal Infrastructures
Master Plans and Guiding Documents:

- Waste Collection Service Level Review
- Waste Services public Engagement Survey
- Water, Sewer, Drainage and Waste Bylaws
- Water Audit
- Water Distribution Master Plan
- Drainage Study

Initiatives:

		Timeframe		
		2020	2021	2022
2.1	Implement organics collection at City events and in City buildings			
2.2	Implement organics collection for multi-units			
2.3	Support organics collection in commercial buildings			
2.4	Complete Water Meter Reading Advanced Metering Infrastructure (AMI) system allowing staff and resident access to real time data for water consumption			
2.5	Implement multi-year surface drainage rehabilitation			
2.6	Initiate and complete wastewater water infiltration study to meet Wastewater commission's requirements			
2.7	Study second source of water supply			
2.8	Update Water Distribution Master Plan			

Goal 3: Review and enhance transit services to align with regional transit services and user trends.

- Linkages: Excellence in Government
 A Vibrant and Thriving Community
 Position for Growth
 Master Plans and Guiding Documents:
- Transit Pilot Review
 - Transit Review

Initiatives:

		Timeframe		
		2020	2021	2022
3.1	Implement Smart Fare Transit program			
3.2	Engage in discussion with potential transit partners for the delivery of commuter services to Edmonton and the region, including the RTSC.			
3.3	Identify areas for growth, location, timing and costs associated with a 3 rd local route or alternative service			
3.3	Fort Transit, transition to Commission model			

Goal 4: Review and update plans, bylaws, policies and procedures.

- Linkages: Excellence in Government.
 Master Plans and Guiding Documents:
- Parks Policies and Procedures
 - Waterworks Bylaw
 - Sewer Bylaw
 - Long term Financial Sustainability Plan

Initiatives:

		Timeframe		
		2020	2021	2022
4.1	Update Parkland Bylaw			
4.2	Rewrite Water Bylaw			
4.3	Commission storm water study, review the feasibility of establishing storm water as a Utility. Provide information on financials, rates model, operation model, strategies, implementation and recommendations.			

Appendix

Department Goals and Initiatives being considered for next strategic and business plan cycle (2023-2027)

Goal 1: Enhance departmental efficiencies and effectiveness through service and structure reviews, site planning and internal process.

Initiatives:

		Timeframe				
		2023	2024	2025	2026	2027
1.1	Develop a plan and implement James E Graham (JEG) site enhancements, buildings, workspaces and storage					
1.2	Acquire real time interactive mapping system for infrastructure. Acquire resources to upload information, train and launch program to staff					

Goal 2: Review and update plans, bylaws, policies and procedures.

Initiatives:

		Timeframe				
		2023	2024	2025	2026	2027
2.1	Commission Ross Creek Basin study. Review Cemetery Master Plan Implementation based on findings					
2.2	Write a new Drainage Bylaw					